

# Fifty Sixth Annual Report

## 2018-19



**National Institute of Labour Economics Research and Development**  
**(An Autonomous Institute under NITI Aayog, GoI)**  
**A-7, Narela Institutional Area, Narela, Delhi-110040**



# FIFTY SIXTH ANNUAL REPORT 2018-19



**National Institute of Labour Economics Research and Development**  
**(An Autonomous Institute under NITI Aayog, GoI)**  
**A-7, Narela Institutional Area, Narela, Delhi-110040**



## MANAGEMENT OF NILERD



**DR. RAJIV KUMAR**

Vice-Chairman, NITI Aayog  
President, General Council, NILERD



**DR. V.K. SARASWAT**

Member, NITI Aayog  
Vice-President  
General Council, NILERD

**GENERAL COUNCIL  
NILERD**



**SHRI AMITABH KANT**

CEO, NITI Aayog  
Chairman  
Executive Council, NILERD

**EXECUTIVE COUNCIL  
NILERD**



**SHRI PARAG GUPTA**

Adviser (SDE), NITI Aayog  
Nodal Adviser, NILERD



**SHRI YADUVENDRA  
MATHUR, IAS**

Special Secretary (KIH)  
NITI Aayog



**DR. YOGESH SURI**

Sr. Adviser, NITI Aayog  
Director General, NILERD



# NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH AND DEVELOPMENT

## FIFTY SIXTH ANNUAL REPORT 2018-19

### From the Director General's Desk

It gives me immense pleasure to present the Fifty Sixth Annual Report of the National Institute of Labour Economics Research and Development (NILERD), an autonomous Institute under NITI Aayog, Government of India for the year 2018-19. 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.

During the year 2018-19, the Institute has expanded the scope of research activities beyond labour economics and has introduced more training courses, thus inviting wider participation from different countries. 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 has been 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. Additionally, this year, the Institute has conducted two training programmes for the Royal Government of Bhutan.

A total of 7 International Training programmes, sponsored by the Ministry of External Affairs under the Indian Technical & Economic Cooperation Programme (ITEC) schemes were conducted during the year 2018-19. For the year 2019-20, a proposal for 9 training programmes has been sent to MEA.

During the year 2018-19, the Institute has successfully completed two Research studies/projects sponsored by the Ministry of Human Resource Development, Government of India. Another six studies are ongoing, which have been sponsored by the M/o HRD, M/o Corporate Affairs, M/o New and Renewable Energy, NITI Aayog and Government of Odisha. The total earnings from the ongoing research studies would be around Rs. 1.70 crore.



During the year, the Institute published a quarterly journal 'Manpower Journal', three occasional/working papers and Human Resource Profile: India Year Book-2019, a data book, which is ready to release. Besides, the Institute initiated the process to align its activities with the mandate of NITI Aayog. Accordingly, the Memorandum of Association (MoA), Bye Laws and the composition of the General Council (GC) and Executive Council (EC) of the Institute are being revised.

I take this opportunity to express my gratitude to Dr. Rajiv Kumar, Hon'ble Vice Chairman, NITI Aayog; Rao Inderjit Singh, Hon'ble Minister of State (Independent Charge), Ministry of Planning; Hon'ble Members of NITI Aayog viz. Dr. V.K. Saraswat, Prof. Ramesh Chand, Dr. V. K. Paul; 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 Yaduvendra Mathur, Special Secretary; Shri Ali R. Rizvi, Additional Secretary & Financial Adviser; Shri Parag Gupta, Adviser(SDE&MU); 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 support 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.

Date: 15th October, 2019  
Place: Narela, Delhi

Sd/-  
(Dr Yogesh Suri)  
Director-General



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**THE INSTITUTE AND  
ITS ORGANISATIONAL STRUCTURE**





## The Institute

The National Institute of Labour Economics Research and Development (NILERD) is an autonomous Institute under 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 was renamed as NILERD on 9<sup>th</sup> June, 2014. The Institute is funded mainly by grants-in-aid from 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 field 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 attained 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 States Coordination & Decentralized Planning Vertical functions as 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, Monitoring and Evaluation etc. 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 registered under Society Act, functioning as an autonomous body under the administrative control of 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 GC and EC.

### General Council (GC)

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, Skill Development and Entrepreneurship, 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 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. GC also appoints the auditors of the Institute. The detailed composition of GC is given below.

#### COMPOSITION OF THE GENERAL COUNCIL (AS ON 31.03.2019)

(Vide Rule 3)

<b>(a) President</b>	<b>Vice-Chairman, NITI Aayog</b>
<b>(b) Vice-President</b>	<b>Member, NITI Aayog</b>
<b>(c) Chairman (Executive Council)</b>	<b>CEO, NITI Aayog</b>
<b>(d) Director General</b>	<b>Director General, NILERD</b>
<b>(e) Treasurer of the Institute</b>	<b>Director (Finance), NITI Aayog</b>
<b>(f) One representative each of</b>	
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 of**
- 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 of**
- 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 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.

### **Executive Council (EC)**

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 NITI Aayog and Departments of Expenditure (Ministry of Finance), three members representing NILERD General Council including one from the NILERD Faculty. Besides, the DG, NILERD functions 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 quarterly and at least twice in a year.



**COMPOSITION OF THE EXECUTIVE COUNCIL (AS ON 31.03.2019)**  
**(Vide Rule 5)**

- |            |   |   |
|------------|---|---|
| <b>(a)</b> | <b>Chairman</b>   | <b>CEO, NITI Aayog</b>  |
| <b>(b)</b> | <b>Director General</b>   | <b>Director General, NILERD</b>   |
| <b>(c)</b> | <b>One representative each of</b>   |   |
|            | i.  | NITI Aayog  |
|            | ii.   | Ministry of Finance (Department of Expenditure)                               |
| <b>(d)</b> | <b>One member, representing the following Institution/Body</b>  |   |
|            | National Skill Development Corporation  |   |
| <b>(e)</b> | <b>Not more than three members of the General Council of whom one shall be from the Faculty of NILERD</b> |   |
|            | 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 (Administration) and Joint Director (Finance) 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 Journal titled, 'Manpower Journal', with the Director-General acting as its Editor-in-Chief. The Institute brings out working papers on a regular basis.

### **Infrastructure and Computing/IT Facilities at NILERD Campus**

The Institute is located in its own sprawling campus having more than 15 acres of land at 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 International Training and Academic programmes being conducted by the Institute round the year. The campus is enriched with high bandwidth Local Area Network (LAN) connectivity and has a dedicated high speed leased line internet facility. IT infrastructure, computers & paraphernalia and software packages are purchased from time to time to 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. Details of major events of the Institute are 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 sponsored under Indian Technical Economic Cooperation (ITEC) Scheme of the Ministry of External Affairs, Government of India. The programmes include: Post Graduate Diploma Course and Certificate course on Human Resource Planning and Development of one year's and six months' duration, respectively. The Unit also conducts short-term International Training Programmes of 4 to 8 weeks' duration. In addition, the unit conducts tailor-made training programmes for national and international governments on their request.

During the year 2018-2019, the Institute completed academic programmes which include: 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), Certificate Course in Human Resource Planning and Development, Certificate Programme in Monitoring and Evaluation (M&E) and short term International Training Programmes on Human Resource Planning and Development, Manpower Research, Global Human Resource Management, Manpower Information System. These programmes were funded by the Ministry of External Affairs (MEA). Over the two decades, more than 1,500 participants, mainly civil service officers, planners, educators, and trainers, from more than 100 countries have been benefited from the educational programmes of the Institute. The Institute has been maintaining its 'A' Grade, awarded since 2012 by the GGSIU University. 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. Two training programmes were also conducted in areas of Customer Service Excellence and Effective Office Management for officials of the Royal Government of Bhutan.

The details of the programmes which were completed during 2018-19 are as follows.

#### **1. International Training Programmes**

##### **(i) 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 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 project reports 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. 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. The participants of the course visited following institutes/organizations:

- 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

### Award of Certificates

Twenty-four participants from 17 developing countries (Bhutan, Botswana, Chile, Fiji, Guinea, Kazakhstan, Liberia, Libya, Malawi, Mongolia, Niger, South Sudan, Sudan, Tanzania, Tonga, Uganda, Zambia) received certificates at a valedictory function held on 18th May, 2018 from Ms. Malavika Priyadarshini, Under Secretary, MEA, Government of India. Mr. Alex Nkusaule from Uganda received the NILERD President's Certificate of Merit and Director General's Certificate of Merit was conferred upon Ms. Rehema Salim from Tanzania.



Mr. Darius Dorwoan Gweh from Liberia receiving memento from Prof. Arup Mitra, the then DG, NILERD along with Ms. Malavika Priyadarshini, US, MEA

### Faculty In-charge of the Course

The programme was headed by Dr. Purna Chandra Parida, Director and coordinated by Mrs. Gayatri Pandey, Joint Director. After the retirement of Mrs. Pandey the coordination work was taken over by Dr. Sanchita Bhattacharya, Deputy Director.

## **(ii) 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 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 utilization;
- 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 were 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:

- Dr. Raghunandan Singh Tolia Uttarakhand Academy of Administration (UAoA), Nainital, (Uttarakhand) from May 8 to 12, 2018
- Harish Chandra Mathur Rajasthan Institute of Public Administration (HCM RIPA), Jaipur from February 25 to March 01, 2018 and
- Tata Institute of Social Sciences (TISS), Mumbai from March 12 to 16, 2018

### Award of Certificates

Ten participants from six countries (Botswana, Ethiopia, Mauritius, Mongolia, Tajikistan and Tanzania) received diploma at a valedictory function held on 27th July, 2018 from Shri Vikram Singh Gaur, Joint Secretary, NITI Aayog and Ms. Malvika Priyadarshini, Under Secretary, MEA, Government of India. Mr. Ally Mohamed from Tanzania got the President's Gold Medal and Ms. Nasreen Subratty from Mauritius got the Institutes Director's Medal.



Mr. Ally Mohamed from Tanzania receiving certificate from the Chief Guest Shri Vikram S Gaur, Adviser, NITI Aayog



Participants at Valedictory Function of the course

### Faculty In-charge of the Course

The programme was headed by Dr. Purna Chandra Parida, Director and coordinated by Mrs. Renu Lal, Joint Director and co-coordinated by Dr. Anita Kakkar, Deputy Director.

### **(iii) International Training Programme on Human Resource Planning and Development**

Duration: Eight weeks (June 27 – August 21, 2018)

#### **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 culture and 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-cum-field visit was organized to HCM RIPA, Jaipur from August 6 to 10, 2018.

#### **Award of Certificate**

Twenty-six participants from 12 countries (Cameroon, Ghana, Kenya, Kyrgyzstan, Malawi, Mauritius, Mongolia, Namibia, Niger, Nigeria, Sri Lanka, Tanzania) received their certificates at a Valedictory Function held on 17th August, 2018 from the Chief Guest Sh. S. K. Dudeja, Deputy Secretary, Ministry of External Affairs, Government of India.

## Faculty In-charge of the Programme

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



Participants with the Chief Guest, Sh. S.K. Dudeja from MEA at Valedictory Function

## (iv) International Training Programme on Manpower Research

Duration: Eight weeks (August 29 – October 23, 2018)

### 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 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 October 8-12, 2018.

## Award of Certificate

Twenty-Seven participants from 16 countries (Afghanistan, Angola, Botswana, Cote D'Ivoire, Democratic Republic of Congo, Egypt, Ghana, Kenya, Malawi, Mauritius, Namibia, Nigeria, Sri Lanka, Tajikistan, Tanzania, and Zimbabwe) received certificates at a Valedictory function held on 22nd October, 2018 from the Chief Guest Ms. Veena Aggarwal, Under Secretary (DPA-II), MEA, Government of India.



Participants at the Valedictory Function



Ms. Veena Aggarwal from  
MEA delivering Valedictory Address

## Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Mrs. Renu Lal, Joint Director and co-coordinated by Dr. Anita Kakkar, Deputy Director.

## (v) International Training Programme on Global Human Resource Management

Duration: Six weeks (December 5, 2018 to January 15, 2019)

### 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.

### 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 were taken to HCM RIPA, Jaipur for their educational tour from 17th to 21st December, 2018.

### **Award of Certificate**

Thirty participants representing 30 countries (Botswana, Burundi, Colombia, Egypt, Ethiopia, Fiji, Ghana, Honduras, Laos, Liberia, Malawi, Mauritius, Morocco, Mozambique, Myanmar, Namibia, Niger, Nigeria, Peru, Philippines, Sierra Leone, South Africa, South Sudan, Sri Lanka, Tajikistan, Tanzania, Thailand, Vietnam, Zambia and Zimbabwe) received their certificates at a Valedictory Function held on 15th January, 2018 from Dr. Yogesh Suri, Director General, NILERD.





Participants at the Inaugural function of the Programme



Dr. Yogesh Suri, DG, NILERD delivering Valedictory Address



Participants of ITP on GHRM with Director General, Faculty and Staff

### Faculty In-charge of the Programme

The programme was headed by Dr. Shachi Joshi till December 18, thereafter, it was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Ruby Dhar, Deputy Director and co-coordinated by Dr. Chaitali Roy, Assistant Director.

## **(vi) International Training Programme on Manpower Information System**

Duration: Eight weeks (January 23 - March 19, 2019)

### **The Context**

The training programme on Manpower Information System (MIS) provides 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. An integral part of the programme is visit to various organisations engaged in the development of manpower information system. This offers 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 comprise 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

### 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 Jaipuria Institute of Management, Jaipur from 25th February to 1st March, 2019.

### Award of Certificates

Twenty-eight participants representing 16 countries which include Bangladesh, Botswana, Cuba, Ghana, Iran, Iraq, Jordan, Lebanon, Sri Lanka, Malawi, Nigeria, Sudan, South Sudan, Tajikistan, Tanzania and Zimbabwe received their certificates at a Valedictory Function held on March 19, 2019 from Dr. Yogesh Suri, Director General, NILERD and Shri Bhagwant Singh, US, Ministry of External Affairs.



Mr. Mohammad Abdus Sabbir Bhuiyan from Bangladesh, a participant of ITP on MIS receiving certificate at Valedictory function from Dr. Yogesh Suri, DG (left) and Shri Bhagwant Singh, US, MEA (right)

### Faculty In-charge of the Programme

The programme was headed by Dr. Purna Chandra Parida, Director, coordinated by Dr. Kailash Chandra Pradhan, Joint Director and co-coordinated by Dr. Tapas Kumar Sarangi, Assistant Director.



Valedictory Function held on March 19, 2019 chaired by the Director General



Participants with Director General, Faculty and Staff

## 2. Training Programmes conducted for Royal Government of Bhutan

### (i) Training on Customer Service Excellence for Immigration and Assistant Immigration Inspectors and Assistants of Ministry of Home and Cultural Affairs, Bhutan

Duration: One week (June 18-22, 2018)

## Objective of the Programme

The main objective of the programme was to help immigration officers to understand the importance of customer service excellence and to learn best practices in customer service excellence.

The training programme in Customer Service Excellence was designed to give participants an understanding of

- Essentials of service excellence;
- Reasons for bad service in organizations;
- Importance of interpersonal skills, communication skills and team work;
- Persuasion and negotiation strategies;
- Customer service best practices
- Improving customer focus through change in attitude;
- Developing a culture of customer service excellence

## Award of Certificates

The programme which was attended by eight Immigration Officers and Assistant Immigration Officers concluded on June 22, 2018 with the award of certificates to the participants.

## 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) Training on Effective Office Management for Administrative Assistants of Royal Civil Service Commission of Bhutan

Duration: One week (July 9-14, 2018)

Recognizing that today's business environments are not only changing rapidly but also becoming increasingly complicated, necessitating managers and professional administrators to acquire wide range of skills to run the office effectively and efficiently. The programme aimed at imparting a number of skills to the participants that include interpersonal skills, communication skills, computer skills, analytical skills, administrative skills, decision making and negotiation skills.

## Objective of the Programme

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

## Contents of the Programme

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

The programme which was attended by 21 Officials of Royal Civil Service Commission of Bhutan concluded on July 14, 2018 with the award of certificates to the participants.



Participants from Royal Civil Service Commission of Bhutan during the Award Ceremony

## 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. Ongoing International Education and Training Programmes

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

Duration: 6 Weeks (March 14 - April 24, 2019)

In view of large number of applications received for International Training Programme on Global Human Resource Management, Ministry of External Affairs approved the conduct of a second programme in the year 2018-19 by the Institute which was conducted from March 14-April 24, 2019.

Twenty participants from 13 countries (Afghanistan, Botswana, Cuba, Ethiopia, Fiji, Honduras, Malawi, Mauritius, Namibia, Niger, Papua New Guinea, Sri Lanka, and Tanzania) attended the programme. The second course was inaugurated by Dr. Yogesh Suri, Senior Adviser, National Institution for Transforming India (NITI Aayog) and Director General, NILERD on March 19, 2019.



Dr. Yogesh Suri, DG, NILERD inaugurating the 2nd course of ITP on GHRM

### Faculty In-charge of the Programme

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

### (ii) International Training Programme on Human Capabilities

Duration: Four weeks (March 27 - April 24, 2019)

#### 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. In general, we know 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, to 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

## Participants of the Programme

The course is being attended by 23 participants from 23 different countries (Bhutan, Botswana, Chile, Cuba, Ecuador, Egypt, Ethiopia, Honduras, Iran, Kenya, Lesotho, Namibia, Nigeria, Mauritius,



Myanmar, Peru, South Africa, South Sudan, Sri Lanka, Syria, Suriname, Tanzania, Zimbabwe). The course was inaugurated by Dr. Pitam Singh, Director (Admn.), NILERD on March 28, 2019.



Dr. Pitam Singh, Director (Admn.) and Dr. P. C. Parida at the inauguration of the course

### **Faculty In-charge of the Programme**

The programme is 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 also organizes short-term courses in M&E for the state level officials.

### **Certificate Programme in Monitoring and Evaluation**

Duration: 8 Weeks (5th September to 30th October, 2018)

#### **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, capacity building for requisite efficiency at all levels in terms of equipment, technology, knowledge and skills. The governments 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 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.

### **Objectives 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;
- ✓ To understand the basic concepts, methodological aspects and practical procedures of M&E;
- ✓ To know about various evaluation designs and determine the appropriate design in the context of requirements and resources;
- ✓ To develop themselves as experts in data collection techniques;
- ✓ To upgrade their skills in data analysis and report writing;
- ✓ To become proficient and competent evaluators; and
- ✓ To have expertise in M&E for further dissemination of knowledge as a trainer.

### **Study Tour-cum-Field Visits**

The participants were taken on a study tour-cum field visit to HCM RIPA, Jaipur from October 8-12, 2018. A one-day visit was organized for the participants to NITI Aayog to have an exposure on M&E being undertaken by the Government of India. Besides these, participants also visited some cultural and historical places such as Akshardham, Qutab Minar, Taj Mahal etc.

### **Award of Certificates**

Twenty-seven participants representing 20 countries (Botswana, Ethiopia, Jordan, Laos, Lesotho, Liberia, Madagascar, Malawi, Mauritius, Nepal, Niger, Nigeria, Seychelles, South Africa, Sri Lanka, Swaziland, Tajikistan, Tanzania, Zambia, Zimbabwe) received certificates from Ms. Malvika Priyadarshini, Under Secretary (TC) at the Valedictory function held at the Institute on October 29, 2018.



Ms. Malavika Priyadarshini from MEA being felicitated by a participant



Participants in a Group Activity

### Faculty In-charge of the Programme

The programme was headed and coordinated by Dr. Shachi Joshi, Joint Director. Co- coordinator of the programme was Mr. D. Indrakumar, Deputy Director. Other members involved in conducting the programme were Ms. Richa Sharma, Deputy Director and Ms. Neha Kumra, Assistant Director.

### 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.

#### 1. Research Studies completed during the year 2018-19

- (i) **“Efficacy and Impact of National Apprenticeship Training Scheme (NATS), Board of Apprenticeship Training (BOAT) (Northern Region)”**, sponsored by BOAT, Kanpur, Ministry of Human Resource 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), Board of Apprenticeship Training (BOAT) (Southern Region)”**, sponsored by BOAT, Chennai, Ministry of Human Resource 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.

## 2. Research Studies ongoing during the year 2018-19

- (i) **“Review of three Autonomous Institutions of the Ministry of New and Renewable Energy”**, sponsored by Ministry of New and Renewable Energy (MNRE), Government of India.

### Objectives of the Study

- To examine whether the objectives for which the institutions were set up have been or are being achieved
- To assess the effectiveness of financial and physical progress in meeting the objectives
- To suggest whether the activities should at all be continued based on continuous need or also because of failure in achieving their targets/objectives
- To examine whether the nature of activities is such that they need to be performed only by these institutions
- To ascertain whether similar functions are also being undertaken by other Central/State bodies or private sector institutions and examine the possibility of merger
- To assess the aspect of deployment of staff in these autonomous organizations
- To suggest the scope for maximum utilization of internal resources

- To ascertain that the number of support level personnel are kept at minimum
- To examine whether scientific or technical personnel are being deployed for the task which could well be carried out by non-technical personnel
- To devise a road map for future activities, keeping in view the current and future requirements

The core team members of the study are Dr. Shachi Joshi (Project Head), Dr. Sanchita Bhattacharya, Mr. D. Indrakumar and Ms. Neha Kumra.

- (ii) “Study on Faculty Resources in Public Engineering Institutions under the Project TEQIP – Phase III”,** sponsored by National Project Implementation Unit (NPIU), Ministry of Human Resource Development, Government of India

### Objectives of the Study

- To examine the causes of high rates of faculty vacancies in engineering education institutions
- To analyze the impact of faculty turnover
- To identify solutions across states, and
- To propose establishing State-wise plans of action for filling sanctioned faculty vacancies

The core team members of the study are Dr. Pitam Singh (Project Head), Dr. P.C. Parida, Dr. Shachi Joshi, Dr. K.C. Pradhan, Dr. Sanchita Bhattacharya, Mr. D. Indrakumar, Ms. Neha Kumra.

The other faculty members involved are Dr. G. P. Joshi, Dr. Kamala Devi, Dr. Ruby Dhar, Mrs. Richa Sharma, Mr. Radhey Shyam Sharma, Mr. Bhoop Singh, Mr. Marshal Birua, Dr. Chaitali Roy, Mr. William Wordsworth, Dr. Tapas Sarangi.

- (iii) “Evaluation of the Efficacy and Impact of the National Apprenticeship Training Scheme (NATS) throughout the Country”,** sponsored by the Ministry of Human Resource Development, Government of India through Board of Practical Training (BOPT), Kolkata

### Objectives of the Study

- To examine the impact of the scheme on employment
- To assess the input-use efficiency of the scheme
- To analyze the requirement and availability of apprentices
- To assess the scope and coverage of the scheme
- To assess the convergence of other similar schemes and training programmes of various Ministries and Departments

- To assess the relevance of the scheme to achieve the national priorities and sustainable development goals (SDGs)
- To identify the bottlenecks in implementation of the scheme
- To recommend remedial steps to improve the effectiveness of the Scheme

The core team members of the study are Dr. Shachi Joshi (Project Head), Dr. Sanchita Bhattacharya, Mr. D. Indrakumar, Dr. Ruby Dhar, Dr. Tapas Sarangi and Ms. Neha Kumra. The other faculty members involved are Dr. Indu Shekhar, Mr. J.S. Chauhan, Mr. Radhey Shyam Sharma, Mr. Bhoop Singh, Mr. William Wordsworth.

**(iv) “An Assessment of Job Opportunities and Socio Economic & Working Condition of Workers in Indian Gold Market”, sponsored by NITI Aayog, Government of India**

### Objectives of the Study

The broader objective of the study is to make an assessment of employment and working conditions of the workers in the Gold market of India. The specific issues that are to be assessed under the study are:

- Quality of jobs in terms of nature of job, job satisfaction, social security and economic benefits, current working hours vis-à-vis initial working hours at the time of appointment, the condition of workplace, and relation with employers etc.
- Gender issues related to the share of female to male worker’s ratio in the industry and women’s safety in workplace, social and economic benefits, women’s empowerment etc.
- Impact of wage income on the well-being of the family in terms of expenditure on education of children, health and marriage etc.
- Challenges faced by the gold industry in operation, regulations, taxation and external fronts, technological up-gradation
- The future growth and employment prospects of the unit and the overall gold industry.

The study team members are Dr. Pitam Singh (Project leader), Dr. P. C. Parida, Dr. K. C. Pradhan, Ms. Sharmistha Sinha, Dr. Tapas Kumar Sarangi.

**(v) “Manpower Planning in Odisha”, sponsored by the Government of Odisha**

### Objectives of the Study

- i) To assess the current scenario of manpower in the State for three sectors viz., Agriculture, Industry & 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 Dr. P.C. Parida, Dr. K.C. Pradhan, Dr. Ruby Dhar and Dr. Tapas Sarangi.

- (vii) **“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 Dr. P.C. Parida, Dr. K.C. Pradhan.

### C. 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 volumes were published during 2018-19:

- (i) Vol. 52, Nos. 1 & 2, January – June 2018 (combined issue)
- (ii) Vol. 52, No. 3, July – September 2018

The following volume is under printing process:

- (iii) Vol. 52, No. 4, October –December 2018

The following volume is under review process:

- (iv) Vol. 53, Nos.1&2, January – June 2019 (combined issue)







## **SUPPORT SERVICES**

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





## A. Knowledge Resource Centre (KRC)

### Library Collection

The library has acquired 81 books and 2 CDs on research related to human capital planning and development in the year 2018-19 raising the strength of the collection to 32,240 (31,951 books + 289 CDs). The holdings of the library can be accessed from the online public access catalogue (OPAC) of the Institute through Libsys software, which is Intranet based connectivity. Besides, the library received 525 issues of journals/magazines during the year 2018-19.

### Online Databases

- Indiastat.com (single user)
- JSTOR (Arts & Sciences VI)
- CMIE (Prowess IQ )  
International Financial Statistics Database
- World Development Indicators
- UNIDO (Industrial Statistical Database 2-digit level)
- MAGZTER (Digital Magazine Access)

### Online Journals

The Library subscribed 10 journals with online and print access during the year 2018-19.

### Library Network: DELNET

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 tools for the researchers.

### Library Services

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

#### 1. Current Awareness

To facilitate the researchers with updated information on public policy, a service was started as Current Awareness in which news clippings are downloaded/scanned and theme-wise classified on relevant issues such as economy, NITI Aayog news/policy related issues, etc. from the newspaper received in the library and circulated monthly by e-mail to research faculty of NILERD. This service helps faculty in their research work. Total 468 news clippings have been

downloaded and circulated through e-mail during the year 2018-19.

## **2. Newspaper Clippings Index**

The 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 2018-19, approximately 500 news clippings' index have been compiled and placed in library for the reference of the researchers.

## **3. 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 research faculty. Approximately, 127 articles' bibliographical information with abstract had been circulated to the NILERD Researchers and also compiled and placed in library for future reference.

## **4. NITI News (News clippings through e-mail)**

News clippings received daily from NITI Aayog Library have been circulated through e-mail to NILERD researchers.

## **5. Selective dissemination of information(SDI)**

The important articles are selected and scanned from the journals received in the library and sent through e-mail to NILERD researchers.

## **6. Circulation of Faculty Academic Activities**

Academic activities such as articles, books authored by NILERD researchers have been circulated among the faculty members through e-mail.

## **7. NILERD Publications**

Updating faculty members about NILERD Publications through e-mail

## **8. Book notices and Book reviews**

Book notices and Book reviews are selected from newspapers and journals received in the library and sent to researchers through e-mail.

Other services provided by the Library include inter-library loan, reprographic and reference services. The Library provides services to its readers in both forms – online and 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 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.



Children of Faculty and Staff celebrating Independence Day in NILERD Campus



Dr. Yogesh Suri, DG, NILERD hoisting the National Flag on Republic Day

### 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 has been 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 2018-19 by the employees of NILERD.

1. 4 Quarterly Reports of Hindi Cell:
  - i) April-June, 2018
  - ii) July-September, 2018
  - iii) October -December, 2018
  - iv) January-March, 2019
2. 2 Half Yearly Reports of Hindi Cell
  - i) January-June, 2018
  - ii) July-December, 2018
3. Annual Report of Hindi Cell:
  - i) July, 2017 to June, 2018
4. Hindi Bulletin (Half Yearly):
  - ii) January to June, 2018
5. Hindi Bulletin (Half Yearly):
  - iii) July to December, 2018
6. Observed Hindi Pakhwada (Fortnight) from 31st August to 14th September, 2018.

During this fortnight following activities were carried out:

- i) Essay writing Competition (Nibandh Pratiyogita)
  - ii) Debate Competition (Vad-Vivad Pratiyogita)
  - iii) Poem writing Competition (Kavita Lekhan Pratiyogita)
  - iv) Organized the evaluation of Work & Typing done in Hindi during the year.
  - v) Celebrated Hindi Divas on 17th September, 2018
7. 2nd Meeting of NRAKAS was held on July 28, 2018 and February 27, 2019.
  8. 1st Meeting of Rajbhasha Sub Committee was organized in Ashoka Hotel on 27th October, 2018

## **D. Personnel/Staff Matters**

### **Office of the Director General**

Prof. Arup Mitra, Director General, relinquished the charge of DG w.e.f. 30/11/2018 (AN) to join back the Institute of Economic Growth, Delhi.

Dr. Yogesh Suri, Senior Adviser, NITI Aayog, New Delhi took over the additional charge of Director General, NILERD w.e.f. 01/12/2018.

### **Appointment**

Dr. Pitam Singh was appointed as Director (Administration) on contract basis for a period of one year w.e.f. 01/01/2019.

### **Ad-hoc Promotion**

1. Dr. (Smt.) Shachi Joshi was promoted as Joint Director for a period of one year w.e.f. 12/08/2018.
2. Smt. Renu Lal was promoted as Joint Director for a period of one year w.e.f. 27/04/2018.
3. Dr. G.P. Joshi was promoted as Joint Director in E&T Unit w.e.f. 01/12/2018 to 31/10/2019.
4. Dr. (Smt.) Ruby Dhar was promoted as Deputy Director for a period of one year w.e.f. 08/11/2018.
5. Shri D. Indrakumar was promoted as Deputy Director w.e.f. 16/08/2016.
6. Dr. (Ms.) Anita T. Kakkar was promoted as Deputy Director for a period of one year w.e.f. 27/04/2018.
7. Shri D.P. Kohad was promoted as Assistant Section Officer for a period of one year w.e.f. 01/12/2018.

### **Deputation/Lien**

1. Smt. Meenakshi Gupta, Stenographer is on deputation to Warehousing Development Regulatory Authority, Delhi for a period of three years w.e.f. 20/11/2015.
2. Dr. K. Srinivasa Rao, Joint Director is on lien to Giri Institute of Development Studies, Lucknow for a period of two years w.e.f. 16/09/2016.
3. Dr. Lalit Latta, Deputy Director is on deputation to National Commission for Scheduled Tribes, Delhi for a period of three years w.e.f. 11/09/2017.
4. Shri Harendra Kumar Pandey, Assistant Section Officer is on deputation to Nehru Memorial Museum and Library, Delhi for a period of one year w.e.f. 16/07/2018.

## Retirement

1. Dr. M.R. Prasad, Director, retired on 30/04/2018.
2. Smt. Gayatri Pandey, Joint Director, retired on 30/04/2018.
3. Smt. Urmila Kumari, Private Secretary, retired on 31/05/2018.
4. Shri Vijay Kumar Saxena, Assistant Director, retired on 31/08/2018.
5. Shri Girendra Prasad, Operator-I, retired on 31/01/2019.

## E. Executive Council Meetings

The 95th and 96th Meetings of the Executive Council, NILERD was held on 10/05/2018 and 24/10/2018 respectively at NITI Aayog, New Delhi.

The Pay and Allowances of employees were revised w.e.f. 01/11/2018 after implementing the recommendations of 7th CPC.

The Annual Report containing the Audited Accounts for the period 2017-18 was placed before both the Houses of Parliament as per the time schedule.

The work related to the exercise of revising the Memorandum of Association, Rules & Regulations and Service & Financial Bylaws was initiated.

## F. Activities undertaken by the Estate Section of the Institute

The following activities were undertaken by the Estate Section during 2018-19:

### 1. Action on obtaining Completion Certificate for NILERD Building

For obtaining the Completion Certificate (CC) from NDMC (North Delhi), revised maps based on the actual construction were obtained from CPWD and submitted to the concerned section of the NDMC; the certificate is still awaited.

### 2. Restoration of Fire fighting System in the Campus

The required budget as per the CPWD estimates got approved. Administrative and expenditure sanction has been sent to CPWD to undertake the work on priority basis.

### 3. Maintenance of Campus and NILERD Building

The following renovation works through CPWD pertaining to civil and electrical jobs have been initiated and completed during the year:

- a. DG Bungalow
- b. Guest House
- c. International Hostel, and



d. Type VI Staff quarter (A,B,C)

**4. Other Activities undertaken by the Estate Section**

The following activities are of routine nature:

- a. Coordinating with NIT, Delhi in sharing, distributing and costing of resources in rational manner
- b. Day-to-day maintenance of horticulture, civil and electrical work in the NILERD campus

The estate section of the Institute has also been coordinating with the concerned government agencies (Central/State) towards hygiene, cleanliness etc. of the entire campus.

## OBSERVATIONS BY C&AG AND ACTION TAKEN BY NILERD

In September 2017, the Office of the Director General of Audit (Central Expenditure), New Delhi had forwarded a Draft Para titled “Recruitment of staff without sanction for post” related to NILERD. The observations of Audit were as follows:

### Observations of C&AG:

1. NILERD did not incorporate, in their Bylaws, restrictive clause relating to the powers of the Governing Bodies in the matters of creation of posts, revision of pay and allowances in violation of the instructions of MoF.
2. NILERD revised the sanctioned posts of Joint Director and Assistant Director from 4 to 6 and 11 to 18 respectively without the approval of NITI Aayog and Ministry of Finance in contravention of the instructions of MoF and incurred an irregular expenditure of Rs. 1.02 crore on their salary and allowance.

### Response and Action taken by NILERD

NILERD is an autonomous institution under the aegis of NITI Aayog, Govt of India. Its functions and policy matters are supervised and managed by its Apex bodies namely the Executive Council and the General Council. In order to strengthen the structure of research cadres for capacity building and with the approval of 46<sup>th</sup> General Council, the sanctioned posts of Joint Director, Deputy Director and Assistant Director were revised from 4 to 6, 10 to 12 and 11 to 18 respectively in 2013 by providing matching contribution through surrendering / **abolishing of 22 posts in Administration/other cadres to avoid any additional financial liability on pay and allowances.**

Based on above facts, reply to C&AG had been furnished in December 2017, followed by supplementary information/reply through NITI Aayog. A meeting was also convened with the Director General of Audit (Central Expenditure), New Delhi by NILERD on 13/10/2017. NILERD was advised to take corrective measures in the matter. As advised by the C&AG, the following corrective measures have been taken by NILERD:

1. The Memorandum of Association and Rules & Regulations of the NILERD have been revised by incorporating the restrictive clause relating to creation of posts in NILERD;
2. A proposal seeking ex-post-facto approval on 11 Nos. of posts created in research cadres in NILERD in 2012-13 was submitted to the Department of Expenditure (Ministry of Finance) through NITI Aayog in April 2019. **Approval of Ministry of Finance is awaited.**

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# **FINANCIAL MATTERS**





## INDEPENDENT AUDITOR'S REPORT

To,

### THE MEMBERS

NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT

*(Formerly known as Institute of Applied Manpower Research)*

NEW DELHI

### I. Report on the Audit of the Financial Statements

#### 1. Opinion

- A. We have audited the accompanying Financial Statements of M/s NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT ("the Institute"), Plot No.25, Sector A-7, Institutional Area, Narela, New Delhi-110040, which comprise the Balance Sheet as at March 31, 2019, the Statement of Income and Expenditure Account for the year ended on that date, and a summary of the significant accounting policies and other explanatory information (hereinafter referred to as "the Financial Statements").
- B. In our opinion and to the best of our information and according to the explanations given to us except for the possible effects of our observation given in annexure of our report, the aforesaid Financial Statements give the information in the manner so required and give a true and fair view in conformity with the Accounting Standards and other accounting principles generally accepted in India, of the state of affairs of the Institute as at March 31, 2019, the Excess of Expenditure over Income for the year ended on that date.

#### 2. Basis for Opinion

We conducted our audit of the Financial Statements in accordance with the Standards on Auditing practice. We are independent of the Institute in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the independence requirements that are relevant to our audit of the financial statements under the provisions of the Act and the Rules made there under, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. 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.

### 3. Management's Responsibility for the Financial Statements

- A. The Institute's Board of Managements is responsible for the matters stated in the Act with respect to the preparation of these Financial Statements that give a true and fair view of the financial position, financial performance, of the Institute in accordance with the AS and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the 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, 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.
- B. In preparing the Financial Statements, management is responsible for assessing the Institute's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Institute or to cease operations, or has no realistic alternative but to do so.

The Board of Managements are responsible for overseeing the Institute's financial reporting process.

### 4. Auditor's Responsibilities for the Audit of the Financial Statements

- A. Our objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.
- B. As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:
- i) Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit

procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- ii) Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under the Act, we are also responsible for expressing our opinion on whether the Institute has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
  - iii) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management
  - iv) Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Financial Statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Institute to cease to continue as a going concern
  - v) Evaluate the overall presentation, structure and content of the Financial Statements, including the disclosures, and whether the Financial Statements represent the underlying transactions and events in a manner that achieves fair presentation
- C. Materiality is the magnitude of misstatements in the Financial Statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the Financial Statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the Financial Statements.
- D. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



- E. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

**FOR AJAY K. JAIN & CO.  
Chartered Accountants  
Reg. No. : 007118N**

**Place : DELHI  
Date : 02/09/2019**

**AJAY K. JAIN  
Partner, FCA  
M. No. : 085994  
UDIN: 19085994AAAADX7374**



## ANNEXURE TO THE AUDITOR'S REPORT

FOR THE YEAR ENDING ON 31/03/2019

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 31.03.2019.

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.1,35,83,272/- 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.4,14,95,184/- as Miscellaneous outstanding advances on Capital account and a sum of Rs.20,37,690- 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. *Attention is also invited to point no. 4 of Schedule 13 in which recognition of income has been changed from 75% to 100% from this financial year.*

6. *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.*

**7. TDS :**

TDS demand across all financial years amounting to Rs. 6,65,530. Further request for removal of demands has been filled by institute dated 11/07/2019.

**8. 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, 2017-18 and 2018-19 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.

**9. 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. 64,51,757/- (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.

**10. 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.32,75,482/- for which no proper/satisfactory clarification & explanation has been provided to our Audit.*
  - *No proper invoice as mentioned in GST Law has been raised by NILERD for the services provided during the year.*
11. *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*

CPF Employees	Rs.34,999/-
DCRG Withheld	Rs.38,770/-
Net Payable Withheld	Rs.4,055/-
Outstanding Liabilities	Rs.3,04,111/-
Darban Singh	Rs.14,244/-
Kalaiyaran A	Rs.605/-
Dr. Saroj Ranjan Mania	Rs.27,640/-

12. *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.*
13. *Discrepancies have been found in the Honorarium paid to faculties for projects. As per register maintained by concerned department and books maintained are not reconciled. Efforts should be made to ensure the proper recording and reconciliation of Honorarium paid to various faculties and remove discrepancies.*

**Place: Delhi**

**Date: 02/09/2019**

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

**(CA. AJAY K. JAIN),  
Partner, FCA  
Membership No.:085994  
UDIN: 19085994AAA**

**NILERD 18-19**

**ANNEXURE I**

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

S. No	Name of Employee	Type of Quarter Alloted	Type of Qtr as per Area	Area (in sq. mt)	Period	**Rate	Actual Charged	Short Charged	Total short recovery					
1	Dr. Chaitali 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					
					<b>Total</b>								<b>27,573</b>	
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					
					<b>Total</b>								<b>39,332</b>	

Amount to be recovered	27,573
Amount actually recovered	15,399
Short recovery	12,174

Amount to be recovered	9,332
Amount actually recovered	15,711
Short recovery	23,621

3	Shri Chander Pal	II-E	IV	59.95	01.07.2010 to	420	221	199	2,786	Amount to be recovered	1,336		
					31.08.2011								
					01.09.2011 to	420	185	235	5,170			Amount actually recovered	8,256
					30.06.2013								
					01.07.2013 to	500	185	315	7,560				
					30.06.2015								
					01.07.2015 to	500	310	190	3,990				
					30.03.2017								
					1.4.2017 to	500	310	190	570				
					30.6.2017								
1.7.2017 to	640	500	140	1,260									
31.3.2018													
Total					21,336								
4	Shri Bishan Singh	II-A	IV	59.95	01.07.2010 to	420	221	199	2,786	Amount to be recovered	21,336		
					31.08.2011								
					01.09.2011 to	420	185	235	5,170			Amount actually recovered	8,256
					30.06.2013								
					01.07.2013 to	500	185	315	7,560				
					30.06.2015								
					01.07.2015 to	500	310	190	3,990				
					30.03.2017								
					1.4.2017 to	500	310	190	570				
					30.6.2017								
1.7.2017 to	640	500	140	1,260									
31.3.2018													
Total					21,336								
5	Shri Sarda Prasad	I-A	III	48.95	01.04.2011 to	310	153	157	1,099	Amount to be recovered	19,155		
					30.10.2011								
					01.11.2011 to	310	81	229	4,580			Amount actually recovered	4,441
					30.06.2013								
					01.07.2013 to	370	81	289	6,936				
					30.06.2015								
					01.07.2015 to	370	135	235	4,935				
					31.03.2017								
					1.4.2017 to	370	135	235	705				
					30.6.2017								
1.7.2017 to	470	370	100	900									
31.3.2018													
Total					19,155								

6	Shri Top Bahadur	II-B	IV	59.95	01.07.2010 to	420	153	267	1,602	Amount to be recovered 21,744	
					30.12.2010						
					01.01.2011 to	420	221	199	1,592		Amount actually recovered 8,789
					31.08.2011						
					01.09.2011 to	420	185	235	5,170		
					30.06.2013						
					01.07.2013 to	500	185	315	7,560		
					30.06.2015						
					01.07.2015 to	500	310	190	3,990		
					31.03.2017						
					1.4.2017 to	500	310	190	570		
					30.6.2017						
					1.7.2017 to	640	500	140	1,260		
31.3.2018											
<b>Total</b>										<b>21,744</b>	
7	Shri Chandan Singh	II-C	IV	59.95	1.7.2010 to	420	153	267	3,738	Amount to be recovered 25,928	
					31.08.2011						
					01.09.2011 to	420	81	339	7,458		Amount actually recovered 6,850
					30.06.2013						
					01.07.2013 to	500	81	419	5,447		
					30.07.2014						
					01.08.2014 to	500	185	315	3,465		
					30.06.2015						
					01.07.2015 to	500	310	190	3,990		
					31.03.2017						
					1.4.2017 to	500	310	190	570		
					30.6.2017						
					1.7.2017 to	640	500	140	1,260		
31.3.2018											
<b>Total</b>										<b>25,928</b>	

8	Shri Uma Shanker Gond	I-E III	48.95	1.7.2010 to	310	153	157	2,198	Amount to be recovered 20,712	
				31.08.2011						Amount actually recovered 5,250
				1.9.2011 to	310	81	229	5,038		
				30.06.2013					Short recovery 15,462	
				1.7.2013 to	370	81	289	6,936		
				30.6.2015						
				1.7.2015 to	370	135	235	4,935		
				31.3.2017						
				1.4.2017 to	370	135	235	705		
				30.6.2017						
1.7.2017 to	470	370	100	900						
31.3.2018										
				<b>Total</b>				<b>20,712</b>		
9	Shri Rupesh Ramesh Rao Moundeker	III-A IV	72.4	1.7.2010 to	420	245	175	2,450	Amount to be recovered 13,822	
				31.08.2011						Amount actually recovered 12,666
				1.9.2011 to	420	268	152	3,344		
				30.06.2013					Short recovery 1,156	
				1.7.2013 to	500	268	232	5,568		
				30.6.2015						
				1.7.2015 to	500	450	50	1050		
				31.3.2017						
				1.4.2017 to	500	450	50	150		
				30.6.2017						
1.7.2017 to	640	500	140	1,260						
31.3.2018										
				<b>Total</b>				<b>13,822</b>		

10	Omkar Singh	II-F	IV	58.67	13.02.2015 to 31.03.2015	500	202	298	298	298	Amount to be recovered	7,063
					1.4.2015 to 30.06.2015	500	185	315	315	945	Amount actually recovered	540
					1.7.2015 to 31.3.2017	500	310	190	190	3990	Short recovery	6,523
					1.4.2017 to 30.6.2017	500	310	190	190	570		
					1.7.2017 to 31.3.2018	640	500	140	140	1,260		
					<b>Total</b>					<b>7,063</b>		
11	Dr. Richa Sharma	IV-A	V	98.37	1.4.2015 to 31.3.2017	875	625	250	250	6,000	Amount to be recovered	9,585
					1.4.2017 to 30.6.2017	875	625	250	250	750	Amount actually recovered	2,835
					1.7.2017 to 31.3.2018	1,190	875	315	315	2,835	Short recovery	6,750
					<b>Total</b>					<b>9,585</b>		
<b>Total amount of license fees to be recovered from employees</b>									<b>138,593</b>			



## 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 2019

(Figures in Rupees)

	Schedule	Current Year	Previous Year
		2018-19	2017-18
<b>CORPUS/CAPITAL FUND AND LIABILITIES</b>			
Corpus/Capital Fund	1	230,046,670	236,569,567
Current Liabilities & Provisions	2	129,566,355	122,347,024
<b>Total</b>		<b>359,613,025</b>	<b>358,916,591</b>
<b>ASSETS</b>			
Fixed Assets	3	208,962,121	200,280,037
Current Assets, Loans & Advances	4	150,650,904	158,636,554
<b>Total</b>		<b>359,613,025</b>	<b>358,916,591</b>

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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

RAJESH KUMAR VYAS  
Joint Director (Finance )

Dr. Yogesh Suri  
Director  
General  
NILERD

FR No. :007118N

NILERD

(CA. AJAY K. JAIN)

FCA, Partner

M. No. 085994

UDIN:- 19085944AAA

Place ; Delhi

Date: 02/09/2019



**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 31-03-2019**

(Figures in Rupees)

	Schedule	Current Year	Previous year
		2018-19	2017-18
<b>INCOME</b>			
Income from Studies/Research/Projects	5	31,414,666	47,266,663
Grants/Subsidies	6	90,000,000	74,113,000
Interest earned	7	4,237,281	5,955,893
Other Income	8	25,637,736	25,747,754
<b>Total (A)</b>		<b>151,289,683</b>	<b>153,083,310</b>
<b>EXPENDITURE</b>			
Establishment Expenses (Main)	9	108,653,531	110,453,465
Administrative Expenses (Main)	10	19,007,964	25,877,000
Establishment Expenses (Project/Studies)	11	4,401,839	5,037,138
Administrative Expenses (Project/Studies)	12	20,479,895	24,088,578
Depreciation	3	9,342,342	8,233,746
<b>Total (B)</b>		<b>161,885,571</b>	<b>173,689,927</b>
Excess of Income/Expenditure over Expenditure/		(10,595,888)	(20,606,617)
Income			
Balance carried to Capital Fund		(10,595,888)	(20,606,617)

*Significant Accounting Policies*

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*Notes on Accounts and Contingent Liabilities*

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*As per our audit report of even date annexed*

*For Ajay K. Jain & Co.*

*Chartered Accountants*

**RAJESH KUMAR VYAS**  
*Joint Director (Finance)*

**NILERD**

**Dr. Yogesh Suri**  
*Director General*

**NILERD**

*(CA. AJAY K. JAIN)*

*FCA, Partner*

*M. No. 085994*

*UDIN:- 19085944AAA*

*Place ; Delhi*

*Date: 02/09/2019*

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
**(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)**  
**SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2019**

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

	Current Year		Previous Year	
	2018-19		2017-18	
<b>CORPUS FUND</b>				
Balance B/F	<b>42,912,269</b>		<b>38,626,647</b>	
Add: Additions during the year	756,662		2,068,084	
Add: Interest earned during the year	1,966,657	<b>45,635,588</b>	2,217,537	<b>42,912,269</b>
<b>CAPITAL FUND</b>				
<b>RESERVES &amp; SURPLUSES</b>				
Balance B/F	<b>(6,622,738)</b>		<b>5,750,133</b>	
Add: Additions during the year	-		-	
Less/Add :Deficit/Surplus carried from Income & Expenditure A/c	(1,253,546)	<b>(7,876,284)</b>	(12,372,871)	<b>(6,622,738)</b>
<b>FIXED ASSET FUND</b>				
<b>MAIN</b>				
Gross Block	<b>317,884,132</b>		<b>316,737,585</b>	
Add: Additions During the year	1,349,672		1,147,123	
Less: Assets sold/written off during the year	-		576	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(129,342,787)	189,891,017	(120,362,906)	197,521,226
<b>NTMIS</b>				
Gross Block	<b>11,732,392</b>		<b>11,732,392</b>	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(11,439,942)	<b>292,450</b>	(11,394,549)	<b>337,843</b>
<b>TRAINING/PGDC</b>				
Gross Block	<b>10,265,789</b>		<b>10,265,789</b>	

Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(8,636,143)	<b>1,629,646</b>	(8,359,353)	<b>1,906,436</b>
<b>SPONSORED STUDIES</b>				
Gross Block	<b>982,957</b>		<b>982,957</b>	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Less: Depreciation Reserve	(937,210)	<b>45,747</b>	(929,362)	<b>53,595</b>
<b>CONSULTANCY STUDIES</b>				
Gross Block	<b>120,527</b>		<b>120,527</b>	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Amount adjusted during the year	-		-	
Less: Depreciation Reserve	(111,575)	<b>8,952</b>	(110,232)	<b>10,295</b>
<b>NAIP WORLD BANK-STUDIES</b>				
Gross Block	<b>600,000</b>		<b>600,000</b>	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Less: Depreciation Reserve	(279,929)	<b>320,071</b>	(263,610)	<b>336,390</b>
<b>FCRA STUDIES</b>				
Gross Block	<b>1,148,767</b>		<b>1,148,767</b>	
Add: Additions During the year	-		-	
Less: Assets sold during the year	-		-	
Less: Depreciation Reserve	(1,049,283)	<b>99,484</b>	(1,034,515)	<b>114,252</b>
<b>Total</b>		<b>230,046,670</b>		<b>236,569,567</b>

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2019**  
**SCHEDULE 2 - CURRENT LIABILITIES & PROVISIONS**

(Figures in Rupees)

	Current Year	Previous Year
	2018-19	2017-18
<b>A. CURRENT LIABILITIES</b>		
1. Sundry Creditors	2,554,199	2,574,199
2. Other Current Liabilities	18,075,308	18,492,616
<b>TOTAL - A</b>	<b>20,629,507</b>	<b>21,066,815</b>
<b>B. PROVISIONS</b>		
1. Death-Cum Retirement Gratuity	67,453,890	63,115,212
2. Leave Encashment	41,482,958	38,164,997
<b>TOTAL - B</b>	<b>108,936,848</b>	<b>101,280,209</b>
<b>TOTAL - A+B</b>	<b>129,566,355</b>	<b>122,347,024</b>

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2019**  
**SCHEDULE 3 - FIXED ASSETS**

**(Figures in Rupees)**

DESCRIPTION	GROSS BLOCK				DEPRECIATION				NET BLOCK		
	Cost/ valuation as at 1-4-2018	Additions during the year	Deductions	Cost/ valuation at the 31-3- 2019	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
<b>A. FIXED ASSETS:</b>											
<b>LAND :</b>											
Leasehold - Narela	30,240,000			30,240,000		-	-		-	30,240,000	30,240,000
<b>BUILDING</b>											
On Leasehold Land- Narela	160,670,340			160,670,340	2%	43,773,617	2,337,934		46,111,551	114,558,789	116,896,723
On Leasehold Land-I.P. Estate	13,006,558			13,006,558	2%	2,967,225	200,787		3,168,012	9,838,546	10,039,333
Electric Installation - Narela	1,520,856	-		1,520,856	10%	948,315	57,254		1,005,569	515,287	572,541
Substation at IIPA Campus	1,476,407			1,476,407	10%	1,276,965	19,944		1,296,909	179,498	199,442
<b>VEHICLES/CYCLE</b>											
Vehicle & Cycle- Main Grant	605,429			605,429	20%	539,321	13,222		552,543	52,886	66,108
Vehicle & Cycle NTMS	440,350			440,350	20%	432,405	1,589		433,994	6,356	7,945
Vehicle & Cycle Training/PGDC	2,923,953			2,923,953	20%	2,405,253	103,740		2,508,993	414,960	518,700
<b>FURNITURE &amp; FIXTURE</b>											
Furniture - Main Grant	3,436,696			3,436,696	10%	2,069,424	136,727		2,206,151	1,230,545	1,367,272

Furniture - DG Office	412,428			412,428	10%	252,263	16,017	268,280	144,148	160,165
Furniture - Guest House	224,124			224,124	10%	137,294	8,683	145,977	78,147	86,830
Furniture-Hostel-Main	2,987,331			2,987,331	10%	2,045,544	94,179	2,139,723	847,608	941,787
Library Furniture-Main Grant	62,720			62,720	10%	51,097	1,162	52,259	10,461	11,623
Furniture-NTMIS	706,528			706,528	10%	603,051	10,348	613,399	93,129	103,477
Furniture -Training/ PGDC	2,535,389			2,535,389	10%	1,605,153	93,024	1,698,177	837,212	930,236
Furniture- Sponsored Studies	20,793			20,793	10%	16,941	385	17,326	3,467	3,852
Furniture-NAIP	50,000			50,000	6.33%	28,485	1,362	29,847	20,153	21,515
Furniture-FCRA	257,569			257,569	10%	208,411	4,916	213,327	44,242	49,158
<b>OFFICE EQUIPMENT</b>							-			
Equipment - Main Grant	9,874,198	838,852		10,713,050	15%	7,043,860	550,379	7,594,239	3,118,811	2,830,338
Air Conditioners -Main Grant	1,758,993			1,758,993	15%	1,190,205	85,318	1,275,523	483,470	568,788
Air Conditioners Equipments-NTMIS	423,219			423,219	10%	413,087	1,013	414,100	9,119	10,132
Library Equipment-Main Grant	1,175,545			1,175,545	10%	895,482	28,006	923,488	252,057	280,063
EPABX-Main Grant	1,185,269			1,185,269	15%	1,043,828	21,216	1,065,044	120,225	141,441
Equipments- NTMIS	922,087			922,087	15%	898,059	3,604	901,663	20,424	24,028
Equipment- Training/ PGDC	4,854,922		-	4,854,922	15%	4,323,098	79,774	4,402,872	452,050	531,824
Equipment-Consultancy	21,225			21,225	10%	17,198	403	17,601	3,624	4,027
Equipment-NAIP	500,000			500,000	4.75%	213,750	13,597	227,347	272,653	286,250
Equipment-FCRA	222,368			222,368	15%	205,550	2,523	208,073	14,295	16,818
<b>COMPUTERS/ PERIPHERALS</b>							-			
Computer/Printers - Main Grant	16,552,882	245,440		16,798,322	15%	13,365,435	514,933	13,880,368	2,917,954	3,187,447
Software - Main Grant	5,065,209			5,065,209	15%	4,000,110	159,765	4,159,875	905,334	1,065,099
DTP System-Main Grant	1,725,419			1,725,419	15%	1,668,574	8,527	1,677,101	48,318	56,845

Computer Accessories - NTMIS	9,240,207				9,240,207	15%	9,047,947	28,839		9,076,786	163,421	192,260
Computer - Consultancy	99,302				99,302	15%	93,034	940		93,974	5,328	6,268
Computer - Sponsored	953,403				953,403	15%	904,320	7,362		911,682	41,721	49,083
Computer - FCRA	623,762				623,762	15%	577,246	6,977		584,223	39,539	46,516
<b>LIBRARY BOOKS</b>								-				
Library Books -Main Grant	5,149,165		33,961	-	5,183,126	20%	4,075,870	221,451		4,297,321	885,805	1,073,295
Library Books-FCRA	45,068				45,068	20%	43,308	352		43,660	1,408	1,760
CD-ROM for Library- Main Grant	960,467				960,467	15%	769,725	28,611		798,336	162,131	190,742
C.D. ROM for Library -Sponsored	7,654				7,654	15%	7,034	93		7,127	527	620
Library Books - NAIP	50,000				50,000	4.75%	21,375	1,360		22,735	27,265	28,625
Library Books - Sponsored	1,107				1,107	20%	1,068	8		1,076	31	39
Library Books - Training/PGDC	27,112				27,112	20%	25,850	252		26,102	1,010	1,262
<b>ASSETS - PLAN GRANT</b>								-				
Information Technology /Computers	3,241,592				3,241,592	10%	1,852,449	138,914		1,991,363	1,250,229	1,389,143
Library Books/network	2,654,360				2,654,360	20%	2,310,384	68,795		2,379,179	275,181	343,976
Library expenses	-		37,760		37,760	20%	-	7,552		7,552	30,208	-
Guest House	875,876				875,876	10%	577,463	29,841		607,304	268,572	298,413
Director's Office	396,459				396,459	10%	272,047	12,441		284,488	111,971	124,412
Essential Infrastructure on Campus-Plan	52,550,223		16,868,413		69,418,636	10%	27,236,407	4,218,223		31,454,630	37,964,006	25,313,816
<b>TOTAL OF CURRENT YEAR</b>	342,734,564		18,024,426	-	360,758,990		142,454,527	9,342,342		151,796,869	208,962,121	200,280,037
<b>TOTAL OF PREVIOUS YEAR</b>	341,588,017		1,147,123	576	342,734,564		134,220,781	8,233,746		142,454,527	200,280,037	207,367,236



**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2019**  
**CURRENT ASSETS, LOANS & ADVANCES**

**SCHEDULE 4**  
**( Figures in Rupees)**

	Current Year	Previous Year
<b>A. CURRENT ASSETS</b>	<b>2018-19</b>	<b>2017-18</b>
<b>1. Inventories</b>		
Closing Stock of Stationery	793,236	524,913
(At cost as certified by management)	<b>793,236</b>	<b>524,913</b>
<b>2. Sundry Debtors</b>		
a) Receivable from Sponsors	13,583,272	7,858,617
- In Saving Account		
- UCO Bank - 2003(FCRA)	1,444,786	1,395,189
- Corporation Bank - 5677	52,846,273	56,791,177
- Corporation Bank - 3572	5,244,413	3,075,593
- Corporation Bank - 4108	725,201	700,365
- In FDR Account		
- FDR with Corporation Bank (Corpus Fund)	39,416,670	37,550,749
- FDR with UCO Bank (Main)	2,878,258	2,878,258
- FDR with Corporation Bank (Main)	37,802,084	35,275,046
- Interest Accrued on FDR	1,942,788	2,116,504
<b>TOTAL</b>	<b>142,300,473</b>	<b>139,782,880</b>
<b>GRAND TOTAL</b>	<b>156,676,981</b>	<b>148,166,410</b>

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULE FORMING PART OF BALANCE SHEET AS ON 31-03-2019**

**2. Advances and other amounts recoverable in cash or in kind or for value to be received**  
**SCHEDULE - 4A**  
**(Figures in Rupees)**

	<b>Current Year</b>	<b>Previous Year</b>
	<b>2018-19</b>	<b>2017-18</b>
<b>A. ADVANCE ON CAPITAL ACCOUNTS</b>		
Main - CPWD for Campus Construction	3,230,614	3,230,614
Advance to NIC for Computers	22,065	22,065
Advance to NICS I	2,849,222	2,849,222
Advance to Exec. 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	15,570,000	32,244,754
<b>TOTAL - A</b>	<b>41,495,184</b>	<b>58,169,938</b>
<b>B. OTHERS</b>		
Main - Petrol/CNG Deposits	30,500	30,500
Telephone Deposits with MTNL	47,300	47,300
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	6,451,757	6,604,184
GST Receivable	88,461	-
Advances to Employees (Computer/Festival/Cycle/Scooter etc)	179,760	184,710
Misc. Advances for studies	1,823,300	1,823,300
Misc. Advances for services	1,190,886	943,437
Earnest Money	200,000	200,000
<b>Total B</b>	<b>11,475,311</b>	<b>11,296,778</b>
<b>TOTAL - A+B</b>	<b>52,970,495</b>	<b>69,466,716</b>
<b>LESS: Unadjusted advances carried forward(Plan Funds)</b>	<b>(58,996,572)</b>	<b>(58,996,572)</b>
<b>Total Current Assets,Loans, Advance etc.</b>	<b>150,650,904</b>	<b>158,636,554</b>

**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 31-03-2019**  
**INCOME**

(Figure in Rupees)

<b>SCHEDULE 5 - INCOME FROM STUDIES/ RESEARCH/PROJECTS</b>	<b>Current year 2018-19</b>	<b>Previous Year 2017-18</b>
Main	7,684,172	4,843,389
E & T-MEA Sponsored Programmes	19,442,744	30,704,131
Consultancy Studies	5,044,412	13,787,227
	<b>32,171,328</b>	<b>49,334,747</b>
Less: Transfer to corpus fund	756,662	2,068,084
	<b>31,414,666</b>	<b>47,266,663</b>
<b>SCHEDULE-6-GRANTS</b>	<b>Current year</b>	<b>Previous Year</b>
Grant in Aid	90,000,000	74,113,000
	<b>90,000,000</b>	<b>74,113,000</b>
<b>SCHEDULE 7 - INTEREST</b>	<b>Current Year</b>	<b>Previous Year</b>
(a) Schedule Banks		
Non Plan	1,285,852	2,186,005
FCRA	49,597	51,945
NAIP study	24,836	25,925
Interest on FDR	2,713,247	3,355,815
	<b>4,073,532</b>	<b>5,619,690</b>
Interest on Income tax Refund	57,962	243,245
Interest on Security Deposits	105,787	92,958
	<b>163,749.00</b>	<b>336,203</b>
<b>TOTAL</b>	<b>4,237,280.51</b>	<b>5,955,893</b>
<b>SCHEDULE 8 - OTHER INCOME</b>	<b>Current Year</b>	<b>Previous Year</b>
Rent from NIT	24,256,536	24,496,566
Ground Rent from NIT	276,000	552,000
License Fees for Quarters - Main	161,392	136,493
Misc. Receipts -NP	943,808	562,695
Total	<b>25,637,736</b>	<b>25,747,754</b>
<b>GRAND TOTAL</b>	<b>151,289,682.29</b>	<b>153,083,309.93</b>

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULES FORMING PART OF INCOME & EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED ON 31-03-2019**  
**EXPENDITURE**

(Figures in Rupees)

<b>SCHEDULE 9 - ESTABLISHMENT EXPENSES</b>	<b>Current Year</b>	<b>Previous Year</b>
	<b>2018-19</b>	<b>2017-18</b>
<b>(a) Salaries &amp; Wages</b>	<b>80,296,012</b>	<b>76,922,705</b>
<b>(b) Allowances &amp; Bonus</b>		
Tuition Fee	446,710	391,885
Overtime Allowance	37,314	26,091
LTC	1,303,242	1,073,219
Honorarium	29,500	67,000
<b>Total (b)</b>	<b>1,816,766</b>	<b>1,558,195</b>
<b>(c) Contribution to Provident Fund</b>	<b>857,142</b>	<b>701,925</b>
<b>(d) Contribution to NPS</b>	<b>5,044,235</b>	<b>10,346,827</b>
<b>(e) Staff Welfare Expenses</b>		
Medical	1,119,288	654,980
CGHS Contribution	-	1,486,112
Salary to Canteen staff	3,239,638	2,885,393
<b>Total (e)</b>	<b>4,358,926</b>	<b>5,026,485</b>
<b>(f) Exp. on Employees Retirement &amp; Terminal Benefits</b>		
Leave Encashment	4,556,631	1,131,003
DCRG	4,067,180	2,432,409
Provision for DCRG	4,338,678	10,705,864
Provision for Leave Encashment	3,317,961	1,628,052
<b>Total (f)</b>	<b>16,280,450</b>	<b>15,897,328</b>
<b>Grand Total</b>	<b>108,653,531</b>	<b>110,453,465</b>

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULE FORMING PART OF INCOME & EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED ON 31-03-2019**  
**EXPENDITURE**

(Figures in Rupees)

SCHEDULE 10- ADMINISTRATIVE EXPENSE MAIN	Current Year	Previous Year
	2018-19	2017-18
<b>PLAN</b>		
1. House Keeping	1,667,814	1,493,464
2. Electricity	6,483,942	6,798,404
3. Annual Maintenance Contract	223,205	46,641
4. Repairs & Maintenance of Office Equipments	338,254	428,804
5. MCD Property Taxes - New Campus	1,616,717	7,517,641
6. Ground Rent	756,000	768,600
7. Postage	15,386	15,508
8. Telephone	245,871	465,599
9. Stationery	3,370	443,875
10. Printing	285,113	262,758
11. Petrol consumption on staff car & Maintenance	331,463	339,084
12. Petrol consumption on Diesel Gen. Set	-	4,473
13. Petrol/CNG consumption on Staff Bus & maintenance	248,696	179,801
14. TA/DA	156,180	189,709
Local Conveyance	2,155	3,881
15. Audit Fees	36,580	49,300
16. Security Charges	4,490,394	3,789,528
17. Uniform Expenses	66,770	112,252
18. Legal & Professional Charges	1,888,729	1,822,980
19. Other Administrative expenses	23,400	907,875
20. Expenditure on Library	119,155	173,784
21. Advertisement	-	23,141
22. Hindi Day Expenses	-	30,329
23. Interest on TDS	8,770	9,570
<b>Total</b>	<b>19,007,964</b>	<b>25,877,000</b>



**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
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**SCHEDULE FORMING PART OF INCOME & EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED ON 31-03-2019**  
**EXPENDITURE (PROJECTS)**

(Figures in Rupees)

<b>SCHEDULE 11 - ESTABLISHMENT EXPENSES</b>	<b>Current Year</b>	<b>Previous Year</b>
	<b>2018-19</b>	<b>2017-18</b>
(a) Salaries & Wages	4,394,537	4,993,931
(b) Contribution to Provident Fund	7,302	43,207
<b>Grand Total</b>	<b>4,401,839</b>	<b>5,037,138</b>

**NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT**  
**(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)**  
**SCHEDULE FORMING PART OF INCOME & EXPENDITURE ACCOUNT**  
**FOR THE EXPENDITURE (PROJECTS)**

(Figures in Rupees)

<b>SCHEDULE 12- ADMINISTRATIVE EXPENSES (PROJECT/ STUDIES)</b>	<b>Current Year</b>	<b>Previous Year</b>
	<b>2018-19</b>	<b>2017-18</b>
<b>NTMIS &amp; PGDC</b>		
1. Repair & Maintenance	171,947	181,607
2. Valedictory Function	123,450	245,470
3. Telephone	142,557	72,200
4. Stationery, Printing & Postage	167,597	346,183
5. Incidental cost	362,200	560,339
6. TA/DA	111,092	3,221,133
Local conveyance	1,556	-
7. Enrolment Fees	-	132,000
8. Misc. Exp.	341,400	743,088
9. Living Allowance	12,068,160	11,472,213
10. Project Allowance	355,647	222,857
11. Field Visit	2,301,902	1,641,559
12. Travel Exp.	238,036	162,602
13. Book allowance	758,675	559,999
14. Consultancy Expenses	50,000	1,584,500
15. Workshop/FGD	2,500	157,767
<b>PLAN</b>		
16. Modernisation of IT	18,172	174,865
17. Evaluation Week Jan 19-23'2015	-	-
18. Horticulture work	1,677,264	1,721,809
19. Electrical & Civil Maintenance work	639,805	707,927
20. Epf Employer Contribution	202,490	170,533
21. Other Expenses	745,445	9,927
<b>Total</b>	<b>20,479,895</b>	<b>24,088,578</b>

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

(Formerly INSTITUTE OF APPLIED MANPOWER RESEARCH)

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

**RECEIPTS AND PAYMENTS ACCOUNT FOR THE YEAR ENDED ON 31-03-2019**

(Figures in Rupees)

RECEIPTS	Current Year 2018-19	Previous Year 2017-18	PAYMENTS	Current Year 2018-19	Previous Year 2017-18
I. Opening Balance			I. Expenses		
a) Bank Balances			a) Establishment Expenses(Main)	100,996,892	98,119,549
(i) Savings Accounts	61,962,323	38,537,368	b) Administrative Expenses(Main)	19,007,964	25,877,000
(ii) Fixed Deposits	75,704,053	80,293,271			
II. Grants Received			II. Exp. on Projects/Research/ studies		
a) Government of India - Non Plan			a) Establishment Expenses	4,401,839	5,037,138
Grant Salary	70,000,000	69,113,000	b) Administrative Expenses	20,479,895	24,088,578
Grant - General	20,000,000	5,000,000			
Grant-Creation Of Capital Assets	-	15,000,000			
			III. Exp. on Fixed Assets	18,024,426	1,147,123
III. Interest Received					
a) On Bank Deposits	6,213,905	8,106,170			
b) On Staff Advances	-	-	IV. Loans & Advances(Liab.)	1,131,732	147,273
b) Other Interest	163,749	336,203			
IV. Other Income					



Instt. Fees/Project Fees etc.	57,809,064	75,082,501	V. Loans & Advances(Assets)	6,328,888	290,493
V. Other Receipts		-	VI. Closing Balance		
VI. Sale of Fixed Assets	-	576	a) Bank Balances		
VII. Loans & Advances(Asset)	17,936,363	844,141	(i) Savings Accounts	60,260,673	61,962,323
			(ii) Fixed Deposits	80,097,012	75,704,053
VIII. Loans & Advances(Liab)	939,864	60,300			
<b>TOTAL</b>	<b>310,729,321</b>	<b>292,373,530</b>	<b>TOTAL</b>	<b>310,729,321</b>	<b>292,373,530</b>

**For Ajay K. Jain & Co.**  
**Chartered**  
**Accountants**

**Joint Director (Finance)**

**NILERD**

**Director General**

**NILERD**

## NATIONAL INSTITUTE OF LABOUR ECONOMICS RESEARCH & DEVELOPMENT

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

### SCHEDULE - 13:                      SIGNIFICANT ACCOUNTING POLICIES (FOR THE FINANCIAL YEAR 2018-2019)

#### 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	15%	(vi) Library books	20%

Conditioner, EPABX etc.

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, upto financial year 2017-18 75% of advances to be recognized as income on receipt basis and the balance 25% are booked on completion of Project but for F|Y 2018-19, the management decided to book 100% of advance to record as income.

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

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

### **SCHEDULE - 14: NOTES ON ACCOUNTS AND CONTINGENT LIABILITIES FORMING PART OF FINAL ACCOUNTS (2018-19):**

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. 76,84,172/- (previous year Rs. 48,43,389/-) 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.7,56,662/- of total Receipts from Projects (previous year Rs. 20,68,084/-) 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 31/03/2019.

S. No.	Name of Project	Amount	Year	S. No.	Name of project	Amount	Year
1	State Dev. Report	7,230	2005-06	9	Labour Stats.	32,000	2005-06
2	Youth Study	68,500	2005-06	10	Educational Index	2,40,000	2005-06
3	HDI-SC & Emp. Study	2,91,255	2014-15	11	NCB	31,700	2005-06
4	WHO	32,000	2005-06	12	Krishna Distt.	43,800	2005-06
5	Workshop	2,90,000	2005-06	13	Oxford university	46,800	2015-16
6	HRD-AICTE (NTMIS)	64,25,582	2010-11	14	PGDC E&T	57,24,655	2018-19
7	IDERA Study	24,750	2005-06				
8	Gurgaon Study	3,25,000	2005-06		<b>TOTAL</b>	<b>1,35,83,272</b>	

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	1,55,70,000	2016-17
8	NICSI	9,96,666	2015-16
9	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/-
(o)	Uma Shankar Gond	Rs.11,700/-
(p)	Praveen Sharma	Rs.2600/-

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 31.03.2019 and the Income and Expenditure Account for the year ended on the date.

**For AJAY K. JAIN & Co.**  
**Chartered Accountants**  
**FR No.007118N**

**(CA. AJAY K. JAIN)**  
**FCA, Partner**  
**M. No. 085994**  
**UDIN: 19085994AAA**  
**Place : Delhi**  
**Date : 02/09/2019**

**Rajesh Kumar Vyas**  
**Joint Director(Finance)**  
**NILERD**

**Dr. Yogesh Suri**  
**Director General**  
**NILERD**





**National Institute of Labour Economics Research and Development**  
**(An Autonomous Institute under NITI Aayog, GoI)**  
**A-7, Narela Institutional Area, Narela, Delhi-110040**