

ANNUAL REPORT 2017-18



**NATIONAL INSTITUTE OF
LABOUR ECONOMICS RESEARCH AND DEVELOPMENT**

A-7 Narela Institutional Area, Delhi-110040

Tel.: +91-11-27787215/6/7 Fax: +91-11-27783467

Website: <http://iamrindia.gov.in>

**NATIONAL INSTITUTE OF
LABOUR ECONOMICS RESEARCH AND DEVELOPMENT
Narela Institutional Area, Delhi-110 040**

Fifty Fifth Annual Report 2017-18



**National Institute of Labour Economics Research and Development
A-7, Narela Institutional Area, Delhi-110 040**



NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH AND DEVELOPMENT

FIFTY FIFTH ANNUAL REPORT 2017-18

FROM THE DIRECTOR GENERAL'S DESK

It gives me immense pleasure to present the Fifty Fifth Annual Report of the National Institute of Labour Economics Research and Development (NILERD) for the year 2017-18. The Annual Report provides a glimpse of the Institute's academic activities – research, national and international education and training programmes – administrative and financial matters including audited statement of accounts for the reference year. As NILERD is an autonomous Institute under NITI Aayog, Government of India, which has come into existence from January 1, 2015 replacing the erstwhile Planning Commission, some of the Institute's activities have been suitably aligned with the mandate of NITI Aayog. Accordingly, the Memorandum of Association (MoA), the General Council (GC) of the Institute is being reconstituted.

During the year 2017-18, while the Institute has continued its emphasis on training, research and consultancy activities, more thrust has been laid on Monitoring and Evaluation and on expanding the scope of activities beyond labour economics. Various issues in development have become the central focus of the Institute in the backdrop of which inclusive growth and welfare are looked into meticulously. For nearly two decades the Institute is successfully running academic & training programmes on diverse thematic areas of human resource planning and development for international participants, mainly senior and middle level officials from the Government, industry and academic institutions across the globe, particularly from the developing countries. These programmes such as Post Graduate Diploma and Certificate Course on Human Resource Planning and Development, and short-term International training programmes on themes such as Human Resource Planning and Development, Manpower Research, Global Human Resource Management, Manpower Information System, Human Capability, and Certificate Programme in Monitoring & Evaluation etc. have received world-wide recognition. The Institute has also imparted training to the officials of Royal Government of Bhutan. Besides, the Institute is conducting national training programmes in the area of Monitoring & Evaluation and Project Appraisal for the officials of different State Governments so as to foster cooperative federalism. Some of the State Government officials who received training during the year 2017-18 are from Odisha and from National Capital Territory of Delhi.

The Institute, during the year 2017-18, has successfully completed the following research projects sponsored by various Ministries/Departments, namely, Efficacy and Effectiveness of National Apprenticeship Training Scheme of Board of Apprenticeship Training (Western Region); Outcome Review Study of the Scheme of



Computerization of the Records of the State Wakf Boards; Impact Evaluation of the Scheme “Strengthening of State Wakf Boards”; Evaluation Study of the Scheme “MSME Technology Centres (Tool Rooms and Technology Development Centres)”; Pilot Study on “Evaluating Polytechnic Schemes of the Ministry of Skill Development and Entrepreneurship”; Evaluation of Krishi Vigyan Kendras (KVKs) for their classifications into A, B, C and D Categories; Micro, Small and Medium Enterprises Energy Saving Project (JICA Phase 2); Evaluation Study of Credit Linked Capital Subsidy Scheme of MSME; and Impact Evaluation of the Scheme of Development of Urban Waqf Properties.

The Studies currently in progress are Manpower Planning in Odisha, Efficacy and Impact of National Apprenticeship Training Scheme of BOAT (Northern Region); Efficacy and Impact of National Apprenticeship Training Scheme of BOAT (Southern Region); and Determinants of Missing Middle Phenomenon in Indian Industries.

In furtherance of its mandate towards developmental research the Institute organized a Workshop in collaboration with International Labour Organisation (ILO) on “Reflections on India’s Development: Employment, Education, Empowerment and Health” during March 15-16, 2018. Springer is publishing a volume containing the research papers presented in the workshop by the NILERD Faculty.

In addition to the above academic and research programmes, the Institute publishes a quarterly, Manpower Journal, and a data book, Human Resource Profile: India Yearbook, regularly.

I take this opportunity to express my gratitude to Dr. Rajiv Kumar, Vice Chairman, NITI Aayog; Shri Rao Inderjit Singh, Hon’ble Minister of State (Independent Charge), Ministry of Planning; Dr. Bibek Debroy, Member, NITI Aayog; Dr. V.K. Saraswat, Member, NITI Aayog; Prof. Ramesh Chand, Member, NITI Aayog; and Shri Amitabh Kant, Chief Executive Officer, NITI Aayog, for their continued support and leadership in enabling the Institute to meet its objectives in a desired manner. I am also grateful to Shri Ratan P. Watal, Principal Advisor; Shri Yaduvendra Mathur, Additional Secretary; Shri Ali R. Rizvi, Additional Secretary & Financial Advisor; Shri Vikram Singh Gaur, Joint Secretary, State Coordination & Decentralized Planning Division; Ms. Sanchita Shukla, Director (Finance); and other officials of NITI Aayog for their continued support, guidance and encouragement in the day-to-day functioning of the Institute.

I thank the members of General Council and Executive Council for their support while carrying out the work programme of NILERD. I also express my sincere thanks to the Ministry of External Affairs, Ministry of Finance, Government of India and other departments for extending their valuable supports to the Institute.

I acknowledge with thanks the dedication and contribution of the faculty members and staff of NILERD towards carrying out the Institute’s core activities.

Sd/-

Date: 10th September, 2018

Place: Narela, Delhi

(Prof. Arup Mitra)

Director-General



CONTENTS

	Page
THE INSTITUTE AND ITS ORGANISATIONAL STRUCTURE	1-8
The Institute	3
The Institute's Mandate	3
The Institute's Structure	4
The General Council	5
The Executive Council	6
Other Standing Committees	7
Management of the Institute	7
Infrastructural and Computing/IT Facilities at NILERD Campus	7
CHART: ACTIVITIES OF THE INSTITUTE	9
ACADEMIC ACTIVITIES	11-56
A. Educational and Training Programmes	13
I. Education and Training Unit	13
1. International Training Programme completed	13
(i) International Training Programme on Human Resource Planning and Development	13
(ii) International Training Programme on Manpower Research	15
(iii) International Training Programme on Global Human Resource Management	16
(iv) International Training Programme on Manpower Information System	19
2. Training Programme conducted for Royal Government of Bhutan completed	21-27
3. International Educational and Training Programme on-going	27-34
(i) Post Graduate Diploma in Human Resource Planning and Development	27
(ii) Certificate Course in Human Resource Planning and Development	30
(iii) International Training Programme on Human Capabilities	32



II. Monitoring & Evaluation Unit	34-40
1. International and National Training Programme in Monitoring and Evaluation completed	35
(i) Certificate Programme in Monitoring & Evaluation	35
(ii) Professional Training in Monitoring Evaluation for State Government Officials	37
B. RESEARCH ACTIVITIES	40-56
1. Research Studies completed during the year 2017-18	41
2. Research Studies ongoing during the year 2017-18	54
C. WORKSHOP	56
D. MANPOWER PROFILE DATABASES	56
E. MANPOWER JOURNAL	56
ACADEMIC PROFILES AND AREAS OF SPECIALISATION OF THE FACULTY AND THEIR ACADEMIC ACTIVITIES	57-71
SUPPORT SERVICES: LIBRARY, HINDI CELL, PERSONNEL/STAFF MATTERS AND ESTATE ACTIVITIES	73-79
A. Knowledge Resource Centre	75
B. Celebration of National Days	76
C. Hindi Cell	76
D. Personnel/Staff Matters	77
E. Activities undertaken by the Estate Section of the Institute	78
FINANCIAL MATTERS	81-112

**THE INSTITUTE AND
ITS ORGANISATIONAL STRUCTURE**



The Institute

The National Institute of Labour Economics Research and Development (NILERD) is an autonomous Institute under the NITI Aayog, Government of India. It was established in the year 1962 under the Societies Registration Act of 1860 in the name of Institute of Applied Manpower Research (IAMR), which has been renamed as NILERD on 9th June, 2014. The Institute is funded mainly by grants-in-aid from the NITI Aayog and supplemented by its own revenue from research projects and education & training activities sponsored by the Ministry of External Affairs, Government of India. Since its inception, NILERD has been a unique Institution of its kind that carved out a niche in the fields of human resource planning and development, structure and changing patterns of the labour market, monitoring and evaluation of public policies and programmes, dissemination of best practices, devising academic and training programmes in governance and public policy for developing nations, and such other initiatives to further the national development agenda. The Institute's academic and training programmes have received world-wide recognition and are being attended by various senior and middle-level officials from the Government, industry and academic institutions, particularly from the developing nations. The State Coordination & Development Planning Vertical functions as the nodal division in the NITI Aayog for administrative control and guidance to the Institute. The Institute has made a marked position, both at the national and international level, in the field of research in labour and employment, skill development, and Monitoring & Evaluation. It is a repository of knowledge and provides research services to the Government, Public/Private sector, international organisations and other such agencies.

The Institute's Mandate

The broad aims and objectives of the Institute are:-

- i. To advance the knowledge about the nature, characteristics, and utilization of human resources, human capital investments in India and its returns;
- ii. To provide a broad perspective of requirements of trained human resource for economic development in different fields with due regard to the probable impact of technological changes, educational level, and wages on the pattern of employment;
- iii. To develop a range of academic activities not only in the field of human resource planning and development but also in various related fields of current interest.
- iv. To provide academic training to develop improved methods and techniques to deal with:
 - a. human resource planning and development;
 - b. assessment, training and capacity development of the workforce;
 - c. promoting employability, skill development, vocational training;
 - d. forecasting demand and supply of human resource and connected matters; and
 - e. monitoring & evaluation of programmes and policies especially related to government, ministries and departments.



- v. To promote, conduct, provide guidance, and facilitate coordination of social science research;
- vi. To provide research services on human resources to Government departments, public corporations, private establishments and international organizations;
- vii. To maintain a resource centre and be a repository of research on issues related to human resources and development economics; and to provide research and training services to improve supply and quality of the workforce, thereby contributing to increased productivity;
- viii. To foster cooperative federalism through providing credible research support and training to the States/UTs; to design strategic and long term policies, programme frameworks and initiatives, and monitor their progress and efficacy;
- ix. To facilitate in transforming the role of the Government to develop policies in order to promote skill development;
- x. To undertake monitoring and evaluation of implementation and impact of policies and programmes, inter alia, through development and tracking of monitorable indicators and comprehensive programme evaluations;
- xi. To undertake, organize and facilitate study courses, conferences, lectures, seminars, workshops, study tours etc. to promote the aforesaid objects;
- xii. To undertake publications of journal, research papers, policy briefs, books etc. to establish and maintain libraries in furtherance of the aforesaid objects;
- xiii. To stimulate interest in human resource problems generally and to cooperate with and assist in manpower research by other agencies and institutions or professional associations, both domestic and international;
- xiv. To maintain a Documentation Centre and a Computer Centre; and
- xv. To prepare, print, publish, issue, acquire and circulate books, papers, periodicals, and engage in other literary activities dealing with or having a bearing on the objectives of the society.

The Institute's Structure

NILERD is a registered society functioning as an autonomous body under the administrative control of the NITI Aayog, Government of India. At the apex level the Institute is governed, guided and controlled by two august bodies, i.e., the General Council (GC) and the Executive Council (EC). By an institutional arrangement, the Vice Chairman, NITI Aayog, Government of India, functions as the President of the General Council (GC) and CEO, NITI Aayog functions as the Chairperson of the EC. The Director General (DG) of the Institute is the Principal Executive of the Institute and is responsible for the management and administration of its affairs. In conducting the day-to-day functioning of the Institute DG is aided by a team of faculty representing a wide range of disciplines and by the administrative support staff. DG is also the Member-Secretary of both the GC and EC.



The General Council

The supreme governing body of the Institute is the General Council (GC). The Vice Chairman, NITI Aayog, functions as the President of the General Council. A Member of NITI Aayog is the Vice President of the GC. Besides the Chief Executive Officer (CEO), NITI Aayog; Director-General, NILERD; and Director (Finance), NITI Aayog, the GC is represented by senior officials from different Ministries such as Finance, Human Resource Development (HRD), Labour & Employment etc. In addition, there are representatives from Bodies such as University Grants Commission (UGC), Central Statistical Organisation (CSO), Institute of Economic Growth (IEG), and other user organisations. Besides, there are representatives from various State Governments on rotation basis once in two years. One senior faculty from NILERD is normally nominated to GC on rotation basis for a two-year tenure. The GC, in general, meets once in a year and approves the work programme, annual budget, annual report and annual accounts of the Institute. The GC also appoints the auditors of the Institute. The detailed composition of the GC is given below.

COMPOSITION OF THE GENERAL COUNCIL (AS ON 31.03.2018)

(Vide Rule 3)

- | | |
|---|---------------------------------------|
| (a) President | Vice-Chairman, NITI Aayog |
| (b) Vice-President | Member, NITI Aayog |
| (c) Chairman (Executive Council) | CEO, NITI Aayog |
| (d) Director General | Director General, NILERD |
| (e) Treasurer of the Institute | Director (Finance), NITI Aayog |
| (f) One representative each from | |
| i. NITI Aayog | |
| ii. Ministry of Finance | |
| iii. Ministry of Human Resource Development | |
| iv. Ministry of External Affairs | |
| v. Ministry of Commerce & Industry – DIPP | |
| vi. Ministry of Labour & Employment – DGE | |
| (g) One representative each from | |
| i. Central Statistical Organisation | |
| ii. University Grants Commission | |



- iii. Indian Statistical Institute
 - iv. National Council for Applied Economic Research
 - v. Institute of Economic Growth
 - vi. National University of Educational Planning and Administration
 - (h) Three representatives of State Governments: One from each Zone on rotation basis for a period of two years in each case**
 - (i) One representative each from**
 - i. Federation of Indian Chamber of Commerce and Industry Ltd. (FICCI)
 - ii. Confederation of Indian Industry (CII)
 - iii. National Skill Development Corporation (NSDC)
 - (j) Two representatives of Labour Unions nominated by the Government for two years at a time but extendable**
 - (k) One Member of Senior Faculty of the Institute on two-yearly rotation basis (to be nominated by the Director General from amongst the Senior Faculty Members)**
- (l) Not more than two members:** Co-option of representatives of other organisations/institutions which may be concerned with the work or programme of the Institute and individuals with special knowledge or interest in the work or programme of the Institute.

The Executive Council

The Executive Council (EC), drawn from the General Council, controls, monitors and guides the activities of the Institute. The Chief Executive Officer, NITI Aayog, Government of India, functions as the Chairperson of the EC. It further consists of two members from the Central Government representing the NITI Aayog and Department of Expenditure (Ministry of Finance), three members representing the NILERD General Council including one from the NILERD Faculty, besides DG, NILERD as Member-Secretary of the EC. The EC is vested with powers in respect of all matters connected with the Institute's overall administration and meets as often as necessary and at least twice each year.



COMPOSITION OF THE EXECUTIVE COUNCIL (AS ON 31.03.2018)

(Vide Rule 5)

- (a) **Chairman** **CEO, NITI Aayog**
- (b) **Director General** **Director General, NILERD**
- (c) **One representative each from**
- i. NITI Aayog
 - ii. Ministry of Finance (Department of Expenditure)
- (d) **Not more than one member, not exceeding one representative from the following group**
National Skill Development Corporation
- (e) **Not more than three members of the General Council of whom one shall be from the Faculty of NILERD**
- i. Nominated by the General Council
 - ii. NILERD Faculty in General Council (Nominated by the Director-General, NILERD)

Other Standing Committees

In addition, there are three standing committees concerned with staff matters, budget, and administration of the Contributory Provident Fund (CPF), namely, the Standing Staff Committee, Standing Budget Committee and the Committee on Administration of NILERD Contributory Provident Fund.

Management of the Institute

Director General, NILERD is the chief executive of the Institute in its day-to-day management. The academic activities of the Institute are carried out through various research units headed by senior faculty members and are assisted by appropriate faculty and support staff. Overall administrative and financial matters are looked after by the Director General with requisite inputs from the Administration and Finance sections respectively. The Institute has state-of-the-art computer and internet facilities with Wi-Fi access, an Editorial Unit and a Knowledge Resource Centre (KRC). The Institute publishes a quarterly titled, Manpower Journal, with the Director-General acting as its Editor-in-Chief.

Infrastructure and Computing/IT Facilities at the NILERD Campus

The Institute is located in a sprawling campus of its own having more than 15 acres of land at the Narela Institutional Area, Delhi. The campus infrastructure includes academic, administrative, training and KRC blocks, besides residential accommodation for its faculty and staff, guest house and an auditorium. In addition, there is an exclusive international hostel having fifty-two rooms for participants of the International Training and Academic



programmes being conducted by the Institute year round. The campus is enriched with high bandwidth Local Area Network (LAN) connectivity and has dedicated high speed leased line internet facility. IT infrastructure, computers & paraphernalia and software packages are purchased from time to time to keep abreast with the latest developments and needs. The Institute's website is normally updated from time to time with current information on research, training, and educational activities. Information of major events of the Institute is also uploaded on the website with photographs.

ACTIVITIES OF THE INSTITUTE



ACADEMIC ACTIVITIES



A. Educational and Training Programmes

I. Education and Training (E&T) Unit

The Education and Training Unit of the Institute has been running international programmes such as Post Graduate Diploma Course and Certificate courses on Human Resource Planning and Development of one year and six months respectively. The Unit has also conducted short-term International Training Programmes (ITPs). These programmes are sponsored by the Ministry of External Affairs (MEA) under Indian Technical Economic Cooperation (ITEC) and Special Commonwealth Assistance for Africa Programme (SCAAP), Government of India. In addition, the unit conducted six training programmes for the officials of Royal Government of Bhutan.

During the year 2017-2018, the Institute offered various international programmes such as the Post Graduate Diploma in Human Resource Planning and Development in affiliation with Guru Gobind Singh Indraprastha University (GGSIU) (established by the Government of NCT of Delhi). The other programmes offered by the Institute include Certificate Course in Human Resource Planning and Development, and short-term International Training Programmes on Human Resource Planning and Development, Manpower Research, Global Human Resource Management, Manpower Information System, Human Capabilities, Certificate Programme in Monitoring and Evaluation (M&E), etc. Over the two decades, more than 1,200 participants, mainly civil service officers, planners, educators, and trainers from more than 100 countries have benefitted from the educational programmes of the Institute. The Institute has been maintaining its 'A' Grade, awarded since 2012 by the GGSIU University. These programmes are largely funded by the Ministry of External Affairs (MEA). Besides, in line with the mandate of NITI Aayog on cooperative federalism, the Institute has been conducting Specialized Training Programmes on Monitoring & Evaluation for the Officers of different states.

The E&T unit conducted two academic programmes viz. Post Graduate Diploma in Human Resource Planning and Development and Certificate Course in Human Resource Planning and Development, and five short-term International Training Programmes in 2017-18. All these programmes/courses are sponsored by the MEA, Government of India under the Indian Technical Economic Cooperation (ITEC) Scheme. The details of the programmes are as follows.

1. International Training Programmes completed

(i) International Training Programme on Human Resource Planning and Development

Duration: Eight weeks (July 4 to August 28, 2017)

The Context

Human resource planning, a key aspect of development, assumes special importance in the current context of globalisation and liberalisation. The problems relating to planning and development of human resources facing the developing countries include unemployment, shortage of persons with requisite knowledge and skills, lack of adaptability to new work structure and work organisations, low human productivity, etc. This programme



focuses on enriching the knowledge of senior and middle level officers working with governments in developing countries in planning and development of human resources.

Objectives of the Programme

The course helps the participants

- To identify major issues of human resource planning and development;
- To use quantitative and qualitative tools of human resource planning and development;
- To develop a structure of manpower information system; and
- To evolve alternative models of human resource planning and development.

Contents

The programme comprises of the following topics:

1. Human Resource Planning (HRP)
2. Human Resource Development (HRD)
3. Human Resource Management (HRM)
4. Project Work

Study Tour-cum-Field Visits

A study tour was conducted to HCM RIPA, Jaipur from August 1 to 4, 2017.

Award of Certificates

Twenty-three participants from 14 countries (Bhutan, Democratic Republic of Congo, Ethiopia, Fiji, Kenya, Malawi, Mauritius, Niger, Sri Lanka, South Sudan, Sudan, Tajikistan, Tanzania, and Venezuela) received their certificates at a Valedictory Function held on 28th August, 2017 from Dr. Rajesh Chadha, Senior Fellow and Research Counsellor, National Council of Applied Economic Research, Delhi.



Participants of ITP on Human Resource Planning and Development performing a group activity



Mr. Gideon Mbanga from Malawi receiving Certificate from Dr. Rajesh Chadha (left), NCAER, and Memento from Director General, NILERD, Prof. Arup Mitra (right)



Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Anita Kakkar, Assistant Director.

(ii) International Training Programme on Manpower Research

Duration: Eight weeks (September 26 to November 20, 2017)

The Context

Manpower Research is an integral part of development process which requires quantitative and qualitative knowledge of past trends, present situation and evolution in future of various aspects of manpower demand and supply. The training programme on manpower research provides comprehensive knowledge about systematic manpower planning, including tools and techniques of labour market analysis, labour force projections, techniques of data analysis, report writing etc.

Objectives of the Programme

The course helps the participants

- To understand the role of manpower as a critical resource;
- To identify emerging areas of research in manpower and employment;
- To develop a research project;
- To identify and select research methodology for manpower planning; and
- To develop a structure of manpower information system.

Contents

The programme comprises of topics related to the following six broad areas:

1. Issues for research in manpower and employment
2. Manpower research methodology
3. Project management
4. Statistical techniques in manpower research
5. Computer application in manpower research
6. Report writing

Project Work

In addition, participants prepare a project report with a presentation towards the end of the course.

Study Tour-cum-Field Visits

Participants visited HCM RIPA, Jaipur from 24th to 27th October, 2017.

Award of Certificates

Twenty-two participants from 17 countries (Afghanistan, Botswana, Cambodia, Cote D'Ivoire, Ethiopia, Fiji, Ghana, Lao PDR, Liberia, Mauritius, Niger, Russia, Tajikistan, Tanzania, Sri Lanka, Uganda, and Zimbabwe) received certificates at a Valedictory function held on November 20, 2017 from the Chief Guest, Shri Dinkar Asthana, Joint Secretary, MEA, Government of India.

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Anita Kakkar, Assistant Director.



Participants of ITP on Manpower Research with DG, Faculty and staff



Participants during a class activity

(iii) International Training Programme on Global Human Resource Management

Duration: Six weeks (December 12, 2017 to January 22, 2018)

The Context

In this era of globalization, people as well as organizations are crossing boundaries to seek economic benefits. The success of any organization depends on its ability to manage a diverse body of talent which can give it a cutting edge over its competitors through innovative perspectives of its work. The role of global HR manager is to create a synergy between the diverse workforces.

Multinational and transnational organizations cannot follow traditional HR practices. Human Resource Management (HRM) can be a major constraint when multinational companies (MNCs) try to implement global strategies, mainly because of the different cultural and institutional framework of each country the MNC operates in. The national context affects the way people are managed in different countries and MNCs are facing pressures to adapt HRM practices accordingly.



The course would help HR professionals to understand and appreciate cultural diversity in the workforce and equip them with HRM practices to effectively deal with coordination and control of international operations.



Participants of ITP on Global Human Resource Management with Director General, Faculty and staff

Objectives of the Programme

The programme intends to help the participants in instilling a global perspective and an appreciation of global differences by

- Providing understanding of global business environment;
- Acquainting with work conditions, remuneration and compensation;
- Appreciation of global cultural differences;
- Improving cross-cultural communication; and
- Coping with global change

Contents

The programme covers the following themes:

1. Introduction and evolution of HRM
2. Difference between global and domestic HRM
3. Strategic HR issues in global assignments
4. HRIS: Innovation tool for HRM
5. Learning and developmental issues related to HRM
6. Job analysis in global world
7. Recruitment & selection: challenges for global HRM

8. Employee development
9. Training and development
10. Career planning: challenges in global scenario
11. Appraising and improving performance
12. Managing global compensation, benefits and taxes
13. Conflict management
14. Global ethics and labour standards
15. Cross-cultural issues management
16. Communication in cross-cultural environment
17. Motivation in cross-cultural environment
18. Global knowledge management

Project Work

In addition, participants prepare a project report with a presentation towards the end of the course.

Study Tour-cum-Field Visits

Participants visited Mahatma Gandhi State Institute of Public Administration (MGSIPA), Chandigarh from 10th to 12th January, 2018.

Award of Certificates

Twenty-eight participants representing 24 countries (Afghanistan, Azerbaijan, Bhutan, Botswana, Cote D Ivoire, Egypt, El-Salvador, Ethiopia, Fiji, Grenada, Iran, Kenya, Kiribati, Liberia, Maldives, Malawi, Mauritius, Sri Lanka, Tajikistan, Tanzania, Uganda, Uruguay, Uzbekistan and Zambia) received certificates at a Valedictory function held on 14th January, 2017 from Prof. Arup Mitra, Director General, NILERD.



Participants of ITP on Global Human Resource Management at MGSIPA, Chandigarh



Ms. Mayte Loyarte from Uruguay receiving Memento and Certificate from Prof. Arup Mitra, DG, NILERD



Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.

(iv) International Training Programme on Manpower Information System

Duration: Eight weeks (February 5 to April 2, 2018)

The Context

The training programme on Manpower Information System (MIS) provides a comprehensive knowledge to the participants about the tools and techniques used in developing MIS and its management skills, which include planning, control, problem solving and communication pertaining to MIS.

Objectives of the Programme

The programme helps the participants

1. To understand issues related to MIS;
2. To develop a structure of MIS;
3. To sensitize the participants with utilization of MIS for policy formulation; and
4. To enhance the management skills for handling MIS.

Programme Design

The programme has been designed to provide an opportunity to the participants to share the available knowhow on issues relating to Manpower Information System. Accordingly, a variety of instructional methods have been chosen, though the use of each would depend upon the nature of the subject being presented. These include formal lectures and participative methods such as group discussions, panel discussions, case studies, workshops and managing data on computers. As an integral part of the programme, there are visits to various organisations engaged in the development of manpower information system. This would offer participants an opportunity to share their experiences with the professionals in the field. Project work also forms an integral part of the programme.

Contents

The contents of the programme comprised of the following themes:

1. Introduction to MIS
2. Types of Information System
3. Project Management in the development of Manpower Information System
4. Systems Analysis & Design
5. Managing data through Databases



6. Enterprise Resource Planning (ERP) systems
7. Information System Security
8. Knowledge Management System
9. Manpower Information System's Application for Training and Development – Case Studies
10. Issues and Performance Management, Compensation, Benefits, Payroll and Manpower Information System – Case Studies



Participants of ITP on Manpower Information System with Director General, Faculty and Staff

Project Work

In addition, participants prepare project reports with a presentation towards the end of the course.

Study Tour-cum-Field Visits

Participants visited HCM RIPA, Jaipur from 12th to 16th March, 2018.

Award of Certificates

Twenty-six participants representing 15 countries (Afghanistan, Bangladesh, Belarus, Bhutan, Botswana, Cameroon, Comoros, Ethiopia, Fiji, Ghana, Namibia, Niger, Nigeria, Syria and Tanzania) received certificates at a Valedictory function held on April 2, 2018 from Prof. Arup Mitra, Director General, NILERD.

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.



Participants of ITP on Manpower Research at Valedictory Function



Naa Ashawah Lartey from Ghana receiving certificate from Director General, NILERD, Prof. Arup Mitra

2. Training Programmes conducted for Royal Government of Bhutan completed

(i) Competency Development for Human Resource Personnel of Royal Civil Service Commission of Bhutan

Duration: 5th to 16th June, 2017

Objective of the Programme

The main objective of the programme is to equip human resource officers with competence in terms of knowledge, concepts, skills and tools necessary to deal with changes in information and working methods, job descriptions and duties and international competition.

Contents

The contents of the programme comprised of the following themes:

- Techniques of adding value to employee relations;
- Best Talent Acquisition practices;
- Role of Technology in HR Delivery;
- Employee engagement models
- Role of effective communication in conflict resolution;
- Managing performance and role of coaching and mentoring;
- Competency Assessment Systems;



- Talent Development and Management;
- Talent Analytics;
- HR as Strategic Partner for Managing Change; and
- Integrity, Values and Ethics in HR.



Participants of the Programme with Director General, Dr. Yogesh Suri, Faculty and staff

Award of Certificates

The programme which was attended by 25 Human Resource (HR) Officers and Assistant HR Officers of the Royal Civil Service Commission was inaugurated on June 5, 2017 by Shri Bhupinder Singh, CEO, Central Government Employees' Welfare Housing Organisation and concluded on June 16, 2017 with the award of certificates to the participants by Dr. Pitam Singh, Director (Admin.).

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Anita Kakkar, Assistant Director.

(ii) Training on Effective Office Management for Administrative Assistants of Royal Civil Service Commission of Bhutan (Two Batches)

Duration: 19th to 24th June, 2017

26th to 30th June, 2017

Objective of the Programme

The main objective of this training programme is to help the participants learn to prioritize, plan, and solve problems, communicate more confidently and gain self-management skills.



Contents

The contents of the Programme comprises of the following themes:

1. Inventory Management
2. Communication at Workplace
3. Managing filing Systems and Practice of Noting and Drafting
4. Database Management
5. Importance of Team
6. MS Word and MS Excel
7. Procurement and Establishment rules – Case Studies

Award of Certificates

Nineteen participants of Batch I (June 19 to 24, 2017) received certificates from Dr. Pitam Singh, Director (Admin.) and nine participants of Batch II (June 26 to 30, 2017) received certificates from the Director General, Prof. Arup Mitra, NILERD.



Participants of Batch I with DG, Faculty and staff



Participants of Batch II with Faculty and staff



Participants in the classroom

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Anita Kakkar, Assistant Director.

(iii) Training on “Contract Administration” for Officials of Ministry of Works and Human Settlement, Bhutan

Duration: 22nd to 29th November, 2017

Objective of the Programme

The main aim of this programme is to provide participants with the knowledge, concepts, skills and tools necessary to manage and administer contracts post award. Participants in this interactive course will learn all the processes and activities required to implement contractual obligations.



Participants with Director General, Prof. Arup Mitra, Faculty and staff

Contents

The contents of the Programme comprises of the following themes:

- Principles of Contracts
- Contract Administration Tools
- Contractor Evaluation
- Effective Contract Writing and Communication
- Legal Aspects in Contract
- Ethics and Compliance



Study Tour-cum-Field Visits

Participants of the course visited CRPF Campus, Dwarka and Under-construction NIT Campus at Narela, Delhi.

Award of Certificates

Five participants received certificates from Director General, NILERD.

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.

(iv) Training on Construction Quality Control and Monitoring for Officials of the Ministry of Works and Human Settlement, Bhutan

Duration: 3rd to 10th January, 2018

Objective of the Programme

The main aim of this course is to provide the participants with the knowledge, concepts, skills and tools necessary to manage and administer contracts post-award with respect to 'Quality Control and Monitoring' aspects. Participants in this interactive course will learn all the processes and activities required to implement 'Quality Control' as given in the contractual obligations.



Participants with Director General, Faculty and staff

Contents

The contents of the Programme comprises of the following themes:

- Total Quality Management (TQM) in Construction

- Responsibility, Authority and Structure of Quality Control Organizations
- Quality References
- Performance Monitoring Requirements
- Inspection and Verification Activities
- Construction Deficiencies
- Documentation and Reporting
- Sustainable Built Environment – Green Building

Study Tour-cum-Field Visits

Participants visited Ministry of Environment, Forest and Climate Change, Indira Paryavaran Bhawan; under-construction NIT Campus, Narela and Central Government Employees Welfare Housing Organisation, Delhi.



Participants at the Ministry of Environment, Forest and Climate Change

Award of Certificates

Seven participants received certificates from the Director General, NILERD.

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.

(v) Training Programme on International Procurement: Best Practices for Officials of Ministry of Works and Human Settlement, Bhutan

Duration: 18th to 25th January, 2018

Objective of the Programme

The main aim of this course is to provide participants with the knowledge, concepts, skills and tools necessary to manage and administer International Procurement and to familiarize them with best practices in procurement.

Contents

The contents of the Programme comprises of the following themes:

- Public Procurement: A Conceptual Framework
- Procurement Systems
- Procurement and International Best Services
- E-Procurement
- Procurement Methods and Practices



Participants with Director General, Faculty and staff



Participants at Indian Oil Corporation office, Noida

Study Tour-cum-Field Visits

Participants of the course visited Indian Oil Corporation Limited, Noida (G.B. Nagar), Uttar Pradesh.

Award of Certificates

Seven participants received certificates from the Director General, NILERD.

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.

3. International Education and Training Programmes on-going

(i) Post Graduate Diploma in Human Resource Planning and Development

Duration: One year (August 1, 2017 to July 31, 2018)

Aim of the Programme

The programme aims at providing a firm grounding in the core areas of planning and development of Human Resource with the focus on imparting a holistic perspective and problem solving skills and adding value to self as well as to the organization.



Objectives of the Programme

- To assess the nature and characteristics of available human resource;
- To understand the advanced methodological and conceptual issues in human resource planning, development and utilisation;
- To assess the nature and characteristics of labour market and development of Human Resource Information System;
- To evolve a framework of policies, strategies and programmes for effective planning of employment generation initiatives;
- To develop analytical ability of participants in application of research methods in Human Resource Planning related issues; and
- To develop a sensitive appreciation of the importance of the contextual setting of HRD especially relating to developing and transitional countries.

Course Design

The course is divided into two semesters of six months each with following 5 major Theme areas:

1. Human Resource Planning (HRP)
2. Human Resource Information System (HRIS)
3. Human Resource Development (HRD)
4. Employment Policies and Programming (EP&P)
5. Educational Planning (EP)

Dissertation

Participants prepare dissertations on the topics chosen within the framework of the course and under the guidance of a faculty member and a committee constituted for the purpose. The dissertation is a mix of qualitative and quantitative approaches. A committee of experts evaluate the dissertation.

Study Tour-cum-Field Visits

Study tour-cum-field visits are an integral part of the curriculum of the course. Participants are taken to various academic, professional, manufacturing as well as administrative organizations during the course. Such visits enable the participants to have a first-hand information and experience in the fields related to HRD techniques and practices, and civil service personnel policies and programmes. For the current year, the following Institutes/Organisations were selected for field visits:

- Centre for Good Governance, Uttarakhand Academy of Administration, Nainital, Uttarakhand
- Harish Chandra Mathur Rajasthan Institute of Public Administration (HCM RIPA), Jaipur; and
- Tata Institute of Social Sciences (TISS), Mumbai



Participants of the Course

Ten participants from six countries (Botswana, Ethiopia, Mauritius, Mongolia, Tajikistan and Tanzania) are attending the Post Graduate Diploma Course in Human Resource Planning and Development.



Participants of PG Diploma in HRP&D with DG, Faculty and staff

Faculty In-charge of the Course

The programme is headed by Dr. Purna Chandra Parida, Director and coordinated by Mrs. Renu Lal, Joint Director. The resource persons for the modules are:

Module	Resource Person
1. Human Resource Planning (HRP)	Dr. G.P. Joshi
2. Human Resource Information System (HRIS)	Dr. K.C. Pradhan
3. Human Resource Development (HRD)	Dr. Chaitali Roy
4. Employment Policies and Programming (EP&P)	Dr. Sanchita Bhattacharya
5. Educational Planning (EP)	Dr. Anita T. Kakkar

Sponsors of the Course

1. Indian Technical Economic Cooperation (ITEC), Ministry of External Affairs (MEA), Government of India
2. Special Commonwealth Assistance for Africa Programme (SCAAP) Scheme, Ministry of External Affairs (MEA), Government of India



(ii) Certificate Course in Human Resource Planning and Development

Duration: 24 weeks (December 05, 2017 to May 21, 2018)

The Course

Recent years have seen a surge in the awareness, interest and expectations in respect of human resource development and its planning, both as a means to attain a high growth and productivity and as an objective in itself to attain welfare and self-esteem. Human Resource Planning and Development (HRP&D) broadly relates to enhancement of human capital and its utilization, though it encompasses several ingredients and processes, ranging from population control, literacy and education programmes to skills and employment planning. As planning is inevitably bound with projections and forecasting, it requires to have a sound knowledge of these techniques in the areas of economic, educational and social development. This calls for a course which integrates human resource planning with overall development. The course designed by NILERD in the field of human resource planning and development tries to fill the lacunae felt by the developing countries. The course is unique in its approach in assisting senior and middle level personnel of the Government, parastatals and academic institutions, currently working or who are likely to work in the future in planning and development for human resources.

The course aims to provide a theory based overview of the field of human resource planning and development. Participants of the course study the social, economic and political structure and trends, and underlying provision and practice in this area. In addition, it aims to promote international cooperation.

Objectives of the Course

1. To familiarize the participants with the nature and characteristics of the available human resources;
2. To acquaint them with the advanced methodological and conceptual issues in human resource planning, development and utilization;
3. To enable them in assessing the nature and characteristics of labour market, techniques of training in labour market analysis and development of Human Resource Information System; and
4. Enable participants to evolve a framework of policies, strategies and programmes for effective planning of Human Resource Development initiatives.

Course Design

The course is divided into two semesters of twelve weeks each. Learning is channelized along five modules, namely:

- (i) Human Resource Planning (HRP)
- (ii) Human Resource Information System (HRIS)
- (iii) Human Resource Development (HRD)
- (iv) Employment Policies and Programming (EP&P); and
- (v) Educational Planning (EP)

Project Work

In addition, participants have to prepare a project report with a presentation towards the end of the course.

Study Tour-cum-Field Visits

Study tour-cum-field visits are an integral part of the curriculum of the course. Participants are taken to various academic, professional, manufacturing as well as administrative organizations for field visits. Such visits enable participants to have a first-hand information and experience in the fields related to HRD techniques and practices, and civil service personnel policies and programmes. For the current year, the following institutes/organizations were selected for field visits of the participants:

- Harish Chandra Mathur Rajasthan Institute of Public Administration (HCM RIPA), Jaipur, from February 25 to March 01, 2018
- Dr. Raghunandan Singh Tolia Uttarakhand Academy of Administration (UAoA), Nainital, Uttarakhand from May 8 to 12, 2018

Participants of the Course

Twenty-four participants from 17 developing countries (Bhutan, Botswana, Chile, Fiji, Guinea, Kazakhstan, Liberia, Libya, Malawi, Mongolia, Niger, South Sudan, Sudan, Tanzania, Tonga, Uganda and Zambia) are attending the 24 weeks' Certificate Course in Human Resource Planning and Development.



Participants of Certificate Course in HRP&D with Director General, Prof. Arup Mitra, Faculty and Staff

Faculty In-charge of the Course

The programme was headed by Dr. Purna Chandra Parida, Director and coordinated by Mrs. Gayatri Pandey, Joint Director, and on her retirement, by Dr. Sanchita Bhattacharya, Deputy Director. The resource persons for the modules were:

Module	Resource Person
1. Human Resource Planning (HRP)	Dr. G P Joshi
2. Human Resource Information System (HRIS)	Dr. K.C. Pradhan
3. Human Resource Development (HRD)	Dr. Chaitali Roy
4. Employment Policies and Programming (EP&P)	Dr. Sanchita Bhattacharya
5. Educational Planning (EP)	Dr. Anita T. Kakkar



Participants of Certificate Course in HRP&D with Faculty and staff at Utrakhand Academy of Administration, Nainital

Sponsors of the Course

1. Indian Technical Economic Cooperation (ITEC), Ministry of External Affairs (MEA), Government of India
2. Special Commonwealth Assistance for Africa Programme (SCAAP) Scheme, Ministry of External Affairs (MEA), Government of India

(iii) International Training Programme on Human Capabilities

Duration: Four weeks (March 27 to April 23, 2018)

The Context

The nature of the economy is changing globally resulting in the increasing intangibles. Human Capabilities is the knowledge of practical application of sensory and cognitive sciences in the field of Human Factors or Human Engineering, Human Abilities, Self-Efficacy, Ergonomics and Good Governance, which will be useful for human development.



This is a time of unprecedented insights. We know vastly more about an ever-expanding range of things such as science, society, human conditions, technology, the grand systems by which we live and the tiny fretwork of life that largely passes us by, and of course, many more people who have access to this understanding. Countries may gain competitive advantage if they are able to link their trained and enabled people into a network of formal and informal systems which make use of their innate talents and acquired skills in more effective ways.

Objectives of the Programme

- To identify the types of capabilities that inherently exist in every human being;
- To create awareness about the timely functioning of various capabilities;
- Application of human abilities to solve the complex problems which arise in the working environment; and
- Governance of these abilities for human development.

Contents

The contents of the Programme comprises of the following themes:

- Human Development and Capabilities
- Time Management Capabilities
- Competency Assessment System
- Communication Barrier
- Understanding Self and Self Effectiveness
- Personal Effectiveness
- Stress Management
- Importance of Ethics & Values in Organization
- Personality Development
- Application of Human Abilities in Public Dealing
- Change Management
- Conflict Management
- Cross-cultural Issues Management
- Life Cycle Balance
- Creative Problem Solving
- Work Life Balance

Study Tour-cum-Field Visits

Participants of the Programme visited HCM, RIPA, Jaipur from 9th to 13th April, 2018.

Participants of the Programme

Twenty-seven participants from 26 countries (Argentina, Bhutan, Cote d'voire, Ecuador, Egypt, Ethiopia, Fiji, Indonesia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mongolia, Mozambique, Nigeria, Peru, Sierra-Leone, South Africa, Sri Lanka, Tanzania, Thailand, Tunisia, Ukraine, Vietnam and Zimbabwe) attended International Training Programme on Human Capabilities.



Participants of ITP on Human Capabilities with Director General, Faculty and staff

Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.

II. Monitoring and Evaluation Unit

Monitoring and Evaluation (M&E) is a powerful management tool to assess the outcome and impact of various interventions taken for the development of the country. The M&E Unit conducts National and International Training Programmes in the field of Monitoring and Evaluation (M&E). A three-month Diploma Course in M&E was first launched in January 2013 for international participants under ITEC/SCAAP programme which was sponsored by the Ministry of External Affairs. Since then, a total of five diploma programmes have been organized and more than 120 participants drawn from South Asia, South East Asia, South Africa, East Africa, West Africa, South East Europe, Indian Ocean, Pacific Islands, North Europe and Pacific Ocean regions have attended these courses. The Institute has also been organizing short-term courses in M&E for the state level officials.

1. International and National Training Programmes in Monitoring and Evaluation completed

(i) Certificate Programme in Monitoring and Evaluation

Duration: Three months (6th September to 28th November, 2017)

About the Course and Context

As part of the developmental effort, huge investments are being made in public sector projects of the Central and State governments in various sectors such as education, employment, infrastructure, etc. Converting outlays into outcomes is a complex process which involves, inter-alia, the capacity building for requisite efficiency at all levels in terms of equipment, technology, knowledge and skills. The government at Centre and the States are increasingly being called upon to demonstrate results at the levels of projects, programmes and policies. Monitoring and evaluations are important milestones that can demonstrate such results. For this purpose the first step in making monitoring and evaluation system more effective is to provide training to and build capacities of the officials involved in monitoring and evaluation. The training can help in developing a culture of monitoring and evaluation in development interventions in the country.



Prof. Arup Mitra, DG, NILERD speaking at the inauguration of the course



Participants of Certificate Programme in M&E with DG, Faculty and staff

Objective of the Programme

The objective of the programme is to facilitate training of the civil service officers, planners, educators and trainers in order to enhance their understanding of contemporary developments in the field of monitoring and evaluation (M&E).

After attending the course the participants would be able to

- ✓ appreciate the importance of M&E as a management tool;
- ✓ understand the basic concepts, methodological aspects and practical procedures of M&E;
- ✓ know about various evaluation designs and determine the appropriate designs in the context of requirements and resources;

- ✓ develop themselves as experts in data collection techniques;
- ✓ upgrade their skills in data analysis and report writing;
- ✓ become proficient and competent evaluators; and
- ✓ have expertise in M&E for further dissemination of knowledge as trainers.



Participants performing group activity

Study Tour-cum-Field Visits

The participants were taken on a study tour-cum field visit to HCM RIPA, Jaipur for one week (from 30th October to 3rd November, 2017) and to NITI Aayog for a day to provide an exposure on M&E being undertaken by the Government of India. Besides, the participants visited some cultural and historical places of India such as Akshardham, Qutab Minar, Taj Mahal etc.



Chief Guest Sh. Manak Singhi (right) and DG, NILERD awarding Certificate and Memento to a participant



Award of Certificates

Twenty-four participants from 18 countries (Botswana, Burundi, Egypt, Ethiopia, Gambia, Ghana, Guinea, Kenya, Liberia, Malawi, Namibia, Nepal, Nigeria, Niger, Seychelles, Sri Lanka, Tanzania, Uganda) successfully completed the course and were awarded Diploma by Mr. Manak Singhi, IES (Retd. from Government of India) at a Valedictory function held in the Institute on 28th November, 2017.

Faculty In-charge of the Programme

The programme was headed and coordinated by Dr. Shachi Joshi, Joint Director and co-coordinated by Shri D. Indrakumar, Deputy Director. Mrs. Richa Sharma, Deputy Director and Ms. Neha Kumara, Assistant Director also assisted in the Programme.

(ii) Professional Training in Monitoring & Evaluation for State Government Officials

(1) Capacity Development Programme in M&E for the Officials of Government of Odisha

Duration: One week (3rd to 7th July, 2017)

About the Course and Context

To evolve a shared vision of national development priority sectors and strategies with the active involvement of States in the light of national objectives, Government of India replaced the Planning Commission with the NITI Aayog (National Institution for Transforming India), which commenced its operation w.e.f. January 1, 2015.

As a dedicated think tank of the Government, NITI Aayog is expected to carry out this 'directional' role, strategically charting the future of the nation. Keeping this in view, with an emphasis on active monitoring and evaluation of programmes and initiatives, NITI Aayog has revamped PEO (Programme Evaluation Organisation) into a Development Monitoring and Evaluation Organisation (DMEO). DMEO is expected to play a major role in development evaluation in the country.

Nevertheless, at States' level there is a need for capacity building of officials especially in the field of Monitoring & Evaluation. As an autonomous Institute under the NITI Aayog, NILERD has taken this initiative to fill the void between demand and supply of trained officials in this field.

Objectives of the Programme

- ✓ Developing basic knowledge of development evaluation concepts, processes, and methods
- ✓ Assisting participants to understand the process and procedure of managing evaluations
- ✓ Developing participants as planners and implementers for improved outcomes and appropriate use of resources
- ✓ Sensitizing officials to develop an evaluation culture

Programme Design and Contents

- ✓ An Overview of Planning, Monitoring and Evaluation
- ✓ Monitoring Process



- ✓ Evaluation Approach
- ✓ Stakeholders Analysis
- ✓ Reporting, Presentation Skills & Dialogue

Study Tour-cum-Field Visits

The participants were taken to Mathura for one day on a visit to cultural and historical places in the city.

Award of Certificates

The programme was attended by 25 participants drawn from various districts of Odisha working in Planning & Monitoring Unit and Planning & Convergence Unit. Prof. Arup Mitra, Director General, NILERD awarded Certificates to the participants on 7th July, 2017 in a Valedictory function held at the Institute.

Faculty In-charge of the Programme

The programme was coordinated by Dr. Shachi Joshi, Joint Director and Link co-coordinated by Dr. G.P. Joshi, Joint Director. Ms. Neha Kumara, Assistant Director also assisted in the Programme.



Participants of M&E programme with DG and Faculty of NILERD



DG, NILERD awarding Certificate to a participant of the course

(2) Training Programme on Monitoring & Evaluation and Project Appraisal for Officials of Delhi

Duration of the programme was six days. The programme was conducted in five batches, details of which are as follows:

1. Batch 1: May 15-20, 2017 (The programme was attended by 22 participants)
2. Batch 2: June 19-24, 2017 (The programme was attended by 29 participants)
3. Batch 3: July 10-15, 2017 (The programme was attended by 19 participants)
4. Batch 4: July 17-22, 2017 (The programme was attended by 25 participants)
5. Batch 5: July 24-29, 2017 (The programme was attended by 27 participants)

Objectives of the Programme

- ✓ Developing basic knowledge of project appraisal, development of evaluation concepts, processes, and methods;
- ✓ Developing basic knowledge of outcome budgeting and gender budgeting, process of preparation of outcome budget;
- ✓ Developing participants as planner and implementer for improved outcomes and for appropriate use of resources; and
- ✓ Sensitizing officials to develop an evaluation culture.



Inaugural of the first Programme



Participants with DG, NILERD and Faculty



Programme Design and Contents

The programme consists of three modules:

Module I: Project Appraisal and Impact Analysis

Module II: Monitoring and Evaluation

Module III: Outcome budgeting



Participants attending lecture



Participants attending Valedictory Function

Award of Certificates

The programme was attended by 122 participants in five batches and the participants were awarded certificates by the Director General, NILERD.

Faculty In-charge of the Programme

The programmes were headed by Dr. Pitam Singh, Director (Admin.) and coordinated by Dr. Shachi Joshi, Joint Director and Link co-coordinated by Dr. G.P. Joshi, Joint Director. Ms. Neha Kumara, Assistant Director also assisted in the Programme.

B. RESEARCH ACTIVITIES

Research occupies a central place in the activities of the Institute. The Institute, ever since its inception, has been actively engaged in research including action research on various dimensions of labour and employment, skill gap analysis, gender and employment. The Institute undertakes a wide spectrum of research/evaluation studies, broadly conferring to the nature, characteristics and utilization of human resources, the changes in the labour market and other sectors such as agriculture, industry, skill development, monitoring and evaluation of Government programmes, etc. Its multi-disciplinary expertise is reflected from the wide array of research activities which has significant implications in the academic sphere as well as in the national and international policy forum. The research studies undertaken by the Institute during 2017-18 include: (a) Efficacy and



Effectiveness of National Apprenticeship Training Scheme (NATS) of Board of Apprenticeship Training (BOAT), Western Region (b) Outcome Review Study of the Scheme of Computerization of the Records of the State Wakf Boards (c) Impact Evaluation of the Scheme “Strengthening of State Wakf Boards” (d) Evaluation study of the Scheme “MSME Technology Centres (Tool Rooms and Technology Development Centres)” (e) Pilot study on “Evaluating Polytechnic Schemes of the Ministry of Skill Development and Entrepreneurship (f) Evaluation of Krishi Vigyan Kendras (KVKs) for Categorization into A, B, C and D Categories (g) Micro, Small and Medium Enterprises Energy Saving Project (JICA Phase 2) (h) Evaluation Study of Credit Linked Capital Subsidy Scheme (CLCSS) (i) Impact Evaluation of the Scheme of Development of Urban Waqf Properties (j) Efficacy and Impact of National Apprenticeship Training Scheme (NATS) of BOAT, Northern Region (k) Efficacy and Impact of National Apprenticeship Training Scheme (NATS) of BOAT, Southern Region (l) Manpower Planning in Odisha (m) Determinants of Missing Middle Phenomenon in Indian Industries: Study of the Ministry of Corporate Affairs.

1. Research Studies completed during the year 2017-18

(i) Efficacy and Effectiveness of National Apprenticeship Training Scheme (NATS) of Board of Apprenticeship Training (BOAT), Western Region, sponsored by Board of Apprenticeship Training, Mumbai, Ministry of Human Resource Development, Government of India

Objectives of the Study

1. To assess the impact of Apprenticeship Training on employment and skills of targeted beneficiaries;
2. To identify the bottlenecks in implementation of The Apprenticeship Act, 1961; and
3. To recommend remedial steps to improve the effectiveness of NATS Scheme.

Findings of the Study

- In few states and in few industrial hubs, there is 100 per cent absorption of trainees after one-year training.
- The pass-outs revealed that NATS is providing an excellent opportunity to fill the competency gap/skill gap associated with educational qualification/degree. On-roll trainees are enjoying hands-on experiences with their analytical & theoretical knowledge at Institutional level.
- The mismatch between Institute & Industry and skill-gap at the Institutional level has been reduced with this training, and now the trainees are confident of getting gainful employment in the labour market.
- There is a huge technology turnaround happening in the industrial sector and the graduates (of degree and diploma from Engineering Institutes) are left with huge technology gap at the time of graduating from the Institutions. The Institutions/colleges are unable to cope with the same at the academic level and the skill gap is significantly visible among the outgoing graduates. NATS training is providing excellent

opportunities to graduates coming from such Institutes by offering exposure to latest technological developments and emerging work culture.

- Establishments and institutes that are providing training under NATS may become an integral part of curriculum by orienting the last two semester's syllabi with the needs of Industry in collaboration with local industries.
- Many establishments revealed that NATS trainees are performing better and are involved in active production processes. Their contribution is significant and their learning capability is worth praising. They show active interest to learn and apply their analytical skills to the best of their abilities. Given an opportunity, they are ready to shoulder all the responsibilities, barring few trainees who have skepticism from the beginning due to their personal factors. Establishments are of the view that, after recognizing the contribution of Trainees for one year, they are ready to absorb them, if the vacancy arises. The figures show the considerable amount of retainment (i.e., employment within the establishment) that varies from place to place and type of industry.
- Trainees are able to get employment outside the establishments after successful completion of training due to last mile skilling and skill enhancement.
- Institutes are facing structural deficiencies such as (i) inappropriate curriculum (ii) poor syllabi (iii) inadequate laboratory infrastructure (iv) shortage of qualified faculty, among others. Graduates coming out of these Institutions are lacking competencies as compared to their counterparts from high-rung Institutes, mostly funded by government. NATS is a boon to such graduates, whereby one-year industrial experience and exposure can give tremendous opportunities to work in a practical environment and fill the competency-gap in order to gain suitable employment opportunities in the labour market.
- In sectors like manufacturing, automobile, chemical industries, there is enormous scope for gainful employment after one-year NATS training.

The core team consisted of Dr. M.R. Prasad, Dr. (Mrs.) Shachi Joshi, Mr. D. Indrakumar, Mr. Vijay K. Saxena and Dr. Tapas K. Sarangi.

The other Faculty members involved were Dr. Yogesh Kumar, Dr. G.P. Joshi, Dr. Sanchita Bhattacharya, Mrs. Richa Sharma, Mr. Marshal Birua and Mr. Radhey Shyam.

(ii) Outcome Review Study of the Scheme of Computerization of the Records of State Wakf Boards (SWBs), sponsored by the Ministry of Monitory Affairs (MoMa), Government of India

Objectives of the Study

The Joint Parliamentary Committee on Wakf in its 9th report to Parliament recommended computerization of the records of State Wakf Boards with the objectives of Wakf Properties Registration Management, Muttawalli

Returns Management, Leasing of Properties Management, Litigations Tracking Management System, Documents Archiving & Retrieval Management System, GIS of Wakf Properties, Funds Management, Loans Management for Development of Urban Wakf properties and Right to Information Act Compliance, 2005. The scheme of computerization was launched during the 11th Five Year Plan (FYP) and was continued during the 12th five year plan (FYP) for completion of its first phase.

The evaluation study examined whether the scheme has met all its objectives – challenges being faced by State Wakf Boards in implementation of the Scheme; whether the scheme needs any modification; how effective is the operation of the Scheme in the SWBs and UTs; whether the scheme may be continued further; and if so, what should be the duration of the Scheme.

Methodology

To meet the objectives of the evaluation, both primary and secondary data have been used in the study. The main source of secondary information has been accessed from WAMSI (Wakf Management System in India) web portal. The primary survey has been conducted through a structured questionnaire sent to all the SWBs.

Findings

- The above scheme was to be implemented in three phases with phase-wise objectives and targets for the 12th Plan period as clearly indicated in the original scheme. Phase-I was to be completed by October 2016 wherein Centralized Computing Facility (CCF) was to be set up in all the SWBs and data entry in WAMSI project of all four modules (Registration, Returns, Leasing and Litigation) in all the SWBs was to be completed. However, the study suggests that Phase-I is yet to be completed and therefore the scheme needs to be continued for the next five years' period so that all the three phases related activities are completed in all the SWBs.
- The year-wise financial performance has been analyzed. The financial performance of the scheme has not been satisfactory as MoMA did not provide sufficient funds as envisaged in the original scheme as per allocated budget and whatever funds were released to SWBs could not be fully utilized.
- From the Monthly Progress Report (MPR) of WAMSI project, it has emerged that the pre-digitization work of Wakf properties has increased about six-fold from 2012 to 2017, April and about 87 per cent of the work has been completed.
- Similarly, Registration of Estates Records in the On-line System Registration Module has increased significantly in the last five years at the all India level. In April 2012, only 92,058 records were entered in the on-line system, which has increased to 3,11,453 by April, 2017.
- In 41 per cent of the SWBs like Assam, Meghalaya, Gujarat, Jharkhand, Lakshadweep, Himachal Pradesh and Delhi, the Board website has not been developed yet.
- Majority (82%) of the SWBs send periodical report of retrieval of properties from encroachment and unauthorized occupation on Wakf properties to the Central Waqf Council (CWC).



- It was found that 53 per cent of the SWBs do not have funds to upgrade and maintain the IT equipments. About 94 per cent of the SWBs who responded put in efforts to preserve the documents. In Bihar (Shia), such preservation of documents is yet to be done.

Recommendations

- a. The scheme needs to be continued for the next five years' period so that all the three phases-related activities are completed in all the SWBs.
- b. It has been observed that there are five agencies, namely, MoMA, State Government, CWC, SWBs and National Informatics Centre (NIC) who are actively involved with specified roles and responsibilities in the implementation of the present scheme. However, there is a lack of coordination among these agencies in monitoring the progress and supervising the implementation of the scheme which needs to be strengthened.
- c. For better monitoring of the scheme, regular interaction with CEOs of the SWBs is also imperative. For this purpose, it is recommended that Video Conferencing facilities in 32 SWBs and in CWC should be provided under the scheme.
- d. Further, data received from the 17 States suggest that many SWBs such as Bihar State Shia Wakf Board, West Bengal Wakf Board, Haryana Wakf Board, Jharkhand State Sunni Wakf Board and Karnataka State Board of Wakf have not yet set up State Level Coordination Committee (SLCC), which is mandatory for implementation of the scheme.
- e. From the information submitted by the 17 States it has been observed that 10 States have enquiry cases going on against the Muttawalli/Management. Therefore, there is a need for sensitization of Muttawallis about their role and duties and government procedures for land leasing, etc.
- f. Muttawallis/Wakf Institutions are main stakeholders of the scheme. In order to encourage these bodies/institutions to do data entry in WAMSI Module, best performing Muttawallis who adopted best practices and use technology may be awarded by giving cash prize, memento and citations, etc. as a token of incentive, which will motivate them to enter data in WAMSI modules.
- g. Duplication and multiple entries in WAMSI on-line system cannot be checked. The system may be upgraded to check the duplicate entries. A proper scheme/guideline for the Board employee may be provided to avoid frequent change of staff and for better administration and management of the Board.

The core team consisted of Dr. Pitam Singh, Dr. Shachi Joshi, Mrs. Sharmistha Sinha and Ms. Neha Kumra.

(iii) Impact Evaluation of the Scheme “Strengthening of State Wakf Boards”, sponsored by National Waqf Development Corporation Limited (NAWADCO), Ministry of Monitory Affairs, Government of India

Objectives of the Study

The above study was commissioned to examine whether the scheme “Strengthening of State Wakf Boards” has met its objectives and should it be continued beyond the 12th Five Year Plan period, and whether the

scheme has any inherent weaknesses. The study is also supposed to see whether there is a need for restructuring/ reformulation of the scheme.

Methodology

The evaluation is mainly based on secondary data collected from the relevant offices, individuals, Wakf personnel and others departments directly or indirectly related with Wakf Boards and its management. The data uploaded on the Wakf Records Computerization Project, WAMSI, in its Monthly Progress Report and official data from the Wakf boards' Annual Reports, published studies available in public domain, journals and other sources of literature have been used in the study. Primary data were collected by personal interviews in structured and informal set-up from the personnel involved in the Wakf property records management. A questionnaire was sent to obtain the first-hand information from the SWBs and the information received for other schemes has also been utilized in the present evaluation study. Field visits to the office of Wakf Boards and other relevant offices could not be undertaken due to paucity of time.

Findings

The present study reveals that the status of Wakf property records management has improved fairly enough particularly in the area of properties registration, leasing, litigation and revenue generation but not to the desired extent as envisaged in the original scheme. Since the scheme has been in operation only for three years, it is not possible to quantify the immediate exact impact of the scheme considering the fact that the Ministry of Minority Affairs (MoMA) has been implementing many similar schemes having overlapping objectives and the outcomes of all the schemes would have a combined effect.

Recommendations

- a. The financial performance of the scheme has not been satisfactory as MoMA did not provide sufficient funds as envisaged in the original scheme as per allocated budget and whatever funds were released to SWBs could not be fully utilized. NAWADCO has a very limited role in releasing funds to SWBs and to submit its monthly progress report to MoMA about the status of implementation and progress made. It has been observed that NAWADCO with its limited manpower and resources played a very proactive role in facilitating and implementing the present scheme.
- b. It is seen that each SWB is different in its character and composition, functioning style, manpower capacity, working culture, weaknesses and strengths. Some are better in one area like stopping encroachment while others are good in the field of leasing and litigation. Therefore, the present scheme should be made demand driven with flexibility of using funds as per the requirement of respective SWBs, which should be allowed to re-appropriate outlays among various components by justifying their need with the prior approval of MoMA or NAWADCO.
- c. The management and administration of a Wakf is vested in Muttawallis. The current study suggests that there are instances where some Muttawallis misused their position as administrator of Wakf properties. From the information submitted by the 17 States, it has been observed that 10 States have enquiry

pending against the Muttawalli/Management. Therefore, there is a need for sensitization of Muttawallis about their role and duties and government procedures for land leasing, etc.

- d. The GIS based Decision Support System (DSS) helps in detecting the encroachments and also in identifying when that encroachment happened with the help of Historical Satellite Imageries. It has been observed that the implementation of the GPS Field Survey along with photographs is very poor across the states.

The core team of the study consisted of Dr. Pitam Singh, Dr. Shachi Joshi, Ms. Sharmistha Sinha and Ms. Neha Kumra.

(iv) Evaluation Study of the Scheme “MSME Technology Centres (Tool Rooms and Technology Development Centres)”, sponsored by Ministry of Micro, Small & Medium Enterprises, Government of India

Objectives of the Study

The objectives of the evaluation study included the following:

- a. To study the objectives for which Technology Centres (TCs) were set up and whether these objectives have been or are being achieved.
- b. To see whether the activities should be continued at all, either because these are no longer relevant or have been completed or if there has been a substantial failure in achievement of the objectives.
- c. To see whether the nature of activities is such that, these need to be performed only by these Technology Centres.
- d. To see whether similar functions are also being undertaken by other organizations, be it in the Central Government or State Government or private sector, and if so, whether there is a scope for merging or winding up of the Technology Centres under review.
- e. To study whether the total staff particularly at support level is kept at a minimum, whether the enormous stride in information technology and communication facilities as also facilities for outsourcing of work on contract basis have been taken into account in determining staff strength; and whether scientific or technical personnel are being deployed on functions which could be carried out by non-scientific or non-technical personnel etc.
- f. To see whether user charges, wherever the output or services are utilized by others, are levied at appropriate rates.
- g. To study the scope for maximizing internal resource generation in the Technology Centres so that the dependence upon government budgetary support is minimized.
- h. To suggest/recommend strategies to be employed for better system in comparison to current procedure, measures for capacity building as per the needs of MSMEs, other Planning Institutions and Industries and any other matter within the purview of the Ministry of MSME.



- i. To identify the similar schemes under operation with Government of India/State Government/UT Administration and private sector with similar objectives and suggest measures for convergence to achieve efficient use of resources.
- j. To assess the role and efficacy of the existing institutional arrangements in delivering the services for overall improvement and suggest modifications in operative practices for facilitating integration with major changes being ushered in through reforms under progress.

Methodology

A mix of quantitative and qualitative methods has been applied to meet the objectives of the study. A primary survey was conducted through a well-designed questionnaire which was sent to all TCs through e-mail. Various teams comprising research faculty of NILERD visited these TCs to have interactions with officers and staff and for data validation. Focus Group Discussions (FGDs) were organized with expert teams in each selected TC.

Out of 18 TCs, 11 TCs working in specific product groups like Foundry and Forging, Electronics, Electrical Measuring Instruments, Fragrance and Flavour, Glass, Sport Goods and Footwear Designing were visited by the team and discussions were held with beneficiaries as well as officials of TCs. An effort was made to contact the remaining TCs over phone to discuss their view points, which has also been considered while formulating findings and recommendations.

Findings

- a. One of the objectives of the scheme was to provide technological and skilled manpower support to the micro, small and medium enterprises across the country, many of them through bilateral collaboration of the Governments of Germany, Denmark, and UNIDO/UNDP. However, it has been observed that many TCs, besides MSME, are also serving to large organizations like BARC, HAL, ISSRO, Ordnance Factories, etc. and earning revenues from them for self-sustaining. Therefore, the main objectives and mandates of TCs are being met by the scheme; hence, it needs to be continued further.
- b. Most of the TCs (16) (about 90 per cent) are equipped fully with physical and office infrastructure, while (2) 10 per cent expressed that these TCs are partially equipped and do not have all the facilities required in TCs as far as infrastructure is concerned. It was also found that some TCs have been facing hostel accommodation problem, which is hampering their training activities.
- c. The data on staff position revealed that regular staff constituted about 6 per cent to 67 per cent in many TCs. Remaining staff is on contractual appointment. Also, total staff strength in many TCs is much below the sanctioned strength and actual requirement.
- d. In FGD, representatives of the industries expressed their satisfaction over the service delivery of the Tool Room Centres. They expressed that there was guarantee in the accurate mix of raw materials for the products developed at the TCs, whereas, such guaranteed product mix is not available in the open market.

Recommendations

- a. It is recommended that there has to be a minimum compulsory strength of human resources and a basic model structure for effective functioning of the TCs. However, flexibility is needed in terms of the number of personnel as well as their distribution considering the number of activities performed, their specific needs, specialization etc. Also, TCs should be given freedom to outsource some activities as per project-specific requirements or to engage additional staff/personnel as per requirement on contract basis to undertake the assigned task in an effective manner.
- b. It is essential that the TCs expand their coverage in terms of technology and product development as well as scope of its activities. To carry forward the spirit of Start-up India, Make in India, Digital India, and other initiatives for an inclusive development, TCs can play a steering role. It needs to do a cognitive assessment, strengthen its database and expand its activities with focused R&D mandate and workshops to identify specific issues and strategies that are critical for the development of MSME.
- c. Many TCs possess the ability to absorb and generate new knowledge and have been distributing and utilizing this new knowledge in the form of new capacity in their field, be it research results, process design, product design, innovations, etc. Therefore, the TCs, which strive to succeed in developing high standards in the field of research, design, innovation and learning, and are highly attractive to research and development (R&D) investments and talents in the respective fields, may be upgraded to the Centres of Excellence (CoEs).

The core team of the study consisted of Dr. Pitam Singh (Project Head), Dr. Shachi Joshi (Project Coordinator), Dr. Sanchita Bhattacharya and Ms. Neha Kumra.

Other faculty members involved were Mrs. Gayatri Pandey, Dr. Chaitali Roy, Dr. G.P. Joshi, Mr. D. Indrakumar, Ms. Sharmistha Sinha and Mr. Radhey Shyam Sharma.

(v) Pilot study on “Evaluating Polytechnic Schemes of Ministry of Skill Development and Entrepreneurship”, sponsored by Ministry of Skill Development and Entrepreneurship, Government of India

Major Objectives of the Study

The broad objective of the study is to evaluate the effectiveness of the polytechnic schemes implemented by the Ministry of Skill Development and Entrepreneurship. However, the specific objectives of the study try to answer the following research questions.

- (1) Whether the selected districts have sufficient demand for new polytechnics?
- (2) What are the new courses that have more employability? And whether the training equipments are sufficient to impart employable skills?
- (3) Whether there is a demand for the hostel facilities for women at polytechnic level?

- (4) How far the existing facilities can be utilized for Community Development through Polytechnic (CDTP) and how a synergy can be brought in between formal and informal skill training mechanism?

Methodology

The study has used the 360⁰ evaluation method to analyse different objectives of the study as specified above. In this context, an in-depth understanding of the four schemes and the problems associated with its implementation has been analysed. For this, various stakeholders of the scheme have been interviewed using different sets of questionnaires. The stakeholders include faculty, students and women students. The study has used the following quantitative and qualitative methods for data collection:

- Through a structured questionnaire
- Focus Group Discussion
- Direct interview/discussion with programme implementers

Overall, the study team has been responsible to provide a critical analysis of the effectiveness of the scheme in terms of performance, achievements of targets, quality and delivery of the services and the impact of polytechnic schemes on the overall skill development of the area. In this regard, analysis has been done using different indicators. The study team has come out with certain recommendations to improve effectiveness of the schemes towards the end of this report. This study has also made an assessment of the present status and future need of the polytechnic institutions and technology up-gradation for different operations. This assessment can be used as a baseline data for future study by the Ministry of Skill Development.

Findings

1. There is much demand for polytechnic courses and a good percentage of pass-outs are getting absorbed in the industry. The government polytechnic is much in demand due to availability of faculty, infrastructure for practical training and affordable fee structure. But due to non-availability of seats, students are forced to go to private institutes by paying high fees.
2. Most of the institutes need infrastructure development. Infrastructure in terms of renovation of building, auditorium, sports facilities, boundary walls, laboratories, modern machines and equipments are needed.
3. One of the reasons for non-occupancy is security concerns as the institutes are located in the outskirts of the city, whereas the co-education polytechnics are in the need of hostel facilities. They are under-funded or are not given any funds.
4. Community development through Polytechnic scheme is appreciated by everyone and it has proved to be achieving the objectives with which it was introduced. These training programmes are much in demand and trainees are getting full-time employment immediately.
5. The institutes stopped Community Development through Polytechnic (CDTP) programme due to lack of funds. Certificates issued to these trainees are printed by individual institutes but the employing



agencies are demanding for authentication of these certificates. Certification is being done on the basis of attendance.

6. Youths from rural and poor background are more interested in this training programme, but financial constraints prevent them from attending the course.
7. There is widespread dissatisfaction over the honorarium amount given to CDTP trainers across all the sample polytechnics.

Recommendations

1. It is recommended that the scheme should be continued. However, site selection for establishment of new polytechnics should be as per the demand of students and total population in the respective district.
2. More funds should be allocated to the institutes for infrastructure development.
3. Since the scheme is being welcomed by institutes as well as students, construction of Women's hostels should be taken up. However, there is a need for review of fund allocation and need-based allocation should be made. Construction of hostels for boys should also be considered in the scheme.
4. CDTP scheme has a great demand and the outcomes of the scheme are also quite encouraging, hence the scheme should be continued. However, to reduce the shortcomings of the schemes, a nation-wide evaluation of the scheme is suggested. This will further strengthen the scheme to achieve the national goal of skill development.

The core team of the study consisted of Dr. A. Kamala Devi (Principal Investigator), Dr. Kailash Chandra Pradhan and Dr. Tapas Kumar Sarangi.

The other faculty members involved were Dr. Yogesh Kumar, Mr. S.K. Yadav, Mr. J.S. Chauhan, Mr. Marshal Birua and Mr. Radhey Shyam Sharma.

(vi) Evaluation of Krishi Vigyan Kendras (KVKs) for Categorization into A, B, C and D Categories, sponsored by Agriculture Extension Division, Indian Council of Agricultural Research (ICAR), Pusa, New Delhi

Objectives of the Study

- i) To develop parameters for the evaluation of KVKs
- ii) To classify KVKs for their performance into A,B,C, and D categories on the basis of various parameters
- iii) To identify factors that facilitate/hamper the functioning of KVKs and means to upgrade the KVKs

Major Findings

1. The study covered all the KVKs established up to 31st March, 2012 (end of the 11th Five Year Plan period). Total 625 KVKs spreading over 33 States and Union territories were covered for primary

data collection. Necessary parameters for measurement and data collected on census basis from 625 KVKs under four major heads were further split into different items along with weightage to cover the entire gamut of activities of KVKs. These parameters were finalized after due deliberations with ICAR and other subject-matter specialists. The details are given below:

- i. Infrastructure (total 12 items): 15 per cent weightage
 - ii. Technology Assessment, Dissemination and Training (total 11 items): 35 per cent weightage
 - iii. Impact of KVKs' mandated activities (total 12 items): 30 per cent weightage
 - iv. Allied activities & accolades (total 13 parameters): 20 per cent weightage
2. Multipronged strategy of data collection was adopted, i.e., primary data collection through comprehensive questionnaire and interactions at the KVK level covering Scientists, farmers, youth, women etc. A detailed questionnaire which was pre-tested and refined accordingly was mailed to all the 625 KVKs, and filled-in questionnaires duly vetted by the respective Directors of ATARIs was processed for analysis. Data of the preceding five years were collected to assess the impact on cumulative basis.
3. The weights obtained by the KVKs in each of the above categories and cumulatives were normalized as single entity to put all the weights into a uniform range of '0' to '1'. Thus, the KVKs as per their obtained marks within the range were categorized as 'A', 'B', 'C', & 'D' ranks. The ranges of ranks were 'A'= 0.76 to 1.0, 'B'= 0.51 to 0.75, 'C'= 0.26 to 0.50, and 'D'= 0.0 to 0.25. In addition, random field survey covering two KVKs under each rank and each of the ATARIs was conducted, including rigorous interactions with the stakeholders to capture the ground level realities and to have feedback for enhancing efficiency. The overall ranking results show that very large percentage of KVKs got place in 'A' and 'B' ranks and only a miniscule of 9 per cent were in 'C' and 'D' ranks. It was worth noting that basic functions, mandates and scientific approach in terms of process and feedback support was not compromised in any of the KVKs across the ranks.

The core team of the study consisted of Dr. M.R. Prasad (Team Leader), Dr. Shachi Joshi (Project Coordinator), Dr. G.P. Joshi, Dr. Sanchita Bhattacharya and Mr. D. Indrakumar.

The other faculty members involved were Dr. Anil K. Yadav, Mr. S.K. Yadav, Mrs. Richa Sharma, Mr. Bhoop Singh, Mr. Marshal Birua, Dr. Indu Shekhar, Mr. J.S. Chauhan, Mr. Radhey Shyam Sharma, Mr. A. P. William Wordsworth, Mr. Vijay K. Saxena, Mr. Arun Kumar and Mr. Laxman Singh.

(vii) A Study on “Micro, Small and Medium Enterprises’ Energy Saving Project (JICA Phase 2)”, sponsored by Overseas Project Management Consultants Ltd., Tokyo

Objective of the Study

The objective of the study is to analyse the energy saving impact of JICA's phase-2 financial and technical assistance to the project beneficiaries i.e. micro, small, and medium enterprises (MSMEs) in India.

Findings of the Study

The key findings of the study are summarized below:

- About 94 per cent of the MSME units believe that JICA's Phase 2 loan has led to energy savings in the operations, but it varies from 5 per cent to 60 per cent across the units with the average savings as 18.38 per cent. Only 25 per cent of the units surveyed had invested in other energy efficiency measures. Most of these additional measures are replacement of equipments with more energy efficient ones like the use of CFL, LED, and VFDs etc.
- More than 90 per cent of respondents said JICA loan has led to increase in manpower. The job opportunities increased across all zones and sectors. Growth rate of employment generation was 13.5 per cent between 2010-11 and 2015-16.
- About 88 per cent of the respondents reported that JICA phase-2 loan has resulted in the increase in production volume. Reported revenue/turnover also saw an overall CAGR of 12.50 per cent. Other main benefits of JICA loan reported by the units are safer working conditions and improved quality of products.
- On services provided by Small Industries Development Bank of India (SIDBI) in terms of lending JICA's loan to MSMEs, about 96 per cent of respondents are satisfied with the services i.e., high-on-time disbursement rating in general, collateral and guarantee system is on par with the industry standard, appraisal process is fast, and good technical knowledge of staff in dealing with JICA loan.

The core team of the study consisted of Dr. P.C. Parida, Ms. Shailly Gupta, Mr. Anandajit Goswami, Dr. Soraj Ranjan Mania.

(viii) Evaluation Study of Credit linked Capital Subsidy Scheme (CLCSS), sponsored by the Ministry of Micro, Medium, and Small Enterprises, Government of India

Objectives of the Study

Impact assessment of the scheme with respect to exports, turnover, employment creation, pollution mitigation, energy saving, profitability and productivity; feasibility of the scheme to make it broad-based covering all sectors; budgetary impact and sustainability of the scheme; impact assessment particular to North East region; effectiveness of the current application procedure for loan and subsidy disbursement, and suggestions for improvement.

Findings of the Study

- With regard to availing loan under CLCSS, it has been observed that 83.8 per cent of MSME owners have taken loan for technological up-gradation and 16.2 per cent for energy saving purpose. About 83.8 per cent of beneficiaries have taken loan for purchasing electrical equipment and the rest for thermal and renewable energy technology.



- It has been observed that employment has increased at CAGR of 12.8 per cent between the pre- and post-CLCSS periods. Region-wise data show that the highest employment growth (17.3 per cent) has been in the Western region and the lowest (5 per cent) was in the Southern region.
- In the case of production and productivity, 82.9 per cent MSME units have reported increase in production and productivity between pre- and post-CLCSS period. Data also show that the turnover of the beneficiary MSME has a CAGR of 18.8 per cent between pre- and post-CLCSS periods. The highest turnover (28.9 per cent) has been reported in the Western region.
- The net profit has also increased by 24.03 per cent between the pre- and post-CLCSS periods. Maximum (39.2 per cent) net profit has been reported from the Eastern region and minimum (3.85 per cent) has been reported from the Northern region.
- Exports show a negative growth of 5.5 per cent between the pre- and post-CLCSS periods. However, negative export growth cannot be attributed to the CLCSS alone and there may be many other reasons like subdued global demand and slide in oil prices, poor demand pick-up, slump in commodities prices, currency war, etc., which pose greater challenges to exports.
- The study finds that the budgetary burden for CLCSS would increase about 7.5 per cent at the current level in 2017-18 and remain within the range of 8-8.5 per cent during 2018-19 and 2021-22, which is sustainable. The finding also corroborates the views of Prime Leading Institutions (PLIs) that the scheme will be sustainable in the future.
- Most of the beneficiaries suggested that the amount of time taken for releasing subsidy may be reduced. They also suggested that the training and seminars may be arranged in different industry clusters by the Ministry of MSME for generating awareness and releasing subsidy for the scheme.
- The study finds that awareness level about the scheme among the MSME units is very low in the North East Region. The scheme provides only 15 per cent of the capital subsidy which is much lower than the subsidies of the schemes such as North East Industrial Investment Promotion Policy (NEIPP, recently closed) which gave 30 per cent of subsidies for expansion. PLIs from the region also point out that the loan approval process in CLCSS is very cumbersome as compared to other available schemes. MSME units generally hire Chartered Accountant (CA) or Company Secretary (CS) for completing the loan availing process and give them a commission of up to 2 per cent of the sanctioned subsidy amount.

The core team of the study consisted of Dr. P.C. Parida, Dr. K.C. Pradhan, Dr. Ruby Dhar and Dr. Tapas K. Sarangi.

(ix) Impact Evaluation of the Scheme of Development of Urban Waqf Properties, sponsored by the Central Waqf Council (CWC), Ministry of Minority Affairs (MoMA), Government of India

Objective of the Study

The objective of the study is to evaluate the scheme vis-à-vis assessing the impact of the tangible assets generated through the scheme (Financing).

Findings of the Study

1. By analyzing the baseline data of loan disbursement, it was observed that the loan disbursement and the purpose of loan were in perfect synchrony with the objectives of the scheme. The loan disbursement is in accordance with the original mandate of the scheme for which the loan is supposed to be sanctioned.
2. The above positive factors have spin-off effects which automatically led to strengthening of the sub-sector of the scheme. The regular repayment and the accumulated corpus out of the regular repayment facilitated the financing of minor projects.
3. There is a need to increase the yearly allocation of grant-in-aid by the Ministry of Minority Affairs and to utilize this loan for developing the waqf properties. There is a foreseeable future for the scheme, such that, the loan component is effectively utilized to transform the waqf properties into viable economic assets and the revenue and physical infrastructure are utilized for skill development, vocational training of the Muslim youths.

The core team of the study consisted of Dr. M.R. Prasad, Mr. D. Indrakumar and Dr. Tapas K. Sarangi.

2. Research Studies on-going during the year 2017-18

(i) Efficacy and Impact of National Apprenticeship Training Scheme (NATS) of BOAT (Northern Region), sponsored by Board of Apprenticeship Training, Kanpur, Ministry of Human Resource and Development, Government of India

Objectives of the Study

- i) To assess the impact of Apprenticeship Training on employment, skills of targeted beneficiaries
- ii) To identify the bottlenecks in implementation of Apprenticeship Programme and the Act
- iii) To recommend remedial steps to improve the effectiveness of NATS

The core team of the study consisted of Dr. M.R. Prasad, Dr. (Mrs) Shachi Joshi, Mr. D. Indrakumar, Mr. Vijay K. Saxena and Dr. Tapas K. Sarangi.

The other faculty members involved were Dr. G. P. Joshi, Mrs. Richa Sharma, Mr. Radhey Shyam Sharma, Mr. J. S. Chauhan, Dr. Ved Prakash, Mr. Bhoop Singh, Mr. Marshal Birua and Ms. Neha Kumra.



(ii) “Efficacy and Impact of National Apprenticeship Training Scheme (NATS) of BOAT (Southern Region)”, sponsored by Board of Apprenticeship Training, Chennai, Ministry of Human Resource and Development, Government of India

Objectives of the Study

- i) To assess the impact of Apprenticeship Training on employment, skills of targeted beneficiaries
- ii) To identify the bottlenecks in implementation of Apprenticeship Programme and the Act
- iii) To recommend remedial steps to improve the effectiveness of NATS

The core team of the study consisted of Dr. M.R. Prasad, Dr. (Mrs) Shachi Joshi, Mr. D. Indrakumar, Mr. Vijay K. Saxena, Dr. Tapas K. Sarangi.

(iii) “Manpower Planning in Odisha”, sponsored by Government of Odisha

Objectives of the Study

- i) To assess the current scenario of manpower in the state for three sectors viz., Agriculture, Industry and Services
- ii) To assess the requirement of manpower from 2016-17 to 2021-22, based on growth and income projections for different domain-specific sectors, especially for emerging and state-specific areas like Mineral-based industry, Bio-Technology, ICT, Infrastructure, Retail sectors, and FPI, delineating the requirements for skilled and highly skilled technical and managerial manpower
- iii) To analyze the region-wise skill gap of manpower by covering the three selected districts of the state namely, Jajpur, Ganjam and Sundargarh
- iv) To suggest policy options for achieving the set targets for different sectors like school education, higher education, vocational training, technical education, bio-technology, ICT, mineral-based industry, agriculture and food processing industry

The core team of the study consisted of Prof. Arup Mitra, Dr. P.C. Parida.

(iv) “Determinants of Missing Middle Phenomenon in Indian Industries” Study sponsored by the Ministry of Corporate Affairs, Government of India

Objectives of the Study

- (i) to examine the characteristics and trends of MSME and large enterprises to identify the missing middle
- (ii) to assess the differences of enterprises across different sectors in terms of profitability gaps
- (iii) to determine the factors that are affecting the profitability gaps in different categories of industries, and
- (iv) to make suitable policy suggestions to address the missing-middle problems

The core team of the study consisted of Prof. Arup Mitra, Dr. P.C. Parida, Dr. K.C. Pradhan.



C. WORKSHOP

A Two-day Workshop on ‘Reflection on India’s Development: Employment, Education, Empowerment and Health’, was organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi. The workshop focused primarily on three important themes: (a) growth and employment, (b) education and skill, and (c) social concerns, health and empowerment. It was attended by many dignitaries from academia and government organisations.

D. MANPOWER PROFILE DATABASES

Human Resource Profile India Yearbook – 2016

The Human Resource Profile India Yearbook of the NILERD is the conceived document of Manpower Profile India Yearbook brought out annually till 2009. It provides comprehensive and up-to-date information on various characteristics of human resources in India availed from different data sources, most of which are disseminated by the government departments. Current edition of this publication is divided into five sections on the basis of secondary data sources. The first section deals with the structure and composition of Demographic Characteristics, its trends and vital statistics. The second section looks into the Infrastructure for Human Development concerning education and health. The third section captures Resources and Their Utilization by closely examining the resource base for manpower utility, employment characteristics. The fourth section gauges the Economic Growth and Returns from Human Resources in terms of per capita Net State Domestic Product, Gross Value Added by Industry and Monthly Per Capita Consumer Expenditure, etc. The seventh and final section of the profile provides cross-country comparisons with special focus on human development parameters in selected countries.

E. MANPOWER JOURNAL

Manpower Journal is the flagship Journal of the Institute published since 1965. The quarterly features peer-reviewed articles, book reviews and other information relating broadly to human resource planning and development and allied areas with the Director General, NILERD acting as its Editor-in-Chief.

The following volume of the journal was published during the year 2017-18.

Vol. 50, Nos. 3&4: July – December, 2016

The set of Manuscripts of the following volume was approved by Editor- in-Chief for printing.

Vol. 51, Nos. 1&2: January – June, 2017

The set of Manuscripts of the following special issue on Microfinance is under finalization.

Vol. 51, No. 3: July – September, 2017

**ACADEMIC PROFILES AND AREAS OF
SPECIALISATION OF THE FACULTY AND THEIR
ACADEMIC ACTIVITIES**



ACADEMIC PROFILES OF THE FACULTY AND THEIR AREAS OF SPECIALISATION

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Mitra, Prof. Arup, Ph.D. (Economics), Post Doctorate (Urban Development and Urban Ills) Northwestern University, Evanston (USA)

Development Economics, Urban Development, Labour and Welfare, Industrial Productivity Growth and Employment, Services Sector, and Gender Studies

Directors

Parida, Dr. Purna Chandra, M.A. (Economics), Ph.D. (Economics)

Macro Modelling, Forecasting and Policy Analysis, Infrastructure and Economic Development, Employment and Skill Development Analysis

Prasad, Dr. M.R., B. Tech., M. Tech. (I.I.T., Kharagpur), Ph. D. (I.I.Sc.)

Sectoral Studies, Science & Technology Developments, Assessment of Emerging Technologies, Manpower Implications and Entrepreneurship

Yadav, Dr. Anil K., M.A. (Economics), Ph.D. (Economics)

Development Economics, Econometrics, Research Methodology, International Business Management and Manpower Planning

Joint Directors

Joshi, Dr. G.P., M.A. (Economics), Ph. D. (Economics)

Manpower Assessment Surveys, Work Studies, Monitoring and Evaluation, Human Resource Planning

Joshi, Dr. (Mrs.) Shachi, M.A. (Economics), Ph.D. (Agricultural Economics), pursued “International Programme on Development Evaluation Training” organized by the World Bank and Carleton University at Canada.

Monitoring & Evaluation Research and Training, Human Resource Planning, Skill Development

Kumar, Dr. Yogesh, M.A. (Hons.) Economics, M.Tech. (Urban and Regional Planning), Ph.D. (Rural Economics)

Annual Reviews of Employment and Unemployment in India, Urban Development Issues, Environmental Assessment & Management Plans

Lal, Mrs. Renu, M.A. (Sociology)

Human Resource Development of Women Workers, Training in Manpower Planning and Development



Pandey, Mrs. Gayatri, M.A. (Mathematics)

Statistical Analysis of Data related to Manpower Planning

Pradhan, Kailash Chandra, Ph.D. (Economics)

Macro-econometric Modelling, Forecasting and Simulation, Money and Financial Markets, Labour Economics, Agricultural Economics and Development Economics

Rao, Dr. K. Srinivasa, M.A. (Economics), Ph.D. (Economics)

Rural Development and Human Development Areas

Deputy Directors

Bhattacharya, Dr. (Mrs.) Sanchita, M.Sc. (Economics), M.Phil. (Economics), Ph.D. (Economics)

Agricultural Economics, Agricultural Growth and Instability, Agricultural Credit, Rural Marketing

Dhar, Dr. (Mrs.) Ruby, M.A. (Sociology), M.Phil. (Sociology), Ph.D. (Medical Sociology)

Human Resource Development, Gender Issues, Migration, Health Issues

Indrakumar, D., M. A. (Economics), M. Phil. (Economics)

Manpower Planning, Market Oriented Research

Kakkar, Dr. (Ms.) Anita T., M.A. (Economics), Ph.D. (Economics)

Child Labour, Social Security, Human Resource Development

Kamala Devi, Dr. (Mrs.) A., M.A. (Sociology), Ph.D. (Sociology)

Population Studies, Gender Issues, Manpower Information System, and Skill Development Issues

Latta, Dr. Lalit, M.A. (Sociology), Ph.D. (Sociology), Certificate Course on Leadership & Management with Gender Perspective, All India Management Association and Gender Training Institute, New Delhi

Human Resource Development Planning, Sociological Studies on Regional Development and Tribal related Studies

Sharma, Mrs. Richa, M.Sc. (Statistics), M.A. (Population Sciences)

Household Surveys, Monitoring & Evaluation of Sectoral Programmes

Sinha, Sharmistha, M.Sc. (Economics), M.Phil. (Economics)

Employment, Skill Development, Poverty, Governance, Gender based Discrimination, Unpaid Work, Skewed Sex Ratio and Economics of Health



Yadav, S.K., M.A. (Economics), M.B.A. (HRM)

Informal Sector Employment, Work Study Techniques

Assistant Directors

Birua, Marshal, M.A. (Personnel Management & Industrial Relations), NET (UGC), L.L.B.

Personnel Management and Social Security

Chauhan, J.S., M.A. (Economics)

Employment Planning, Employment Generation through Decentralization Planning

Joseph, Jerry, M.A. (Political Science), M. Phil. (Political Science)

Development Studies, Vocational Education

Kumra, (Ms.) Neha, M.Sc. (Development Economics), P.G Diploma in Public Management, P. G Diploma in Child Rights Law

Development Economics and Public Management

Prakash, Dr. Ved, B.Sc. (Agriculture), M.A. (Sociology), M.A. (Philosophy), Ph.D. (Philosophy)

Research Methodology, Interview Techniques, Market Research, Development of Official Language (Hindi) in an Organization, Human Resource Development at Organizational Level, Identification of Training Needs

Roy, Dr. (Mrs.) Chaitali, M.A. (Political Science), M.A. (Public Administration), Ph. D. (Public Administration), Diploma in Human Resource Management

Decentralization, Rural and Urban Development, Development Administration, Human Resource Management

Sarang, Dr. Tapas K., M.A. (Economics), M.Phil. (Economics), Ph.D. (Economics)

Agricultural Economics, Natural Resource Economics and Rural Livelihood

Saxena, Vijay K., M.A. (Economics), M.A. (Sociology)

Assessment of Time Utilization Pattern, Evaluation of Staffing Norm at the Organization Level, Cost Analysis & Management Accounts, Human Resource Assessment, Human Resource Group Statistics, Human Resource Information System, Rural and Urban Human Resource Planning & Development, Self-employment Prospects

Sharma, Radhey Shyam, M.A. (Sociology)

Socio-economic Development, Manpower Planning and Human Resource Development

Shekhar, Dr. Indu, M.A. (Sociology), Ph.D. (Sociology)

Rural Power Elite, Education, Qualitative Research, Sectoral Studies, Human Resource Planning, Diaspora, Development Studies



Singh, Bhoop, M.A. (Economics), L.L.B.

Manpower Planning and Development, Demographic Characteristics, Manpower Statistics, Sectoral Studies

Wordsworth, A.P. William, M.Com., M. Phil. (Japanese Studies)

Human Resource Management, Rural Development, Social Security, Social Protection in Organized/Unorganized Sector, Human Resources Accounting



Director General's Academic Activities

Books published

1. "Labour Market Participation in India: A Region and Gender Specific Study", co-authored with Aya Okada, published by Springer, 2018
2. Edited Volume "Economic Growth in India and Its Many Dimensions" published by Orient Black Swan, 2018

Papers published

1. "Migration, caste and livelihood: evidence from Indian city-slums" (2018), Urban Research & Practice, DOI (co-authored with S. Chandrasekhar)
2. A Research Brief—Poverty, Women, and Dignity: Reflecting on the Writings of Ashapura Devi, Asia-Pacific Social Science Review, 17(3), 2018, pp.1-14
3. "City size, deprivation and other indicators of development: evidence from India", published in the World Development, Vol. 106, 2018, pp. 273-283 (co-authored with Jay Prakash Nagar)
4. "Counting Jobs in India: A Detailed Review of Labour Database", published in Economic and Political Weekly, Vol. LIII, No. 10, March 10, 2018 (co-authored with Jitender Singh)

Papers presented

1. Presented a paper "Judging the Quality of Urbanisation" at International Conference 2017: Future of Cities: Opportunities and Challenges, July 27, 2017 at Vigyan Bhawan, New Delhi
2. "Revisiting Growth-Employment Relationship" with Dr. Yogesh Kumar and Dr. K.C. Pradhan in the Workshop 'Reflections on India's Development: Employment, Education, Empowerment and Health' organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi
3. Invited by Department of Economics, Banaras Hindu University, Varanasi to participate as Speaker in a Plenary session on "Growth, Poverty and Inequality" on 17th March and also Chaired another Plenary session on "Migration in India" on 18th March in an International Seminar on "Development Challenges of India after twenty five years of Economic Reforms", March 16-18, 2018

Seminars/Workshops

1. Chaired a session at the IARIW-ICRIER Conference on "Experiences and Challenges in measuring Income, Inequality and Poverty in South Asia, supported by the World Bank at the India Habitat Centre, New Delhi on November 23-24, 2017
2. Attended as Discussant "State of the Economy Seminar", organized by National Council for Applied Economic Research (NCAER) on February 16, 2018



3. Chaired a technical session in the area of “Labour” in 4th International Conference on “South Asian Economic Development” during February 22-23, 2018 at South Asian University Campus
4. Chaired a technical session on “Ecosystem restoration under MGNREGA and impacts on livelihood” in NABARD Seminar on “Restored Ecosystem and Rural Livelihood” at the Institute of Economic Growth, Delhi held during March 8-9, 2018
5. Participated as Discussant in a Session on “Growth and Productivity in the 21st Century India: A Disaggregated Industry Level Analysis” in the Annual Workshop – India KLEMS Project, organized by the Department of Economics, Delhi School of Economics on March 12, 2018

Working Papers

Authored three papers under the NILERD Working Paper Series:

- a) Growth, Inequality, Poverty and Urbanisation
- b) Rural to Urban Migration and Urban Labour Market
- c) Cities and Towns in India: Judging the Quality of Urbanisation (co-authored with Jay Prakash Nagar)

Faculty Members’ Academic Activities¹

Directors

Parida, Dr. P.C.

Paper published

“The Determinants of Technical Efficiency of Labour Intensive Manufacturing Firms in India” (co-authored with Dr. K. C. Pradhan), Manpower Journal, October-December, 2017 Issue

Papers presented

1. “Skill Development and Manpower Planning for Sundargarh District” held at Sundargarh District on April 21, 2017, sponsored by Department of Planning and Convergence, Government of Odisha
2. “Skill Development and Manpower Planning for Jajpur District” held at Jaipur District on April 25, 2017, sponsored by Department of Planning and Convergence, Government of Odisha
3. “Skill Development and Manpower Planning for Ganjam District” held at Ganjam District on May 1, 2017, sponsored by Department of Planning and Convergence, Government of Odisha

Yadav, Dr. Anil Kumar

Papers published

1. “Employment Profile of Management Graduates/Post Graduates in India – An Analysis”, published in International Journal of Development Research, October, 2017

¹ The names of only those faculty members who reported significant activities are mentioned. This may therefore be incomplete in some inputs.



2. “Employability and Salary Structure of the Management Graduates/Post Graduates in India”, published in CPJ Global Review, July, 2017

Papers presented

1. “Growth and Structural Changes in Indian Economy – An analysis” in the Workshop ‘Reflection on India’s Development: Employment, Education, Empowerment and Health’, organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi
2. “The Role of Technology and Government Interventions on increasing the Farmers’ Income” in a National Conference at CRRID, Chandigarh on March 22-23, 2018

Joint Directors

Joshi, Dr. G.P.

Paper published

“Information Technology’s Impact on Human Resource Planning: Two Sides of Same Coin” published by Social and Management Solutions CSMS Journal, Vol.12, No.1, June, 2017

Paper presented

“Skill Development Efforts in Higher Education to fulfil the Objective of Make in India: Trends and Issues” with Dr. Sanchita Bhattacharya in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Joshi, Dr. (Mrs.) Shachi

Book Review published

1. Agrarian Distress in India: Causes and Remedies, by T. Haque (ed.), Concept publishing Co. Pvt. Ltd., New Delhi, 2016, published in Manpower Journal, Vol. L, Nos. 3 & 4, pp. 348, July-December, 2016

Papers presented

1. “Impact Assessment of Innovations and Technology sharing on Farming Community” in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi
2. “Nurturing Skill Development in Organized Sector – Chaos in Institutional Set-up: Experiences from an Industrial Region in India” with Dr. M.R. Prasad, Mr. D. Indrakumar, Mr. Vijay K. Saxena and Dr. Tapas K. Sarangi in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi



Acted as Anchor/Compere

For the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health, organized by NILERD in collaboration with ILO on March 16, 2018 at India Habitat Centre, New Delhi

Kumar, Dr. Yogesh

Papers presented

1. “Educational Development Index of Scheduled Tribes: An Interstate Comparison” in the National Seminar on “Status of Education in Scheduled Tribes: Problems & Challenges” at Dr. Hari Singh Gaur Vishuavidyalaya, Sagar, Madhya Pradesh on January 11-12, 2018
2. “Growth, Employment and Output Generation in MSME in India – An Analysis” with Dr. A.K. Yadav in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Lal, (Mrs.) Renu

Paper presented

“Functioning of SHGs with a special Focus on an Indian State” with Dr. A. Kamala Devi and Dr. Tapas K. Sarangi in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Pradhan, Dr. Kailash Chandra

Papers published

1. “Examining Technical Efficiency in Indian Agricultural Production using Production Frontier Model” (co-authored with S. Mukherjee), South Asia Economic Journal, 19(1), pp. 22-42, March 2018, ISSN: 13915614
2. “Covariate and Idiosyncratic Shocks and Coping Strategies for Poor and Non-poor Rural Households in India” (co-authored with S. Mukherjee), Journal of Quantitative Economics, 16, pp. 101-127, March 2018, ISSN: 0971-1554
3. Price Movements in Future and Spot Markets: Evidence from the S&P CNX Nifty Index, Review of Business and Economics Studies, 5(1), pp. 32-41, 2017, ISSN 2311-0279

Paper presented

1. “Structural Transformation and Its Impact on Rural-Urban Households in India” at the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ with Dr. P.C. Parida at India Habitat Centre sponsored by NILERD and International Labour Organisation on March 15, 2018



Deputy Directors

Bhattacharya, Dr. Sanchita

Paper published

“Irrigation, Fertilizer and Bank Credit – factors affecting Agricultural Development in Bardhaman District of West Bengal”, published in Social and Management Solutions CSMS Journal, Vol.12, No.1, June, 2017

Paper presented

“Skill Development Efforts in Higher Education to Fulfil the Objective of Make in India: Trends and Issues” (co-authored with Dr. G.P. Joshi) in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’, organised by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Worked as Rapporteur

For Business Sessions II and VI in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’, organised by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

M.Phil. Thesis examined

Examined an M. Phil. Thesis titled , “Skill Development and Labour Market Outcomes in India” submitted by Ms. Neha Jain and conducted its Viva-voce at the Centre for the Study of Regional Development (CSR D), JNU

Dhar, Dr. Ruby

Paper presented

“Sanitation Programmes in India: An Evaluation Study with special reference to Health and Growth” in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ with Dr. Anita T. Kakkar and Dr. Chaitali Roy, organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Book Review published

Empowerment of Women in Developing Countries: Challenges and Pathways, by T. Haque (ed.) in Manpower Journal, Vol. L, Nos. 1&2, January–June, 2016, pp. 102-111

Acted as Anchor/Compere

For the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health, organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Indrakumar, D.

Paper published

“Twenty five years of Economic Reforms and Employment Pattern in India: An Assessment of Organized Segment of Manufacturing”, published in Productivity – Journal of the National Productivity Council, New Delhi, Vol. 58, No.1, April- June, 2017



Kakkar, Dr. (Ms) Anita T.

Paper published

“Impact of Terrorism on Economic Growth of India: Growth on Flames”, published in South Asian Academic Research Journal, April, 2017

Paper presented

“Sanitation Programmes in India: An Evaluation Study with special reference to Health and Growth” with Dr. Ruby Dhar and Dr. Chaitali Roy, in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Kamala Devi, Dr. (Mrs.) A.

Paper presented

“Functioning of SHGs with Special Focus on an Indian State” with Mrs. Renu Lal and Dr. Tapas K. Sarangi, in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organised by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Acted as Editor, Manpower Journal

Vol. LI, Nos. 1&2, January-June 2017

Sharma, (Mrs.) Richa

Papers published

1. “Does the Availability of Community Health Worker/Mobile Health Van Unit within the Community Impacts Neonatal Survival? with Dr. Ajay Pandey and Dr. Dilip C. Nath, Open Journal of Statistics, Vol. 7, No. 5, 2017, pp. 803-814, <https://doi.org/10.4236/ojs.2017.75057>
2. “Reproductive Health Status and Health Seeking Behavior of Women in an Indian Slum” with Dr. Ajay Pandey and Dr. V. Jayachandran, GSTF Journal of Mathematics, Statistics and Operations Research, Vol. 4, No.1, 2017, ISSN: 2251-3388, E-periodical: 2251-3396

Paper presented

“Exploring the reasons for non-utilization of Family Planning & Reproductive Health Services in Kanpur Nagar District of Uttar Pradesh” in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Sinha, (Ms.) Sharmistha

Papers published

1. “Explaining Falling Female Employment during a High Growth Period” (co-authored with Santosh Mehrotra), Economic and Political Weekly, Vol. LII, No. 39, September 30, 2017
2. “Financing for Development”, Manpower Journal, Vol. L, Nos. 3 & 4, 2017



Papers presented

1. Gender Digital Divide in India; Impacting Women's Participation in the Labour Market, at the Workshop 'Reflections on India's Development: Employment, Education, Empowerment and Health' organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi
2. Digital revolution transforming the labour market: Opportunities for women in India, in the Fifth 'Regulating for Decent Work' Conference on 'The Future of Work' at ILO Headquarters, Geneva, July 3-5, 2017

Yadav, S.K.

Paper published

"Assessment of Utilization of Technical and Professional Human Resource according to their Qualification Levels – A case study of Delhi, published in CPJ Global Review, Vol. IX, No.1, July, 2017, ISSN: 0975-1874, Delhi

Paper presented

"Sarva Shiksha Abhiyan: Achievements, Problems and Future Prospects: A Comparative Analysis of some Indian States" with Mr. Marshal Birua and Mr. Radhey Shyam in the Workshop 'Reflection on India's Development: Employment, Education, Empowerment and Health', organized by NILERD in collaboration with ILO, March 15-16, 2018 at India Habitat Centre, New Delhi

Assistant Directors

Kumra, Ms. Neha

Book Review published

"Women's Agency and Social Change – Assam and beyond, New Delhi", by Meeta Deka, SAGE Publications India Pvt. Ltd., 2013 in Manpower Journal, January-June, Vol. L1, Nos. 1&2

Prakash, Dr. Ved

Book published

"Kaalaadhan aur Hamari Vyavastha" [कालाधन और हमारी व्यवस्था], published by M/s Gaurav Book Centre, New Delhi, June, 2017, ISBN- 978-93-80317-57-1

Paper presented

"Gender Inequality in India: Some Issues [Gender Inequalities in India: Male and Female Needs to be Treated Equally- An Ethical Analysis]" with Mr. Bhoop Singh in the Workshop 'Reflections on India's Development: Employment, Education, Empowerment and Health' organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi



Roy, Dr. (Mrs.) Chaitali

Book Review published

“Local Governance and Rural Empowerment: Trends and Challenges, M.R. Biju (ed.), 2015, published by Concept Publishing Co. Pvt. Ltd., pp. 302, in *Manpower Journal*, Vol. L, Nos. 3 & 4, pp. 302, July-December, 2016

Paper presented

“Sanitation Programmes in India: An Evaluation Study with special reference to Health and Growth” with Dr. Ruby Dhar and Dr. Anita T. Kakkar in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Nominated for Training Programme

“Migration and Development: Issues and Perspectives” held in V.V. Giri National Labour Institute, Noida on October 3-6, 2017

Saranghi, Dr. Tapas K.

Paper published

“The Forest Rights Act 2006 in Protected Areas of Odisha, India: Contextualising the Conflict between Conservation and Livelihood” in *Asia Pacific Journal of Environmental Law*, 20 (1), pp.180-205, Edward Elgar Publishing, U.K., ISSN: 13852140 DOI: <http://dx.doi.org/10.4337/apjel.2017.01.08>

Papers presented

1. “Convergence of MGNREGS, Ecosystem Restoration & Sustainable Livelihood in Odisha” at the Seminar on ‘Ecosystem Restoration and Livelihood’ organized by NABARD Chair Unit of Institute of Economic Growth (IEG), Delhi, March 8, 2018
2. “Contextualising the Conflict between Conservation and Livelihood: Implementation of Forest Rights Act 2006 in Odisha, India”, 7th Thematic Workshop of French Association of Environmental and Resources Economists (FAERE), hosted by AMURE research unit at the European Institute for Marian Studies (IUEM), *Institut Universitaire Europeen de la Mer*, Brest, France, May 11-12, 2017

Lecture delivered as Resource Person

“Land, Forest and Livelihood: The Longstanding Issues of Adivasis in India” at ICSSR sponsored Research Methodology Workshop ‘Livelihood, Health and Well being of Marginalized Groups in India’ on March 26, 2018 at the Institute of Economic Growth (IEG), Delhi

Worked as Rapporteur

For Business Sessions II and III at the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO, March 15-16, 2018 at India Habitat Centre: New Delhi



Acted as a Discussant

In the National Seminar ‘Ecosystem Restoration and Livelihood’, organized by NABARD Chair Unit of Institute of Economic Growth (IEG), Delhi, March 8-9, 2018

Acted as Expert on Interview Panel

For MBA (Business Economics) Admissions, 2018 held at the Department of Business Economics, University of Delhi (South Campus) on 24th March, 2018

Sharma, Radhey Shyam

Paper presented

“Sarva Shiksha Abhiyan: Achievements, Problems and Future Prospects: A Comparative Analysis of some Indian States” with Mr. S.K. Yadav and Mr. Marshal Birua in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Shekhar, Dr. Indu

Paper presented

“Gender Studies: A Theoretical Perspective” in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

Book Reviews published

1. “Globalization and Indian Society” by G.N. Karalay, Concept Publishing Company Pvt. Ltd., New Delhi, 2016, ISBN: 13:978-93-5125-186-6(HB), in Manpower Journal, Vol. LI, Nos. 1&2, January-June 2017
2. “Population Concerns in India: Shifting Trends, Policies, and Programs” by Krishnamurthy Srinivasan, SAGE Publications India Pvt Ltd., New Delhi, 2017, ISBN: 978-93-864-4614-5(HB), in Manpower Journal, Vol. LI, Nos.1&2, January-June 2017

Nominated for Training Programme

1. “Migration and Development: Issues and Perspectives” held at V.V. Giri National Labour Institute, Noida on October 3-6, 2017

Singh, Bhoop

Paper presented

“Gender Inequality in India: Some Issues [Gender Inequalities in India: Male and Female Needs to be Treated Equally- An Ethical Analysis]” with Dr. Ved Prakash in the Workshop ‘Reflections on India’s Development: Employment, Education, Empowerment and Health’ organized by NILERD in collaboration with ILO on March 15-16, 2018 at India Habitat Centre, New Delhi

SUPPORT SERVICES

**Library, Hindi Cell, Personnel/Staff Matters and Estate
Activities**



A. Knowledge Resource Centre (KRC)

Library Collection

The library has acquired 66 books related to research during the period under reporting. The total number of Library collection (books and CDs) is 32,157 till the year 2017-18. The detail is as under:

Documentary Resources (books and reports): 31,870

Electronic Resources (CD-ROMs): 287

The reading materials and resources available in the library can be accessed from online public access catalogue (OPAC) of the Institute through Libsys software, which is intranet based connectivity. The same bibliographical information about the resources may be accessed through Developing Library Network DELNET website using login and password, as this Institute is an institutional member of DELNET. The NILERD Library received 353 issues of Journals/Magazines during the year 2017-18.

Online Electronic Resources

- Indiatat.com (Single user)
- JSTOR (Arts & Sciences VI)

Library Network

The Library of the Institute accesses the DELNET (Developing Library Network) database, which covers Union Catalogue of Books (approximately 1 million bibliographic records); Union List of Current Periodicals; Union Catalogue of Periodicals, Database of Periodicals, Articles, etc. which are very useful research tool for the researchers.

Library Services

NILERD Library is one of the components of Research and Policy analysis of the Institute. To fulfil the demand for research and policy needs, NILERD library provides technical support through the following library services.

Current Awareness

To facilitate researchers with updated information on public policy, a service has been started as Current Awareness in which news clippings are downloaded/scanned and theme-wise classified on relevant issues such as economy, policy making, farmers, employment etc. from the newspapers received in the library and the same is circulated monthly by e-mail to Research Faculty of NILERD. This service helps in doing quality research work. 1033 news clippings have been downloaded and circulated through email in the year 2017-18.

Newspaper Clippings Index

NILERD Library brings out a monthly Newspaper Clippings Index (Subject-wise classified), which is prepared from the selected newspapers received in the library and circulated monthly through e-mail to Research Faculty.



During the year 2017-18, more than 1050 news clippings index have been compiled and placed in library for the reference of the researchers.

Article Alerts (with Abstract)

The Library brings out a monthly Article Alerts which consists of the latest articles with abstract for disseminating the latest information to the researchers of the Institute. The articles are selected from the journals received in the library and sent monthly through e-mail to NILERD Researchers. Approximately 250 articles, bibliographical information with abstract have been circulated to NILERD Researchers and have also been compiled and placed in library for future reference.

The library provides services to its readers in the following forms:

Name of Service	Mode of Service
Current Awareness Services	Online
Newspaper Clippings Services (with Subject)	Online & Offline
Reference Service	Online & Offline
Selective Dissemination of Information	Online
Article Alert (with Abstract)	Online
Academic Activities of Faculty	Online
NILERD Publications	Online
New Arrivals (Book notices and book reviews)	Online
NITI News	Online
Other services include inter-library loan, Reprographic and reference services	Online & Offline

B. Celebration of National Days

Every year National days are celebrated in the NILERD campus in which International participants of Education & Training Unit participate with great vigour. On both the occasions (15th August – Independence Day and 26th January – Republic Day), Director General of NILERD, Prof. Arup Mitra, hoisted the National Flag at the NILERD campus. All staff residing in the campus along with their family members, international participants, and other faculty and staff living in the surrounding areas participated enthusiastically in both the occasions. School-going children of the staff residing in the campus actively participated in the cultural programmes and games competitions.

C. Hindi Cell

NILERD has put in place the protocol and guidelines of implementation of Hindi as official language through Hindi Cell. A Departmental Official Language Implementation Committee was constituted to appraise, monitor



and record the implementation of Hindi in all the day-to-day official work of the Institute. Following activities were undertaken during the year 2017-18 by the employees of NILERD.

1. 4 Quarterly Reports of Hindi Cell :
 - i) July-September, 2017
 - ii) October-December, 2017
 - iii) January-March, 2018
 - iv) April-June, 2018
2. 2 Half Yearly Reports of Hindi Cell:
 - i) July-December, 2017
 - ii) January-June, 2018
3. Annual Report of Hindi Cell:
 - i) July, 2017 to June, 2018
4. Hindi Bulletin (Half Yearly) No.6:
 - i) July to December, 2017
5. Hindi Bulletin (Half Yearly) No.7:
 - ii) January to June, 2018
6. Observed Hindi Pakhwada (Fortnight) from 31st August to 14th September, 2017. During this fortnight following activities were carried out.
 - i) Essay writing Competition (Nibandh Pratiyogita) on 6th September, 2017
 - ii) Debate Competition (Vad-Vivad Pratiyogita) on 8th September, 2017
 - iii) Poem writing Competition (Kavita Likhan Pratiyogita) on 7th September, 2017
 - iv) Organized the evaluation of Work & Typing done in Hindi during the year on 11th September, 2017
 - v) Organized Hindi Language Workshop on 11th September, 2017
 - vi) Celebrated Hindi Divas on 16th September, 2017

Dr. Anil K. Yadav , Director and Head of Hindi Cell attended NRACAS Hindi Samikshya Meeting along with Dr. Arup Mitra, Director General, NILERD on 22nd August, 2018.

Dr. Anil K. Yadav, Director and Head of Hindi Cell attended NRACAS Hindi Samikshya Meeting in March, 2018.

D. Personnel/Staff Matters

Director General

Prof. Arup Mitra appointed as Director General on deputation basis for a period of two years w.e.f. 30/6/2017 vice Dr. Yogesh Suri, Adviser, NITI Aayog who held additional charge of the Institute till 29.06.2017.

Ad-hoc Promotions

1. Smt. Gayatri Pandey promoted as Joint Director (on ad-hoc basis) for a period of one year w.e.f. 8/5/2017.



2. Dr. (Smt.) Shachi Joshi promoted as Joint Director (on ad-hoc basis) for a period of one year w.e.f. 12/8/2017.
3. Dr. G.P. Joshi promoted as Joint Director (on adhoc basis) in E & T Unit for a period of one year w.e.f. 30/8/2017.
4. Smt. Renu Lal promoted as Joint Director (on ad-hoc basis) for a period of six months w.e.f. 27/10/2017.
5. Dr. (Smt.) Ruby Dhar promoted as Deputy Director (on ad-hoc basis) for a period of one year w.e.f. 8/5/2017.
6. Shri D. Indrakumar promoted as Deputy Director (on ad-hoc basis) w.e.f. 16/8/2016.
7. Dr. (Ms.) Anita T. Kakkar promoted as Deputy Director (on ad-hoc basis) for a period of six months w.e.f. 27/10/2017.
8. Shri D.P. Kohad promoted as Assistant Section Officer (on ad-hoc basis) for a period of one year w.e.f. 1.12.2017.

Deputation/lien

1. Smt. Meenakshi Gupta, Stenographer on deputation for a period of three years w.e.f. 20/11/2015.
2. Dr. K. Srinivasa Rao, Joint Director on lien for a period of two years w.e.f. 5/9/2016.
3. Dr. Lalit Latta, Deputy Director on deputation for a period of three years w.e.f. 11/9/2017.

Resignation

Smt. Meenakshi Arora, Stenographer resigned on 30/6/2017.

Retirement

Smt. Madhu Arora, Private Secretary retired on 28/2/2018.

Death

Shri Shiv Raj Giri, Junior Secretariat Assistant expired on 17/6/2017.

E. Activities undertaken by the Estate Section of the Institute

The following activities were undertaken during the reference period.

A. Action initiated to obtain Completion Certificate for NILERD Building

Action has been initiated by Estate Section to obtain Completion Certificate (CC) from the North Delhi Municipal Corporation (NDMC) in coordination with the concerned sections of CPWD. Required documents have already been submitted to NDMC and continuous follow-up is being done in this regard.



B. Maintenance of Campus and NILERD Building

Following renovation works pertaining to civil and electrical jobs have been undertaken during the reference period by Estate Section.

- a. D.G. Residence
- b. Guest House
- c. International Hostel
- d. Type V – A, B, C, and D
- e. Type VI – A, B, and C

C. Other Activities undertaken by the Section

- a. Coordinating with NIT, Delhi in sharing, distribution and costing of resources in a rational manner
- b. Managing day-to-day Horticultural & landscaping activities of the campus
- c. Day-to-day maintenance of civil and electrical work in NILERD campus

Coordination with the concerned government agencies (State/Central) towards hygiene, cleanliness of entire campus.

FINANCIAL MATTERS



INDEPENDENT AUDITORS' REPORT

To,
THE MEMBERS
NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(formerly known as Institute of Applied Manpower Research)
NEW DELHI

Report on Financial Statements

We have audited the accompanying financial statements of **NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT (“the Institute”)**, Plot No.25, Sector A-7, Institutional Area, Narela, New Delhi-110040, which comprises the Balance Sheet as at **31st March, 2018**, the Income & Expenditure Account for the year ended, and a summary of significant accounting policies and other explanatory information.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the Institute in accordance with the accounting principles generally accepted in India, including the Accounting Standards. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of Act for safeguarding the assets of the Institute and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, the implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

Auditor’s Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We have taken into account of provisions of the Act, the accounting and auditing standards and matters which are required to be included in the audit report under the provisions of the Act and the Rules made thereunder.

We have conducted our audit in accordance with the Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and the disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of



the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal financial control relevant to the Institute's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on whether the Institute has in place an adequate internal financial controls system over financial reporting and the operating effectiveness of such controls. An audit also includes evaluation of the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the financial statements.

Opinion

In our opinion and to the best of our information and according to the explanation given to us, the said accounts read with the detail of accounting policies and notes thereon and *our observations given in Annexure to this report* give a true & fair view in conformity with the accounting principles generally accepted in India.

- i) In the case of Balance Sheet, of the state of the affairs of the Institute as at 31st March, 2018; and
- ii) In the case of Income and Expenditure account, of the Excess of Expenditure over Income for the year ended on 31st March 2018.

For AJAY K. JAIN & CO.
Chartered Accountants
FRN.: 007118N

(CA. AJAY K. JAIN),
Partner, FCA
Membership No.: 085994

Place: New Delhi
Date: 10/09/2018



ANNEXURE TO THE AUDITOR'S REPORT FOR THE YEAR ENDING ON 31/03/2018

NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT (Formerly Known as INSTITUTE OF APPLIED MANPOWER RESEARCH)

1. **FIXED ASSETS:**

- *The Institute has not maintained proper records of its fixed assets showing full particulars including quantity details, location and situation of fixed assets. Fixed Assets has not been physically verified by the management during the year. There is no proper system for recording fixed assets. Due to this, physical verification of fixed assets is not possible to our audit, material discrepancies, if any, cannot be commented upon.*

2. **Reconciliation of Debtors and Creditors including Advances:**

Attention is invited to point no. 8(i) on notes of accounts of Schedule – 14 and we have observed that balances of Sundry Debtors/Creditors including advances have remained subject to confirmation & reconciliation as on 31.03.2018.

Therefore we would strongly recommend to implement a system of taking periodic balance confirmation and obtaining statement of account from all parties and reconciling the differences, if any, found during the process.

Thus, effort should be made to reconcile the same so that the Financial Statements may represent true and fair view of the actual financial position of the Institute.

3. *Attention is invited to point no. 4 on notes of accounts of Schedule – 14 and we have observed that a sum of Rs.78,58,617/- as receivable from Sponsors remains outstanding since long and no efforts has been made to recover these advances.*

We suggest to recover the outstanding as early as possible as a significant amount is blocked in these accounts without any income generation, which seems to be prima facie prejudicial to the interest of the Institute.

4. *Attention is also invited to point no. 5(i) & 5(ii) on notes of accounts of Schedule – 14 and we have observed that a sum of Rs.5,81,69,938/- as Miscellaneous outstanding advances on Capital account and a sum of Rs.20,23,390- as Staff & other Advances remains outstanding since long and no efforts has been made to Settle/ Adjust these advances which has resulted in Overstatement of Current assets and Understatement of Capital Assets/ Expenditure by the said amount.*

5. *It has been observed that LTC Advance / Advance for expenses to staff are not being adjusted within reasonable time frame. This clearly shows the weakness of Internal Control in this regard.*

**6. TDS :**

Instances were found where No Tds is Deducted or Tds Deducted at the time of adjustment of advance i.e. after submission of bill while as per provision of Income Tax Act 1961, TDS is to be deducted at the time of due or payment whichever is earlier. We also observed in some cases where TDS has been deducted @2% instead of 10%. Some of the instances are as follows:

S. No.	Name of Party	Amount (Rs.)	Remarks
1.	M/s Tata Institute	1,25,365	No Tds deducted on advance payment made.
2.	M/s Yogesh Industries	58,240	No Tds deducted on advance payment made.
3.	HCM RIPA, Mess Fund, Jaipur	4,26,257	No Tds deducted on advance payment made.
4.	M/s Realtel Network Services (P) Ltd.	1,63,358	TDS deducted @2% instead of 10%.
5.	M/s Spacenet Internet Services (P) Ltd.	82,500	TDS deducted @2% instead of 10%.

There is a violation of the provisions of the Income Tax Act and liability may arise against the Institute on account of short-deduction of TDS/No Deduction of TDS.

TDS demand across all financial years amounting to Rs. 7,87,480. (Including Rs.23,945 for current financial year) remain outstanding.

7. Short Recovery Of License Fees of official accommodation provided to employees:

License fees for official accommodation is being received short since 01/07/2010 which was revised by circular w.e.f. 01/07/2010, further revised in 2013 and July 2017 but rates are being charged on the basis of old scenario. Some amount has been recovered during financial year 2016-17 but the calculation done was not as per the rates prescribed as per circular dt 01/07/2013.

We are giving list showing under recovery of license fees from employees. Hence, the entire short recovered amount as calculated in ANNEXURE I as per rates prescribed by circular no. 18011/2/2015-Pol.III dated 19 July,2017, of Ministry of External Affairs. As per this circular type of quarter has been categorized as per the area of the flat allotted, to be recovered from employees immediately.

8. Income Tax Refund Receivable:

We have observed that TDS is being deducted by the Banks & other parties on its revenue though the Income of the Institute is Exempt u/s 10 of Income Tax Act, 1961 and no efforts is being made by the institute to convince the deductor for non-deduction of TDS on its revenue, Resultant significant amount of Rs. 66,04,184/- (Schedule -4A of Financial Statements) is blocked as TDS Receivable since long, which seems to be prima facie prejudicial to the interest of the Institute. Action should also be taken to recover the same from Income Tax Authority, as large amount is lying blocked.

**9. GST**

- *It has been observed that GST has not been charged by NILERD for Consultancy services provided by way of Evaluation and strengthening, manpower planning, Efficiency & impacts for projects taken from the various Parties for Rs.1,11,13,227/- for which no proper/satisfactory clarification & explanation has been provided to our Audit.*
 - *It has also been observed that no GST input has been claimed during the year resultant in loss of GST input to the NILERD. So it strongly recommended to claim GST Input on recurrent basis.*
 - *Further no GST has been paid on reverse charge basis for the services taken by Advocate (Sanjay K Dass) for Rs.36,300/-*
10. *Following amounts are standing since opening and same has not been adjusted yet, for which no proper/satisfactory clarification & explanation has been provided to our Audit. It is advised to take necessary action against pending balances*

1.	<i>CPF Employees</i>	<i>Rs.33,995/-</i>
2.	<i>DCRG Withheld</i>	<i>Rs.28,770/-</i>
3.	<i>Net Payable Withheld</i>	<i>Rs.4,055/-</i>
4.	<i>Outstanding Liabilities</i>	<i>Rs.3,04,111/-</i>
5.	<i>Darban Singh</i>	<i>Rs.14,244/-</i>
6.	<i>Kalaiyaran A</i>	<i>Rs.605/-</i>

11. *It has been seen that NILERD is accepting bills/invoices/memos/receipt etc vouchers or documents in the name of IAMR which was the previous name of the institute. It is recommended to avoid such practice.*
12. *Discrepancies have been found in the Honorarium paid to faculties for projects. As per register maintained by concerned department shows total Honorarium paid for Rs.4,07,571/- whereas as per books maintained it shows Rs.5,60,339/- hence a difference of Rs.1,52,768/- has been found. Efforts should be made to ensure the proper recording and reconciliation of Honorarium paid to various faculties and remove discrepancies.*

For AJAY K. JAIN & CO.
Chartered Accountants
FRN.: 007118N

Sd/-
(CA. AJAY K. JAIN),
Partner, FCA
Membership No.: 085994

Place: New Delhi
Date: 10/09/2018



NILERD 17-18

List showing under recovery of license fees from employees as per list provided by Estate Department.

S.No	Name of Employee	Type of Quarter Allotted	Type of Qtr as per Area	Area (in sq. mt)	Period	**Rate	Actual Charged	Short Charged	Total short recovery
1	Dr Chetali Roy	IV-C	V	106	1.1.2012 to 30.6.2013	740	371	369	6,642
					01.07.2013 to 30.6.2015	875	371	504	12096
					01.07.2015 to 31.03.2017	875	625	250	5250
					1.4.2017 to 30.6.2017	875	625	250	750
					1.7.2017 to 31.3.2018	1,190	875	315	2,835
Total									27,573
2	Shri A P William	IV-B	V	106	0.1.07.2010 to 30.06.2011	740	245	495	5,940
					01.07.2011 to 30.06.2013	740	268	472	11,328
					01.07.2013 to 31.05.2014	875	268	607	6,677
					01.06.2014 to 30.06.2015	875	371	504	6,552
					01.07.2015 to 31.03.2017	875	625	250	5,250
1.4.2017 to 30.6.2017	875	625	250	750					
1.7.2017 to 31.3.2018	1,190	875	315	2,835					
Total									39,332
3	Shri Chander Pal	II-E	IV	59.95	01.07.2010 to 31.08.2011	420	221	199	2,786
					01.09.2011 to 30.06.2013	420	185	235	5,170
					01.07.2013 to 30.06.2015	500	185	315	7,560
					01.07.2015 to 30.03.2017	500	310	190	3,990
					1.4.2017 to 30.6.2017	500	310	190	570
1.7.2017 to 31.3.2018	640	500	140	1,260					
Total									21,336
4	Shri Bishan Singh	II-A	IV	59.95	01.07.2010 to 31.08.2011	420	221	199	2,786
					01.09.2011 to 30.06.2013	420	185	235	5,170
					01.07.2013 to 30.06.2015	500	185	315	7,560
					01.07.2015 to 30.03.2017	500	310	190	3,990
					1.4.2017 to 30.6.2017	500	310	190	570
1.7.2017 to 31.3.2018	640	500	140	1,260					
Total									21,336

Amount to be recovered	27,573
Amount actually recovered	12,564
Short recovery	15,009

Amount to be recovered	39,332
Amount actually recovered	12,876
Short recovery	26,456

Amount to be recovered	21,336
Amount actually recovered	6,996
Short recovery	14,340

Amount to be recovered	21,336
Amount actually recovered	6,996
Short recovery	14,340

5	Shri Sarda Prasad	I-A	III	48.95	01.04.2011 to 30.10.2011	310	153	157	1,099	Amount to be recovered	19,155							
					01.11.2011 to 30.06.2013	310	81	229	4,580									
					01.07.2013 to 30.06.2015	370	81	289	6,936									
					01.07.2015 to 31.03.2017	370	135	235	4,935	Amount actually recovered	3,541							
					1.4.2017 to 30.6.2017	370	135	235	705									
					1.7.2017 to 31.3.2018	470	370	100	900									
					Total											19,155		
					6	Shri Top Bahadur	II-B	IV	59.95	01.07.2010 to 30.12.2010	420	153	267	1,602	Amount to be recovered	21,744		
										01.01.2011 to 31.08.2011	420	221	199	1,592				
										01.09.2011 to 30.06.2013	420	185	235	5,170				
01.07.2013 to 30.06.2015	500	185	315	7,560						Amount actually recovered	7,529							
01.07.2015 to 31.03.2017	500	310	190	3,990														
1.4.2017 to 30.6.2017	500	310	190	570														
1.7.2017 to 31.3.2018	640	500	140	1,260						Short recovery	14,215							
Total																		21,744
7	Shri Chandan Singh	II-C	IV	59.95								1.7.2010 to 31.08.2011	420	153	267	3,738	Amount to be recovered	25,928
										01.09.2011 to 30.06.2013	420	81	339	7,458				
					01.07.2013 to 30.07.2014	500	81	419	5,447									
					01.08.2014 to 30.06.2015	500	185	315	3,465	Amount actually recovered	5,590							
					01.07.2015 to 31.03.2017	500	310	190	3,990									
					1.4.2017 to 30.6.2017	500	310	190	570									
					1.7.2017 to 31.3.2018	640	500	140	1,260	Short recovery	20,338							
					Total													25,928
					8	Shri Uma Shanker Gond	I-E	III	48.95			1.7.2010 to 31.08.2011	310	153	157	2,198	Amount to be recovered	20,712
										1.9.2011 to 30.06.2013	310	81	229	5,038				
1.7.2013 to 30.6.2015	370	81	289	6,936														
1.7.2015 to 31.3.2017	370	135	235	4,935						Amount actually recovered	4,350							
1.4.2017 to 30.6.2017	370	135	235	705														
1.7.2017 to 31.3.2018	470	370	100	900														
Total																20,712		
9	Shri Rupesh Ramesh Rao Moundeker	III-A	IV	72.4						1.7.2010 to 31.08.2011	420	245	175	2,450	Amount to be recovered	3,344		
										1.9.2011 to 30.06.2013	420	268	152	3,344				



NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)
Plot No.25, Sector A-7, Institutional Area, Narela, Delhi-110040
BALANCE SHEET AS ON 31ST MARCH 2018

(Figures in Rupees)

	Schedule	Current Year 2017-18	Previous year 2016-17
CORPUS/CAPITAL FUND AND LIABILITIES			
Corpus/Capital Fund	1	236,569,567	251,744,016
Current Liabilities & Provisions	2	122,347,024	96,246,628
Total		358,916,591	347,990,645
ASSETS			
Fixed Assets	3	200,280,037	207,367,236
Current Assets, Loans & Advances	4	158,636,554	140,623,409
Total		358,916,591	347,990,645

Significant Accounting Policies 13
Notes on Accounts and Contingent Liabilities 14

Notes form an integral part of Accounts in terms of our Audit Report of even date annexed herewith.

As per our audit report of even date annexed

For Ajay K. Jain & Co.
Chartered Accountants
FR No. :007118N

RAJESH KUMAR VYAS
Joint Director (Finance)
NILERD

Dr. ARUP MITRA
Director General
NILERD

(CA. AJAY K. JAIN)
FCA, Partner
M. No. 085994

Place : Delhi
Date : 10/9/2018

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**

(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)

Plot No.25, Sector A-7, Institutional Area, Narela, Delhi-110040

INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31-03-2018

(Figures in Rupees)

	Schedule	Current Year 2017-18	Previous year 2016-17
INCOME			
Income from Studies/Research/Projects	5	47,266,663	40,126,479
Grants/Subsidies	6	74,113,000	89,066,721
Interest earned	7	5,955,893	4,322,880
Other Income	8	25,747,754	22,599,369
Prior Period Items		-	-
Total (A)		153,083,310	156,115,449
EXPENDITURE			
Establishment Expenses (Main)	9	110,453,465	102,564,968
Administrative Expenses (Main)	10	25,877,000	15,451,826
Establishment Expenses (Project/Studies)	11	5,037,138	5,216,881
Administrative Expenses (Project/Studies)	12	24,088,578	17,589,227
Depreciation	3	8,233,746	8,889,026
Total (B)		173,689,927	149,711,928
Excess of Income/Expenditure over Expenditure/		(20,606,617)	6,403,521
Income			
Balance carried to Capital Fund		(20,606,617)	6,403,521

Significant Accounting Policies 13**Notes on Accounts and Contingent Liabilities** 14**As per our audit report of even date annexed****For Ajay K. Jain & Co.**
Chartered Accountants
FR No. :007118N**Sd/-**
RAJESH KUMAR VYAS
Joint Director (Finance)
NILERD**Sd/-**
Dr. ARUP MITRA
Director General
NILERD**Sd/-**
(CA. AJAY K. JAIN)
FCA, Partner
M. No. 085994
Place : Delhi
Date : 10/09/2018



**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)
SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2018**

**SCHEDULE-1
(Figures in Rupees)**

	Current Year		Previous Year	
	2017-18		2016-17	
CORPUS FUND				
Balance B/F	38,626,647		34,486,092	
Add: Additions during the year	2,068,084		1,538,462	
Add: Interest earned during the year	2,217,537	42,912,269	2,602,093	38,626,647
CAPITAL FUND RESERVES & SURPLUSES				
Balance B/F	5,750,133		(9,542,414)	
Add: Additions during the year	-		-	
Less/Add :Deficit/Surplus carried from Income & Expenditure A/c	(12,372,871)	(6,622,738)	15,292,547	5,750,133
FIXED ASSET FUND				
MAIN				
Gross Block	316,737,585		315,925,231	
Add: Additions During the year	1,147,123		819,783	
Less: Assets sold/written off during the year	576		7,429	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(120,362,906)	197,521,226	(112,566,272)	204,171,313
NTMIS				
Gross Block	11,732,392		11,732,392	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(11,394,549)	337,843	(11,341,771)	390,621



TRAINING/PGDC				
Gross Block	10,265,789		10,265,789	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(8,359,353)	1,906,436	(8,032,151)	2,233,638
SPONSORED STUDIES				
Gross Block	982,957		982,957	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Less: Depreciation Reserve	(929,362)	53,595	(920,153)	62,804
CONSULTANCY STUDIES				
Gross Block	120,527		120,527	
Add: Additions During the year tfr from Main A/c	-		-	
Less: Assets sold during the year	-		-	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(110,232)	10,295	(108,678)	11,849
NAIP WORLD BANK- STUDIES				
Gross Block	600,000		600,000	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Less: Depreciation Reserve	(263,610)	336,390	(234,320)	365,680
FCRA STUDIES				
Gross Block	1,148,767		1,148,767	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Less: Depreciation Reserve	(1,034,515)	114,252	(1,017,436)	131,331



NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)

SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2018

SCHEDULE 2 - CURRENT LIABILITIES & PROVISIONS

(Figures in Rupees)

	Current Year	Previous Year
	2017-18	2016-17
A. CURRENT LIABILITIES		
1. Sundry Creditors	2,574,199	2,530,399
2. Other Current Liabilities	18,492,616	4,769,936
TOTAL - A	21,066,815	7,300,335
B. PROVISIONS		
1. Death-Cum Retirement Gratuity	63,115,212	52,409,348
2. Leave Encashment	38,164,997	36,536,945
TOTAL - B	101,280,209	88,946,293
TOTAL - A+B	122,347,024	96,246,628

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)
SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2018**

Schedule - 3, Fixed Assets

(Figures in Rupees)

DESCRIPTION	GROSS BLOCK			DEPRECIATION			NET BLOCK				
	Cost/valuation as at 1-4-2017	Additions during the year	Deductions	Cost/valuation at the 31-3- 2018	Rate	As at the beginning of the year	During the year	Deduction	Total up to the Year-end	As at the Current year-end	As at the Previous year-end
A. FIXED ASSETS:											
LAND :											
Leasehold - Narela	30,240,000			30,240,000		-	-		-	30,240,000	30,240,000
BUILDING											
On Leasehold Land- Narela	160,670,340			160,670,340	2%	41,387,970	2,385,647		43,773,617	116,896,723	119,282,370
On Leasehold Land-I.P. Estate	13,006,558			13,006,558	2%	2,762,341	204,884		2,967,225	10,039,333	10,244,217
Electric Installation - Narela	1,272,165	248,691		1,520,856	10%	884,699	63,616		948,315	572,541	387,466
Substation at IIPA Campus	1,476,407			1,476,407	10%	1,254,805	22,160		1,276,965	199,442	221,602
VEHICLES/CYCLE											
Vehicle & Cycle- Main Grant	605,429			605,429	20%	522,794	16,527		539,321	66,108	82,635
Vehicle & Cycle NTMIS	440,350			440,350	20%	430,419	1,986		432,405	7,945	9,931
Vehicle & Cycle Training/PGDC	2,923,953			2,923,953	20%	2,275,578	129,675		2,405,253	518,700	648,375
FURNITURE & FIXTURE											
Furniture -Main Grant	3,436,696			3,436,696	10%	1,917,505	151,919		2,069,424	1,367,272	1,519,191
Furniture -DG Office	412,428			412,428	10%	234,467	17,796		252,263	160,165	177,961
Furniture -Guest House	224,124			224,124	10%	127,646	9,648		137,294	86,830	96,478
Furniture-Hotel-Main	2,987,331			2,987,331	10%	1,940,901	104,643		2,045,544	941,787	1,046,430
Library Furniture-Main Grant	62,720			62,720	10%	49,806	1,291		51,097	11,623	12,914
Furniture-NTMIS	706,528			706,528	10%	591,553	11,498		603,051	103,477	114,975
Furniture -Training/PGDC	2,535,389			2,535,389	10%	1,501,793	103,360		1,605,153	930,236	1,033,596
Furniture- Sponsored Studies	20,793			20,793	10%	16,513	428		16,941	3,852	4,280
Furniture-NAIP	50,000			50,000	6.33%	25,320	3,165		28,485	21,515	24,680
Furniture-FCRA	257,569			257,569	10%	202,949	5,462		208,411	49,158	54,620
OFFICE EQUIPMENT											
Equipment - Main Grant	9,329,549	544,649		9,874,198	15%	6,544,388	499,472		7,043,860	2,830,338	2,785,161
Air Conditioners -Main Grant	1,758,993			1,758,993	15%	1,089,831	100,374		1,190,205	568,788	669,162
Air Conditioners Equipments-NTMIS	423,219			423,219	10%	411,961	1,126		413,087	10,132	11,258
Library Equipment- Main Grant	1,175,545			1,175,545	10%	864,364	31,118		895,482	280,063	311,181
EPABX-Main Grant	1,185,269			1,185,269	15%	1,018,868	24,960		1,043,828	141,441	166,401
Equipments- NTMIS	922,087			922,087	15%	893,819	4,240		898,059	24,028	28,268
Equipment- Training/PGDC	4,828,682	26,240		4,854,922	15%	4,229,247	93,851		4,323,098	531,824	599,435

Equipment-Consultancy	21,225				21,225	10%	16,750	448		17,198	4,027	4,475
Equipment-NAIP	500,000				500,000	4.75%	190,000	23,750		213,750	286,250	310,000
Equipment-FCRA	222,368				222,368	15%	202,582	2,968		205,550	16,818	19,786
COMPUTERS/PERIPHERALS												
Computer/Printers - Main Grant	16,357,282	195,600			16,552,882	15%	12,802,944	562,491		13,365,435	3,187,447	3,554,338
Software - Main Grant	5,065,209				5,065,209	15%	3,812,151	187,959		4,000,110	1,065,099	1,253,058
DTP System-Main Grant	1,725,419				1,725,419	15%	1,658,543	10,031		1,668,574	56,845	66,876
Computer Accessories - NTMIS	9,240,207				9,240,207	15%	9,014,019	33,928		9,047,947	192,260	226,188
Computer - Consultancy	99,302				99,302	15%	91,928	1,106		93,034	6,268	7,374
Computer - Sponsored	953,403				953,403	15%	895,658	8,662		904,320	49,083	57,745
Computer -FCRA	623,762				623,762	15%	569,037	8,209		577,246	46,516	54,725
LIBRARY BOOKS												
Library Books -Main Grant	5,017,798	131,943		576	5,149,165	20%	3,807,402	268,468		4,075,870	1,073,295	1,210,396
Library Books-FCRA	45,068				45,068	20%	42,868	440		43,308	1,760	2,200
CD-ROM for Library-Main Grant	960,467				960,467	15%	736,065	33,660		769,725	190,742	224,402
C.D. ROM for Library -Sponsored	7,654				7,654	15%	6,925	109		7,034	620	729
Library Books - NAIP	50,000				50,000	4.75%	19,000	2,375		21,375	28,625	31,000
Library Books - Sponsored	1,107				1,107	20%	1,058	10		1,068	39	49
Library Books - Training/PGDC	27,112				27,112	20%	25,534	316		25,850	1,262	1,578
ASSETS - PLAN GRANT												
Information Technology /Computers	3,241,592				3,241,592	10%	1,698,100	154,349		1,852,449	1,389,143	1,543,492
Library Books/network	2,654,360				2,654,360	20%	2,224,390	85,994		2,310,384	343,976	429,970
Guest House	875,876				875,876	10%	544,306	33,157		577,463	298,413	331,570
Director's Office	396,459				396,459	10%	258,223	13,824		272,047	124,412	138,236
Essential Infrastructure on Campus-Plan	52,550,223				52,550,223	10%	24,423,761	2,812,646		27,236,407	25,313,816	28,126,462
TOTAL OF CURRENT YEAR	341,588,017	1,147,123	576	342,734,564	341,588,017		134,220,781	8,233,746	-	142,454,527	200,280,037	207,367,236
TOTAL OF PREVIOUS YEAR	340,775,663	819,783	7,429	341,588,017	341,588,017		125,331,755	8,889,026	-	134,220,781	207,367,236	215,443,908

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)****SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2018****CURRENT ASSETS, LOANS & ADVANCES****SCHEDULE - 4
(Figures in Rupees)**

	Current Year	Previous Year
A. CURRENT ASSETS	2017-18	2016-17
1. Inventories		
Closing Stock of Stationery	524,913	719,487
(At cost as certified by management)	524,913	719,487
2. Sundry Debtors		
a) Receivable from Sponsors	7,858,617	7,858,617
	7,858,617	7,858,617
3. Bank Balances with Scheduled Bank		
- In Saving Account		
- UCO Bank - 2003	1,395,189	1,343,244
- Corporation Bank - 5677	56,791,177	35,036,627
- Corporation Bank - 3572	3,075,593	1,483,057
- Corporation Bank - 4108	700,365	674,440
- In FDR Account		
- FDR with Corporation Bank (Corpus Fund)	37,550,749	34,282,880
- FDR with UCO Bank (Main)	2,878,258	2,299,950
- FDR with Corporation Bank (Main)	35,275,046	43,710,441
- Interest Accrued on FDR	2,116,504	2,385,447
TOTAL	139,782,880	121,216,086
GRAND TOTAL	148,166,410	129,794,191

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)****SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2018****2. Advances and other amounts recoverable in cash or in kind or for value to be received****SCHEDULE- 4A
(Figures in Rupees)**

	Current Year	Previous Year
	2017-18	2016-17
A. ADVANCE ON CAPITAL ACCOUNTS		
Main - CPWD for Campus Construction	3,230,614	3,230,614
Advance to NIC for Computers	22,065	22,065
Advance to NICSI	2,849,222	2,849,222
Advance to Exe.Engineer, North DDA for sewer connection	2,682,759	2,682,759
Ex-Engineer (E) , CPWD	13,488,213	13,488,213
Exec.Engineer.DAD, CPWD	3,652,311	3,652,311
Ex-Engineer (C) , CPWD	32,244,754	32,244,754
TOTAL - A	58,169,938	58,169,938
B. OTHERS		
Main - Petrol/CNG Deposits	30,500	30,500
Telephone Deposits with MTNL	47,300	45,800
Security Deposits DVB	1,350,000	1,350,000
Security Deposit Sr AO, DDO (Water connection)	5,000	5,000
GSLI Recoverable from Staff	108,347	108,347
T.D.S. Receivable	6,604,184	6,667,782
Advances to Employees (Computer/Festival/Cycle/Scooter etc)	184,710	95,717
Misc.Advances for studies	1,823,300	1,823,300
Misc.Advances for services	943,437	1,529,406
Earnest Money	200,000	-
Total B	11,296,778	11,655,852
TOTAL - A+B	69,466,716	69,825,790
LESS: Unadjusted advances carried forward(Plan Funds)	(58,996,572)	(58,996,572)
Total Current Assets,Loans, Advance etc.	158,636,554	140,623,409

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT****(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)****SCHEDULE FORMING PART OF INCOME & EXPENDITURE ACCOUNT FOR THE YEAR
ENDED ON 31-03-2018****INCOME****(Figure in Rupees)**

SCHEDULE 5-INCOME FROM STUDIES/	Current year	Previous Year
RESEARCH/PROJECTS	2017-18	2016-17
Main*	4,843,389	6,431,640
E & T-MEA Sponsored Programmes	30,704,131	24,976,886
Consultancy Studies	13,787,227	10,256,415
	49,334,747	41,664,941
SCHEDULE-6-GRANTS	Current year	Previous Year
Less: Transfer to corpus fund	2,068,084	1,538,462
	47,266,663	40,126,479
Grant in Aid - Non-Plan/Plan	74,113,000	84,700,000
	74,113,000	84,700,000
Transfer from Plan Grant (to the extent of expenditure)	-	4,366,721
	74,113,000	89,066,721
SCHEDULE 7 - INTEREST	Current Year	Previous Year
(a) Schedule Banks		
Non Plan	2,186,005	1,345,563
FCRA	51,945	52,617
NAIP study	25,925	26,359
Interest on FDR	3,355,815	2,620,429
	5,619,690	4,044,968
(b) On Loans/Staff		
Penal interest on Advances	-	-
Interest on Income tax Refund	243,245	200,032
Interest on Security Deposits	92,958	77,880
	336,203.00	277,912
TOTAL	5,955,893	4,322,880
SCHEDULE 8 - OTHER INCOME	Current Year	Previous Year
Rent from NIT	24,496,566	21,355,048
Ground Rent from NIT	552,000	



Leave Salary Contribution	-	25,410
Licence Fees for Quarters - Main	136,493	201,443
Sale of Asset	-	-
Misc. Receipts -NP	562,695	1,017,468
Total	25,747,754	22,599,369
GRAND TOTAL	153,083,310	156,115,449

*Refer Note 2 of Schedule 14.



**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)**

**SCHEDULES FORMING PART OF INCOME & EXPENDITURE ACCOUNT FOR THE YEAR
ENDED ON 31-03-2018**

EXPENDITURE

(Figures in Rupees)

SCHEDULE 9 - ESTABLISHMENT EXPENSES	Current Year	Previous Year
	2017-18	2016-17
(a) Salaries & Wages	76,922,705	74,669,277
(b) Allowances & Bonus		
Tuition Fee	391,885	1,125,684
Overtime Allowance	26,091	10,631
LTC	1,073,219	673,473
Bonus	-	235,591
Honorarium	67,000	48,000
Total (b)	1,558,195	2,093,379
(c) Contribution to Provident Fund	701,925	2,153,615
(d) Contribution to NPS	10,346,827	1,043,916
(e) Staff Welfare Expenses		
Medical	654,980	828,982
CGHS Contribution	1,486,112	611,718
NPS of Deputationist	-	-
Salary to Canteen staff	2,885,393	2,436,884
Total (e)	5,026,485	3,877,584
(f) Exp on Employees Retirement & Terminal Benefits		
Leave Encashment	1,131,003	4,698,873
DCRG	2,432,409	5,590,363
Provision for DCRG	10,705,864	3,994,108
Provision for Leave Encashment	1,628,052	4,443,853
Total (f)	15,897,328	18,727,197
Grand Total	110,453,465	102,564,968

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)****SCHEDULE FORMING PART OF INCOME & EXPENDITURE ACCOUNT FOR THE YEAR
ENDED ON 31-03-2018****EXPENDITURE****(Figures in Rupees)**

SCHEDULE 10- OTHER ADMINISTRATIVE EXP.	Current Year	Previous Year
	2017-18	2016-17
PLAN		
1. House Keeping	1,493,464	931,328
2. Electricity	6,798,404	5,911,225
3. Annual Maintenance Contract	46,641	161,207
4. Repairs & Maintenance of Office Equipments	428,804	386,172
5. MCD Property Taxes - New Campus	7,517,641	1,076,942
6. Ground Rent	768,600	756,000
7. Postage	15,508	17,336
8. Telephone	465,599	619,389
9. Stationery	443,875	263,981
10. Printing	262,758	168,326
11. Petrol consumption on staff car & Maintenance	339,084	184,657
12. Petrol consumption on Diesel Gen. Set	4,473	14,082
13. Petrol/CNG consumption on Staff Bus & maintenance	179,801	152,318
14. TA/DA	189,709	104,040
Local Conveyance	3,881	32,281
15. Audit Fees	49,300	45,430
16. Security Charges	3,789,528	3,288,607
17. Uniform Expenses	112,252	102,802
18. Legal & Professional Charges	1,822,980	519,808
19. Other Administrative expenses	907,875	547,404
20. Expenditure on Library	173,784	34,781
22. Advertisement	23,141	41,274
23. Salary to Daily Wages	-	57,973
24. Hindi Day Expenses	30,329	15,820
27. Vehicle Insurance	-	17,953
28. Interest on TDS	9,570	690
Total	25,877,000	15,451,826

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)****SCHEDULE FORMING PART OF INCOME & EXPENDITURE
ACCOUNT FOR THE YEAR ENDED ON 31-03-2018****EXPENDITURE (PROJECTS)****(Figures in Rupees)**

SCHEDULE 11 - ESTABLISHMENT EXPENSES	Current Year	Previous Year
	2017-18	2016-17
(a) Salaries & Wages	4,993,931	5,109,150
(b) Allowances & Bonus		
Overtime Allowance	-	-
Bonus	-	4,736
Total (b)	-	4,736
(c) Contribution to Provident Fund	43,207	102,995
(d) Staff Welfare Expenses	-	
Total (d)	-	-
(e) Exp on Employees Retirement & Terminal Benefits	-	-
Total (e)	-	-
Grand Total	5,037,138	5,216,881

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)**

SCHEDULE FORMING PART OF INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31-03-2018

EXPENDITURE (PROJECTS)

(Figures in Rupees)

SCHEDULE 12- OTHER ADMINISTRATIVE EXP	Current Year	Previous Year
	2017-18	2016-17
NTMIS & PGDC		
1. Repair & Maintenance	181,607	214,135
2. Valedictory Function	245,470	158,953
3. Telephone	72,200	65,747
4. Stationery, Printing & Postage	346,183	135,726
5. Incidental cost	560,339	372,358
6. TA/DA	3,221,133	1,190
Local conveyance	-	-
7. Enrolment Fees	132,000	-
8. Misc. Exp.	743,088	319,337
9. Living Allowance	11,472,213	9,354,316
10. Medical allowance	-	-
11. Project Allowance	222,857	204,190
12. Field Visit	1,641,559	1,572,721
13. Travel Exp.	162,602	137,818
14. Book allowance	559,999	354,406
15. Accommodation charges		
16. Consultancy Expenses	1,584,500	-
17. Workshop/FGD	157,767	-
PLAN		
18. Upgradation of Library	-	97,999
19. Research & Professional charges	-	594,739
20. Modernisation of IT	174,865	431,022
21. Evaluation Week Jan 19-23'2015	-	-
22. Horticulture work	1,721,809	1,296,301
23. Electrical & Civil Maintenance work	707,927	550,907
24. Engineers Growth (Pilot Study NTMIS)	-	-
25. House Keeping	-	122,199
26. TRI-TADA	-	287,396
27. Veterinary Council TA/DA	-	937,319



28.Labour laws	-	-
29.Cluster Development - employment intensity	-	-
30.Rent & Electricity Charges of City Office (Plan)	-	-
31.Epf Employer Contribution	170,533	-
32.Human Resource req.in field of Diability	-	-
33.Other Expenses	9,927	48,839
Expenditures on Other studies:		
34.Efficacy & Effectiveness of NATS-TADA	-	49,934
35.Restructuring/Evaluation of Central Waqf Council	-	33,149
36.ADB in Meghalaya	-	-
37.Manpower Assessment for offices of LIC	-	-
38.Training Needs Assessment Survey of Major Ports	-	-
39.Impact Assess. of KVK's on Diss. of imp.practices and Tech.	-	-
40.M&E J&K- short term prog.	-	-
41.Assess.of future human req.in agriculture(NAIP)	-	-
42.TRI-TADA	-	-
43.UNESCO Seminar on TVET Policy	-	-
44.Odisha Study	-	109,606
45.Veterinary Council TA/DA	-	-
46.NCCB-TA/DA	-	670
47.Ex-Post Evakuation of Japanese ODA Loan Project	-	138,250
Total	24,088,578	17,589,227

* Refer Note 2 of Schedule - 14.



NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT

(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)

Plot No.25, Sector A-7, Institutional Area, Narela, Delhi-110040

RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED ON 31-03-2018

(Figures in Rupees)

RECEIPTS	Current Year 2017-18	Previous Year 2016-17	PAYMENTS	Current Year 2017-18	Previous Year 2016-17
I. Opening Balance			I. Expenses		
a) Bank Balances			a) Establishment Expenses(Main)	98,119,549	94,127,007
(i) Savings Accounts	38,537,368	26,053,845	b) Administrative Expenses(Main)	25,877,000	15,451,826
(ii) Fixed Deposits	80,293,271	71,302,322			
II. Grants Received			II. Exp. on Projects/Research/studies		
a) Government of India - Non Plan			a) Establishment Expenses	5,037,138	5,216,881
Grant Salary	69,113,000	64,700,000	b) Administrative Expenses	24,088,578	17,589,227
Grant - General	5,000,000	20,000,000			
Grant-Creation Of Capital Assets	15,000,000		III. Exp. on Fixed Assets	1,147,123	819,783
III. Interest Received					
a) On Bank Deposits	8,106,170	7,075,842			
b) On Staff Advances	-	-	IV. Loans & Advances(Liab.)	147,273	336,081
b) Other Interest	336,203	277,912			
IV. Other Income			V. Loans & Advances(Assets)	290,493	29,808,412
Instt. Fees/Project Fees etc.	75,082,501	64,264,310			
V. Other Receipts	-	-	VI. Closing Balance		
			a) Bank Balances		
VI. Sale of Fixed Assets	576	7,429	(i) Savings Accounts	61,962,323	38,537,368
			(ii) Fixed Deposits	75,704,053	80,293,271
VII. Loans & Advances(Asset)	844,141	27,866,199	TOTAL	292,373,530	282,179,856
VIII. Loans & Advances(Liab.)	60,300	631,997			
TOTAL	292,373,530	282,179,856			

Sd/-

Dr. ARUP MITRA
Director General
NILERD

Sd/-

RAJESH KUMAR VYAS
Joint Director (Finance)
NILERD

For Ajay K. Jain & Co.
Chartered Accountants
FR No. :007118N
Sd/-

(CA. AJAY K. JAIN)
FCA, Partner
M. No. 085994

Place : Delhi
Date: 10/09/2018



NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)
Plot No.25, Sector A-7, Institutional Area, Narela, Delhi-110040

SCHEDULE - 13: SIGNIFICANT ACCOUNTING POLICIES
(FOR THE FINANCIAL YEAR 2017-18)

1. ACCOUNTING CONVENTION

The financial statements are prepared on the basis of historical cost convention, unless otherwise stated and on the accrual method of accounting.

2. FIXED ASSETS

Fixed assets are shown at cost of acquisition (inclusive of inward freight, duties, taxes, incidental and direct expenses related to acquisition) less accumulated depreciation.

3. DEPRECIATION

Depreciation on Fixed Assets is charged on written down value method, based on the age of assets determined by the Institute. The effective rates of depreciation work out as follows: -

(i) Building	2%	(iv) Motor cars, scooters & cycle	20%
(ii) Furniture, fixture etc.	10%	(v) Computers/Peripherals	15%
(iii) Office, equipment, Air Conditioner, EPABX etc.	15%	(vi) Library books	20%

Except on the Fixed Assets of new project NAIP, following rates are prescribed by them:-

(i) Building, roads, bridges, Sewerage & drainage	1.63%	(iii) Vehicles & vessels	9.50%
(ii) Electrical installation & Equipments, Plant & Machinery, Laboratory apparatus and scientific Equipment, library books	4.75%	(iv) Furniture & fixtures	6.33%
		(v) Office equipments, computers / peripherals / accessories, Audio Visual Equipment, farm & field equipments	4.75%

4. REVENUE RECOGNITION

- In Case of receipt of advances towards projects, 75% of advances to be recognized as income on receipt basis and the balance 25% are booked on completion of Project.
- Tuition Fee & Accommodation Charges from M.E.A. booked as income on completion of project.

5. GOVERNMENT GRANTS/SUBSIDIES

Government grants/subsidies are accounted for in Books of Account normally on Receipt basis.



6. APPORTIONMENT OF OVERHEAD COST TO PROJECTS

Accommodation charges per participant per day are charged by crediting Accommodation Charges – Main Grant A/c and debiting PGDC Project Income A/c.

7. RETIREMENT BENEFITS TO STAFF

Liability towards gratuity payable on death/retirement of employees is accrued, based on the actuarial valuation. Provision for accumulated leave encashment benefits for the employees is also accrued, based on the actuarial value.

8. PROJECT ACCOUNTING

In case of specific projects/studies, receipts & expenses are transferred to income & expenditure account on completion of projects.

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT
(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)**

Plot No.25, Sector A-7, Institutional Area, Narela, Delhi-110040

**SCHEDULE - 14: NOTES ON ACCOUNTS AND CONTINGENT LIABILITIES
FORMING PART OF FINAL ACCOUNTS (2017-18)**

1. Corpus Fund includes the sales proceeds, Rs.24,46,956.00 of Building at I.P. Estate already transferred directly to this Corpus Fund A/c during the Financial Year 2006-2007 instead of reducing the value of Building by the Institute since final formalities relating to it's transfer/sale have not been completed as yet, the cost of Building, under-question, appearing in the Assets side of Balance Sheet in Schedule-3 shall be adjusted after the completion of necessary formalities.
2. A sum of Rs. 48,43,389/-(previous year Rs.64,31,640/-) have been debited to E & T –programme Income during the year on account of accommodation charges, calculated @ Rs. 600.00 per participant per day by crediting to Accommodation Charges-Main Grant A/c. Accordingly, the same adjustment have no impact on the surplus/deficit of the Institute.
3. As per Circular No. LEM17/10/2002-MP from Planning Commission, 15% of Consultancy receipts (other than Non Plan Grant from Planning Commission and Grant from Ministry of HRD/NTMIS) were to be transferred to Corpus Fund.
In current year an amount of Rs.20,68,084/- of total Receipts from Projects (previous year Rs. 15,38,462/-) transferred to Corpus Fund . Additional savings after meeting present & future cost could not be ascertainable.
4. The following amounts are receivable from Sponsors as on 31/03/2018.

S. No.	Name of Project	Amount	Year	S. No.	Name of project	Amount	Year
1	State Dev. Report	7,230	2005-06	10	Educational Index	2,40,000	2005-06
2	Youth Study	68,500	2005-06	11	NCB	31,700	2005-06
3	HDI-SC & Emp. Study	2,91,255	2014-15	12	Krishna Distt.	43,800	2005-06
4	WHO	32,000	2005-06	13	Oxford university	46,800	2015-16
5	Workshop	2,90,000	2005-06				
6	HRD-AICTE (NTMIS)	64,25,582	2010-11				
7	IDERA Study	24,750	2005-06				
8	Gurgaon Study	3,25,000	2005-06				
9	Labour Stats.	32,000	2005-06		TOTAL	78,58,617	

The total amount of Rs.10,94,980/- outstanding of year 2005-06 seems to be doubtful for its recovery.



5. (i) Following amounts, appearing as Advance on Capital A/c, are still pending, and same has not been adjusted yet:

S.No	Particulars	Amount (Rs.)	Year
1	CPWD for Campus Construction	32,30,614	2003-04
2	Ex-Engineer North DDA for Sewer connection	26,82,759	2004-05
3	Executive Director (DAD), CPWD	36,52,311	2011-12
4	NIC Computers	22,065	2004-05
5	Ex Engineer (E), CPWD	26,88,213	2015-16
6	Ex Engineer (E), CPWD	1,08,00,000	2016-17
7	Ex Engineer (C), CPWD	1,66,74,754	2015-16
8	Ex Engineer (C), CPWD	1,55,70,000	2016-17
9	NICSI	9,96,666	2015-16
10	NICSI	18,52,566	2016-17

- (ii) Advances to staff and corporate as detailed below have been outstanding since a Considerable period has not been adjusted in the books of accounts till date:

(a)	Ravinder Kumar, Steno	Rs. 12,200/-
(b)	Datanet India Ltd	Rs. 53,865/-
(c)	VOLTAS	Rs. 16,854/-
(d)	I Security System	Rs. 2000/-
(e)	Globe Marketing	Rs. 630/-
(f)	Institute of Development Alternatives, Chennai	Rs. 18,23,300/-
(g)	Babu Ram	Rs. 2700/-
(h)	K S Rao	Rs. 32,077/-
(i)	Ranbir Singh (Driver)	Rs. 2000/-
(j)	India International Centre	Rs. 2,339/-
(k)	Earnet India	Rs. 3475/-
(l)	NCAI	Rs. 5000/-
(m)	Navcom Tech.	Rs. 16750/-
(n)	CRC Tech.	Rs. 50,200/-

6. Provision of Unadjusted Advances carried forward have been provided & adjusted advances & other amount recoverable in cash or in kind or for value to be received as applicable in schedule -4A of Balance Sheet.
7. In the opinion of the Institute, current assets, loans and advances of the Institute have a realizable value to the extent shown in the Books of Account and the provisions made for all known liabilities are adequate.



8. (i) Balances outstanding of sundry Debtors/Creditors including advances at the year-end are subject to confirmation & reconciliation.
- (ii) Fixed Assets as per schedule – 3 of Balance Sheet are subject to reconciliation with Fixed Assets Register and needs periodical verification at reasonable intervals.
9. Previous years' figures have been regrouped/rearranged/recasted, wherever considered necessary to make them comparable with those of current years' figures.
10. Schedule 1 to 14 are annexed to and form an integral part of the Balance Sheet as on 31.03.2018 and the Income and Expenditure Account for the year ended on the date.

For Ajay K. Jain & Co.
Chartered Accountants
FR No. :007118N

Sd/-
RAJESH KUMAR VYAS
Joint Director (Finance)
NILERD

Sd/-
Dr. ARUP MITRA
Director General
NILERD

Sd/-
(CA. AJAY K. JAIN)
FCA, Partner
M. No. 085994

Place : Delhi
Date: 10/09/2018