

**No.PC-03/0001/2017-O/o Adv (P&C)**  
**भारत सरकार Government of India**  
**वित्त मंत्रालय Ministry of Finance**  
**लोक उद्यम विभाग Department of Public Enterprises**

New Delhi-110003  
Dated, the 30<sup>th</sup> July, 2024

**Notification**

**Subject: Scheme for Research, Development, Consultancy & Reorientation" (RDCR).**

The undersigned is directed to state that the Schemes of Research, Development and Consultancy (RDC) and Scheme of Counselling, Retraining and Redeployment (CRR) being administered by Department of Public Enterprises are hereby rationalized as per Department of Expenditure's OM No 24(35/PF-II/2012 dated 5<sup>th</sup> August, 2016 which inter-alia provides that Administrative Ministries/Departments should continuously endeavor to merge, restructure, or drop existing schemes and sub-schemes that have become redundant or ineffective with the passage of time. Accordingly:

- (i) The two existing schemes, namely schemes of Research, Development and Consultancy (RDC) and Counselling, Retraining and Redeployment (CRR) are merged.
  - (ii) The complete name of RDCR Scheme, 2024 will be "Scheme for Research, Development, Consultancy & Reorientation (RDCR)". The acronym of the Scheme shall be "RDCR".
  - (iii) During the current Financial Year (2024-25), the expenditure will continue to be incurred from the respective accounting heads of RDC and CRR until appropriate accounting heads are determined or the accounting heads are also rationalized.
  - (iv) All Implementing agencies may make necessary changes in their website/banners/any other relevant records. All Implementing Agencies of the RDCR Scheme may kindly see for information and compliance.
2. This issues with the approval of the Secretary, Department of Public Enterprises.

(Dr Sumantra Pal)  
Economic Adviser  
sumantra.pal@nic.in  
011-24360603

Enclosure: Scheme for Research, Development, Consultancy & Reorientation (RDCR) [9 pages]

All Stakeholders/Implementation Agencies

**SCHEME OF  
RESEARCH, DEVELOPMENT, CONSULTANCIES AND  
REORIENTATION**



**सत्यमेव जयते**

**GOVERNMENT OF INDIA  
MINISTRY OF FINANCE  
DEPARTMENT OF PUBLIC ENTERPRISES**

**JULY, 2024**

## 1. Background

**1.1** The Department of Public Enterprises (DPE) has been implementing two Central Sector (CS) schemes, namely: (a) Research, Development and Consultancy (RDC) since FY 2007-08, and (b) Counselling, Retraining and Redeployment (CRR) since FY 2001-02.

**1.2** Under Research, Development and Consultancy (RDC) scheme, DPE conducts conferences/seminars, training programmes /workshop for employees of Central Public Sector Enterprises (CPSEs) and State Level Public Enterprises (SLPEs) on generic issues related to CPSEs such as Corporate Governance, Regulatory issues, Statutory compliance, performance improvement, etc. in collaboration with leading professional academic institutes. Orientation and Capacity Building Programmes for Board of Directors of CPSEs are also organized under this scheme. The scheme also provides for undertaking consultancy and research studies on functional issues related to CPSEs to enable CPSEs to achieve benchmarks and become nationally and globally competitive. The last third-party evaluation of RDC Scheme was undertaken by National Institute of Entrepreneurship & Small Business Development (NIESBUD) in financial year 2013-14. The report concludes that RDC Scheme has interventions and activities to address key challenges or concerns faced by Public Sector companies and has also added value. The report recommended strengthening of scheme to ensure transformation, competitiveness and sustainability of the public sector enterprises. In response, the scheme was modified to absorb operational challenges and e-learning modes were added in the FY 2020-21. The scheme has consistently achieved the targets under OOMF framework of NITI Aayog.

**1.3** The Counselling, Retraining & Redeployment (CRR) scheme is designed to facilitate re-skilling and reorientation for rationalized employees of CPSEs who were rendered surplus as a result of modernization, technology upgradation, and manpower restructuring in the CPSEs. These employees had also accepted the Voluntary Retirement Scheme (VRS) or Voluntary Separation Scheme (VSS). The scheme has covered approximately 2 lakh beneficiaries until FY 2023-24. It is presently being implemented by the National Skill Development Corporation (NSDC) through its training partners. The third-party evaluation of the CRR scheme was last conducted by the Indian Institute of Public Administration (IIPA) in April 2019. The report highlighted areas for improvement, such as the organization of job fairs and scheme monitoring. These recommendations were shared with NSDC and incorporated into the scheme. The CRR scheme had been earlier modified in November 2007 to widen its scope and coverage to include one dependent of VRS/VSS optees if the latter was not interested. The scheme was further modified in February 2016 to expand the network of training providers and implement a standardized methodology for training design and delivery. From FY 2016-17 onwards, the scheme has been implemented through a tripartite Memorandum of Understanding (MoU) signed with the National Skill Development Corporation (NSDC) and the National Skill Development Fund (NSDF).

During interactions with NSDC while implementing the CRR scheme, the following challenges have been observed, which have adversely impacted the smooth implementation of the scheme and resulted in less coverage under this scheme during the last few years:

- a. Telephonic contacts
- b. List of VRS/VSS optees
- c. Geographical spread of VRS/VSS optees



- d. Time lag between availability of VRS/VSS and offer of trainings
- e. Logistical issues in batch-wise trainings
- f. Charges for visiting training centers
- g. Modest training charges
- h. Employment avenues linked to the type of training being provided

**1.4** The focus of the Government has been to rationalize number of schemes in order to have focused implementation and reduce overhead costs in implementation of schemes. It may be noted that both the CRR and RDC schemes are essentially training-oriented schemes, i.e., the CRR scheme is aimed at training the separated employees of CPSEs, and the RDC scheme is aimed at training the existing employees of CPSEs. Therefore, it is imperative to merge both schemes in such a manner that the objectives of both schemes continue to be addressed in the merged scheme, namely, the RDCR.

**1.5** Consequently, it had been decided to merge the two schemes and add the objective of the CRR into the existing RDC scheme, renaming it as the "**Scheme for Research, Development, and Consultancy & Reorientation**" (RDCR). This restructuring of the scheme is aimed at more effective outcomes to make it relevant to contemporary issues in the Management of Public Enterprises. This merger is in compliance with paragraph 4 of the Department of Expenditure's OM No. 24(35)/PF-II/2012 dated 5th August, 2016. It may be noted that both the CRR and RDC schemes are essentially training-oriented schemes, i.e., the CRR scheme is aimed at training the separated employees of CPSEs, and the RDC scheme is aimed at training the existing employees of CPSEs. Therefore, it is imperative to merge and rationalize both schemes in such a manner that the objectives of both schemes continue to be addressed in the merged/rationalized scheme, i.e., the RDCR.

## **2. Aims and Objectives of RDCR**

- a. Undertake thematic studies on the generic issues of a general/sectoral nature concerning public sector enterprises in the fast-changing economic scenario.
- b. Conduct conferences, seminars, webinars, summits, study tours, and industry visits at the national and international levels for collaborative and cooperative learning and the sharing of best practices.
- c. Conduct capacity-building workshops, training, and orientation programs for the Boards of Directors of Central Public Sector Enterprises (CPSEs).
- d. Facilitate the improvement of performance evaluation and management processes of Central Public Sector Enterprises (CPSEs) through appropriate research and training institutions.
- e. Collaborate with and support national and international organizations working in the field of capacity building and performance improvement of Public Sector Enterprises.
- f. Incentivize best practices in functional areas related to the performance of CPSEs through the grant of awards and incentives.
- g. Provide skill enhancement and reorientation training to facilitate self-employment or wage employment for Voluntary Retirement Scheme (VRS)/ Voluntary Separation Scheme (VSS) optees of CPSEs or their eligible dependents.
- h. Address any other pertinent issues related to the Department of Public Enterprises (DPE) and CPSEs/SLPEs.

### **3. Strategy**

The focus of the scheme will be on upgrading the skills of executives/employees & key managerial personnel of CPSEs in context of new Public Sector Policy. Issues such as Institution building and organizational improvement would also be covered in the scheme. To identify the training needs in each of the thrust areas, suggestions and feedback from SLPEs/CPSEs and Centers of Excellence such as IIMs, IITs, ASCI, IIPA, IPE, CBC, and other relevant organizations would be obtained. Training programs and workshops would cover issues such as financial and marketing management, leadership challenges, total quality management, information technology, e-commerce, e-governance, corporate governance, capital market reform and risk management, negotiation strategies and skills, health and stress management, industrial relations and labor issues, international taxation, international finance and accounting standards, management information systems, communication skills, corporate social responsibility and sustainability, project planning and monitoring, and other contemporary or emerging topics for executives, employees of CPSEs, SLPEs, DPE, and the Boards of Directors of CPSEs. In case of VRS/VSS optees, the contribution towards their reorientation will form part of their VRS/VSS package. The aforementioned contribution will facilitate them or their dependent to take relevant course which could facilitate employment opportunity.

### **4. Major Interventions:**

#### **4.1 Thematic Consultancies and Studies**

There is a need to undertake studies on general and sectoral issues pertaining to public sector enterprises, focusing on topics such as corporate governance, the Memorandum of Understanding (MoU) system, professionalization of Boards, project management, risk management, human resource management, succession planning and leadership development, and Corporate Social Responsibility (CSR). In addition, benchmarking studies on selected sectors could be undertaken to enable CPSEs to move towards achieving those benchmarks and become nationally and internationally competitive. The DPE also needs to undertake studies on issues such as compensation structure, performance appraisal, and performance management. The expenditure on such studies will be met from this scheme.

#### **4.2 Conduct events, study tour/ domestic/international industry visits**

Seminars, Conferences etc. with relevant stakeholders provide inputs to address pertinent issues related to CPSEs. CPSEs are operating in competitive environment and it is imperative to identify and adopt national / international best practices to enhance their competitive edge. For this purpose, select experts having the required domain knowledge or experts or professional agency would be engaged. Emphasis would be on encouraging interaction and knowledge sharing through study tours, participation in national/ international workshops, immersion tours and other learning events on relevant issues related to functioning of CPSEs by executives of CPSEs as well as DPE officials. Expenditure of such activities would be met from this scheme.

#### **4.3 Skill Development/Training of Employees of CPSEs/SLPEs/DPE**

Skill development is central to the progressive manpower planning and HR development of every organization. Regular skill development is critical in enabling employees to augment their functional capacities, enhance their productivity, and consequently contribute to the improvement in the performance of their respective organizations. The DPE can also supplement efforts aimed at improving and upgrading the skills of managers, executives, and employees in SLPEs through skill development and training programs. While large CPSEs (Maharatna/Navratna) design their



own human resource development programs for upgrading the skills and knowledge of their executives, the DPE can conduct training programs in collaboration with premier management and training institutes to supplement the efforts of such CPSEs and other remaining CPSEs. Given that practices and emerging challenges are common for CPSEs as well as SLPEs, the DPE will continue to explore organizing common training programs aimed at participants from both CPSEs and SLPEs. Such programs will enable wider exposure and knowledge sharing. The DPE will also explore avenues for conducting training for its officials at the level of Assistant Director, Deputy Director, Under Secretary, Joint Director, Deputy Secretary, and Director for the upgrading of their skills and knowledge by facilitating their participation in specialized training programs organized at premier institutes like IITs, IIMs, ASCI, and IIPA. The expenditure incurred in the organization of such programs will be met from the scheme.

#### **4.4 Induction Training/Orientation/Capacity Building Program for Board/Below Board level Executives of CPSEs**

As part of good governance practices, Directors are required to receive training on various aspects such as their roles and responsibilities, regulatory framework, and the business model of the company. The DPE, in collaboration with select CPSEs and training institutes, may organize short-term orientation programs for the Board of Directors (Functional, Government, Non-Official, and Independent) of CPSEs on relevant areas such as succession planning, arbitration in CPSEs, public procurement, risk management, roles and responsibilities, financial management, investor communications, leadership development, or any other contemporary or emerging topics. These programs aim to enrich the capabilities of board members, making Board deliberations more effective. The DPE will cover the expenditure for these programs under RDCR.

#### **4.5 Support to multi-lateral bodies like International Centre for Promotion of Enterprises (ICPE)**

DPE will continue to support to multi-lateral bodies like International Centre for Promotion of Enterprises (ICPE) in Ljubljana, Slovenia, etc. and participate in its activities. The annual membership contribution of the Government of India to such multi-lateral bodies will continue to be paid through this scheme.

#### **4.6 Reorientation of VRS/VSS Optees of CPSEs**

This component of the scheme will facilitate opportunities for self-employment or wage employment for the employees or dependents of Central Public Sector Enterprises (CPSEs) who are rendered surplus as a result of modernization, technology upgradation, and manpower restructuring in the CPSEs through the Voluntary Retirement Scheme (VRS), Voluntary Separation Scheme (VSS), or retrenchment due to closure or restructuring of the enterprise. The aim of the training is to reorient them through short-duration training programs to enable them to adjust to the new environment and adopt new vocations after their separation from the CPSEs. While it is not practically possible to commit that all such employees who are separated or retrenched will be provided with alternative employment, it is desirable to reorient such employees or their dependents so that they may engage in income-generating vocations. The contribution towards this activity will form part of the VRS package offered by CPSEs. As the type, duration, and subject matter of training will vary from city to city and trade to trade, it may not be practicable to prescribe a financial limit for the scheme. It would be more practical to provide a lump sum

amount that would cover the cost of training, transportation expenses, boarding and lodging, and other incidental expenses to be borne by participants undergoing such training.

## 5. Implementation

**5.1** Training and capacity-building programs will be organized either in selected institutes or by them at selected locations across India, for which CPSEs, SLPEs, etc., will be asked to send nominations. These institutes may belong to the following groups dealing with corporate issues and problems relating to PSEs:

(a) IIMs, IITs, Indian Institute of Public Administration (IIPA), New Delhi, Administrative Staff College of India, Hyderabad, Institute of Public Enterprises (IPE), Hyderabad, Lal Bahadur Shastri National Academy of Administration, Mussoorie, Indian Institute of Corporate Affairs, New Delhi, XLRI, ISB Hyderabad, MDI Gurgaon, etc.

(b) Institutions of Eminence notified by the UGC.

(c) Statutory bodies, such as, The Institute of Chartered Accountants of India (ICAI), New Delhi, Institute of Cost Accountants of India (ICoAI), New Delhi, Institute of Company Secretaries of India (ICSI), New Delhi.

(d) Institutes under the State and Central Government and *institutes belonging to CPSEs/SLPEs*.

(e) Apex Chambers of Commerce, associations, and other organizations.

**5.2** As regards to organization of Orientation program for Board of Directors of CPSEs. DPE may partner with appropriate CPSEs/CBC to organize such programs and release fund as Grant-in-aid for organization of such program. The quantum of this grant for domestic program shall be ₹ **50,000/-** (*Rupees Fifty Thousand*) per participant per day for residential programs and ₹ **35,000/-** (*Rupees Thirty Five Thousands*) for non-residential program.

*The cost will include all expenditure relating to organization of program including travelling, boarding and lodging of Faculty/speakers, all logistical arrangements at the venue including program kit and study materials etc., and Boarding and lodging for all participants, faculties including organizers.*

**5.3** Regarding the reorientation of VRS/VSS optees or their dependents, DPE will provide financial support for training through the concerned CPSEs. The contribution pertaining to training, reorientation, and reskilling will become part of the VRS package offered by the CPSE. The CPSE will furnish details of VRS/VSS optees, and DPE will release the corresponding amount to the concerned CPSE, which will then provide a Utilization Certificate upon the release of funds to the VRS/VSS optees. To ensure smooth implementation, DPE will request all CPSEs to inform them well in advance if they are proposing to implement a VRS/VSS scheme in their company. Based on the likely number of VRS/VSS optees, the CPSE will raise a proportionate demand from DPE, which will form part of the VRS/VSS package. After the disbursement of the VRS/VSS package, the concerned CPSE will furnish a Utilization Certificate to DPE.

**5.4** The eligibility for a VRS/VSS Optees to get the benefit of the scheme continues to be same as under:

a. VRS/VSS Optees from CPSE should be below 58 years, if he/she wants training for himself /herself.

b. If VRS/VSS Optees do not want to opt for training, the benefit of the scheme would be extended to one dependent of VRS/VSS Optee in lieu of VRS Optee. However, VRS/ VSS optees can



nominate dependents only up to attainment of age of 60 years. However, VRS optees would be given priority over the family members.

c. The eligibility criteria for dependents of such VRS/VSS Optees is as under:

- Minimum age – 18 years.
- Maximum age – 45 years (in case wife of VRS/VSS Optees, being dependent nominated for training, there would be no age restrictions). Only one dependant, who is unemployed, will be considered from each family.
- In case of deceased VRS/VSS Optees (up to 60 years of age), his/her dependent, if not earlier undergone training under the Scheme, will be considered for the benefit of the Scheme.

**5.5** A Committee will be constituted for the implementation and monitoring of the activities undertaken under the scheme with the following categories:

- a. Additional Secretary/Joint Secretary/Adviser In-Charge of Scheme- Chairman.
- b. Directors/Joint Director /Deputy Secretary or equivalent –Member.
- c. Deputy Director/Assistant Director in-charge of Scheme – Member Convener.

**5.6** Training Technical Support Unit (TTSU) which has been set up in DPE will assist the above Committee in implementation and monitoring of the activities undertaken under this scheme. TTSU and the Committee will identify panels of experts/academic/research/ professional organizations/ institutions of repute to undertake studies, training programs and for this purpose set up a suitable database. The rules and procedure laid down by GFR in this regard for selection of the expert/consultant/agency etc. would be followed. The Committee will scrutinize proposals received with reference to the TOR and financial parameters/norms and shall keep in mind the capability, technical expertise available with the institutes and the financial bid offered by the institutions while taking a decision in the matter as per the GFR provisions. There shall be no restrictions on award of more than one study to a particular institution.

## **6. Funding pattern**

**6.1** This scheme will be fully funded by Government of India through budgetary support. Under this scheme Training will be imparted in all the three formats of residential, non- residential and in-house programmes. Besides, these conventional methods, the training shall also be imparted through e-learning mode. Under the scheme, the fund will be reimbursed to partner institutes for meeting the cost of training (including boarding & lodging of trainees) incurred by them. For the programs to be conducted by institute as mentioned at paragraph 5(i)(a) to (d) the cost of programs will be considered in line with the published cost of training by the concerned institute/ organizations for similar programmes earlier. For any of the program where there is no published rate available, the same shall be decided by the Committee in consultation with the concerned institute subject to approval by Secretary DPE.

**6.2** There will be a ceiling on the maximum cost of training for programs conducted by any private or non-government institutions or organizations for below-Board-level executives as follows:

- (a) Residential Courses: **₹15,000** (Rupees Fifteen Thousand) per participant per day
  - (b) Non-Residential Courses: **₹7,500** (Rupees Seven Thousand Five Hundred) per participant (For determining the ceilings, tax components including GST will not be taken into account.)
- Transportation costs (TA/DA) for participants will continue to be borne by the nominating CPSE/SLPEs.



**6.3** In case any partner institutions make a request for advance payment for conducting the programme, the same may be paid @50% of the approved training cost with the concurrence of IFW as per GFR Provisions.

**6.4.** Regarding the amount to be paid to VRS/VSS optees or their dependents as part of the VRS/VSS package for reorientation, reskilling, and resettlement, the amount would be **₹100,000 (Rupees One Lakh)** per person under this scheme. This amount will be remitted to the concerned CPSEs as a grant-in-aid based on their demand. After making the payment to the VRS/VSS optees, the concerned CPSEs will furnish a electronic utilization certificate on PFMS in terms of General Financial Rule 87 (3) and 87 (6).

## **7. Proposed Outlays**

The proposed outlays under the scheme for the remaining period of FY2024-25 and up to 2025-26 (period up to which both existing schemes have been approved) would be as under:

<b>Scheme</b>	<b>Financial Year</b>	<b>Proposed Outlay (₹Crores)</b>
RDCR	H2 2024-25	8.38
RDCR	2025-26	16.56
Total		24.94

## **8. Terms & Conditions of Payment for Studies/Assignments/Reports**

- (i) **First Installment:** 40% of the fees upon signing of the agreement.
- (ii) **Second Installment:** 35%, subject to: (a) submission of the draft report (5 copies of the draft report, including the executive summary) within the time frame stipulated in the agreement, and (b) a presentation of the draft report before the Steering Committee, with the draft report being found to be generally acceptable.
- (iii) **Third and Final Installment:** The remaining 25% upon submission of the final report and its acceptance by the Government. Any delay in the submission of the report without prior approval from the Ministry will incur a penalty of 5% per week, and the remaining 25% will be forfeited if the report is submitted more than 5 weeks beyond the stipulated date. The final payment will be made within 6 weeks of the acceptance of the report and the submission of the bills by the agency. The terms of payment and general terms and conditions for studies/assignments for the engagement of a knowledge partner will be decided by the concerned Division, keeping in mind the terms of reference for these activities, with the approval of the Committee.

## **9. Incentives/Awards to CPSEs and SLPEs**

There is a need to encourage CPSEs and SLPEs to innovate in areas important for the future growth and incentivize best practices in focus areas through grant of awards/incentives to CPSEs and SLPEs found to be excelling in such areas. DPE will decide the focus area for grant of incentives/awards and the amount as well as modalities for selection of the best performing CPSEs in these areas. If required DPE may take the assistance of subject sector specialists/experts in this process.

## **10 Payment of Contribution to International Centre for Promotion of Enterprises (ICPE)**

The objective of the International Centre for Promotion of Enterprises (ICPE), Ljubljana, Slovenia, is to promote and support enterprise development in developing countries in both the private and public sectors. ICPE is an intergovernmental organization. As a founding member of ICPE, India has been actively participating in its activities by attending Council/Assembly Sessions regularly at the Secretary level. Senior and middle-level executives of CPSEs have been attending various training programs at ICPE, including costs likely to be incurred on software development for activities such as maintenance of the online MoU system, online P.E. survey, and monitoring of CSR. Payment of the Government of India's annual membership contribution to ICPE will be made from the RDCR scheme.

#### **11. Payment of Outsourced Manpower Support and Software Development**

Since the scope and coverage of activities under the RDCR scheme are very wide and multifarious, proper manpower support is needed to run the scheme effectively. Given that the DPE has a skewed manpower strength, the support of outsourced personnel will be required. Payment for consultants, programmers, and faculty providing lectures on generic issues, including expenditures incurred on software development for maintaining the online MoU system, online Public Enterprise survey, monitoring of CSR, etc., associated with the RDCR scheme will be made from the RDCR scheme. Since the DPE does not have the requisite in-house qualified manpower for software design, development, and testing, resources on an outsourcing basis will be hired to meet the development, upgrading, and maintenance needs of the applications developed for the implementation of the scheme.

#### **12. Payment Procedure**

All the payments under the RDCR Scheme would be governed through the procedure as laid down in General Financial Rule (GFR) and after obtaining concurrence of the Integrated Finance Wing.

#### **13. Target Beneficiaries**

This scheme is applicable to all Central Public Sector Enterprises (CPSEs) defined and listed in the Public Enterprises (PE) Survey Report of DPE and the target beneficiaries for training related activities are employees of CPSEs and VRS/VSS Optees from CPSEs or their dependents.

#### **14. Management of Scheme**

The officer in the rank of Additional Secretary/Joint Secretary/Adviser shall be in-charge of the implementation of Scheme whereas an officer in the rank of Director/Deputy Secretary/Joint Director / Deputy Director shall be the in-charge of the scheme and undertake regular review and monitoring of the scheme.

#### **15. Time Frame**

The merged scheme will commence from H2 of FY 2024-25 and would continue till 2025-26.

#### **16. Outcomes**

The Outcome of the scheme would be as per the approved Output Outcome Monitoring Framework (OOMF).