

Nomination for SARVOTTAM SEVA AWARD 2015-16

 **Directorate of Minorities - Karnataka**

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HELPLINE Civilization can be judged by the way it treats its Minorities - Mahatma Gandhi Education is the most powerful weapon v ಕನ್ನಡ

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Nominee: **Akram Pasha, K.A.S**

Director

Directorate of Minorities

Government of Karnataka

Name : **AKRAM PASHA K.A.S.,**

Profession : Senior K.A.S. Officer
Government of Karnataka

Present working : Director
Directorate of Minorities
20th Floor, V.V.Tower
Bangalore – 01.

Academic Qualification : M.A., M.Phil. (Political Science)

Experience : 1) Served as Lecturer in Political Science at Government First Grade College of Chikkaballapur, Sidlaghatta and Gudibande (1994- 2006)
2) Probationery K.A.S. Officer, D.C. Office Mysore (2006-07)
3) Assistant Commissioner and Sub-divisional Magistrate and Additional Deputy Commissioner, Madiker Sub-division, Kodagu Dist. (2007-09)
4) Project Director District Urban Development Cell, D.C.Office, Chikkaballapur (2009-10)
5) PS to Minister for Haj, Wakf and Minority Welfare Govt, of Karnataka (2010-11)
6) Joint Director Directorate of Municipal Administration, Govt of Karnataka (2011-2013)

Other Posts held 1) Member Karnataka State Wakf Board, Bangalore.
2) President, Karnataka Administrative Service (K.A.S) Officers Association, Bangalore.

Title of the initiative:Minimum Government Maximum Governance

Department: Directorate of Minorities, Bengaluru,

Background: Indian constitution is committed to the equality of citizens and the responsibility of the State to preserve, protect and assure the rights of the minorities in matter of language, religion and culture. India as a nation and Karnataka as a state have yet to go a long way to achieve equality-based social justice by eradicating the historically inherited socio-economic equalities – horizontal(inter-group) inequalities as well as vertical(intra group) inequalities. The development deprivation concerns of the excluded groups-including minorities. Muslims, Christians, Jains, Buddhists, Sikhs and Parsis are considered as religious minorities in Karnataka. The population of Religious minorities is 16.28% of the total population of the state. With a vision to enable all the minority groups to lead a productive life with equal opportunities ensuring Socio-Economic Justice & equality & to promote their own literature, culture, peace & harmony Directorate of minorities came into existence in 1999-2000. Formulation & implementation of developmental Socio-economic schemes with special focus on women besides supervision & monitoring of schemes are the main functions of this Directorate. The schemes covered by the department at the time of inception were only 4 major schemes viz., Construction of community hall/shadi-mahals, Hostels, Morarji Desai Residential Schools and District level schemes. Although later few more schemes were added it was observed the coverage of beneficiaries of minority population was less and there was **Minimum Governance and Maximum Government** in the policy making and implementation of the scheme.

Human rights, Effectiveness & Efficiency, Inclusiveness, Participatory, Responsive, rule of law, accountability and Transparency in service delivery are the **8 major characteristic of Good Governance**. It assures that red tapeism is minimized, the views of minorities are taken into account and the needs of the most vulnerable in society are heard in decision making. It is also responsive to the present & future needs of the society.

Good Governance is an ideal, which is difficult to achieve in its totality. However to ensure sustainable development, actions must be taken to work towards this ideal with the aim of making it a reality.

Introducing new schemes apart from existing schemes was the need of the hour. Hence, 10 new schemes and 12 revisions of existing schemes & revised simplification of procedures is achieved in the last two years. The schemes needed to be designed in a manner as to have vast coverage of beneficiaries and timely delivery of services.

Strengthening of the staff at the state office as well as district offices for effective and efficient implementation of these schemes ensuring use of ICT for simplicity of

operation and handling of public records by a computer guided mechanism was necessary.

Also, construction and sanctioning of new Pre-Matric / Post-Matric hostels and Morarji Desai Residential schools for which land / sites were not available is needed to be located and co-ordinated with respective Deputy Commissioners for construction and commencement.

Hence, introducing user friendly online applications & simplification of procedures in the existing schemes, strengthening of staff at the state & district level, sanction and commencement of Department hostels / schools and introduction of new innovative schemes in administration were done in the process.

Motivators: Deriving inspiration from the quote of Mahatma Gandhi “**Civilization can be judged by the way it treats its minorities**” and with a vision to enable all the minority group to lead a productive life with equal opportunities, a small step towards the reform in the department administration was initiated which is largely aimed at providing good governance to the common man. Good governance involves administration to be people-oriented, change oriented, goal oriented, Technology friendly etc., The idea towards drawing reforms in this department generally came from my past service experiences and an inner conscience to do something to the minority people and public at large. Addressing NGO parents and students grievances of delay in timely disbursement of scholarships, lack of awareness of the schemes for the minorities department, observing the poor maintenance of minority Pre-Matric/Post-Matric boys/girls hostels and Morarji Desai residential Schools during my field visits to various districts across the state and also spotting the dearth of staff in the Directorate office and district level offices drove me to think of a solution that would bring an end to the hardships of the students and the staff.

Purpose and priorities of the initiative: The main purpose of introducing user friendly online applications & simplification of procedures in the existing schemes, Strengthening of staff at the state & district level, sanction and commencement of Department hostels / Residential schools/Colleges, introduction of e-Governance & new innovative schemes for the minorities was to cover more number of beneficiaries and achieve effective & complete 98% utilisation of the budget earmarked for the financial year for the department.

User friendly online system for 8 major schemes:

User friendly online systems have been adopted under **8 schemes** implemented through the Directorate. They are Pre-Matric, Post Matric, Merit-Cum-Means Scholarship Schemes, Fee-reimbursement, Bidaai, Pre-Coaching for Competitive Exams & Foreign Scholarship Schemes and study kits. Here the sanctioned amount is getting transferred directly to the beneficiary bank accounts through online system i.e., NEFT & RTGS. An average of 52% of beneficiaries have been extended to women & Girls.

Simplification of Procedure in Scholarshipscheme:

After introduction of new user friendly unique software in 2013-14 by the Department for online registration of Pre-Matric Scholarship the Scholarship applications has increased from 5.6 lakhs in 2012-13 to 7.56 lakhs in 2013-14 ,9.76 lakhs applications in 2014-15and 10.26 lakhs applications are received during 2015-16.

Under the Post-Matric Scholarship, Merit-Cum-Means Scholarship & National Overseas Scholarship schemes, in the initial years of implementation of the scheme the candidates were directed to submit Scholarship applications (hardcopies) in a prescribed format directly to the Directorate from all over State (Centralised system). To ease the difficulties faced by the students of submitting the hardcopies of online filled-in applications, students can now directly upload the documents online(**paper-less**) and also in order to decentralise the process the verification of the documents is done online at the District level.

Before 2013-14, the disbursement of Scholarship amount was made through the issue of “At par” individual **cheques in the name of the student** beneficiaries, As a simplified procedure, the amount of Scholarship now is credited directly through online transfer system i.e., **NEFT** to all the student beneficiaries resulting in early disbursal of scholarship amount thereby keeping transparency. Hence, by introducing user friendly online applications & **simplification** of procedures, timely delivery of Scholarship amount with in academic year increasing number of beneficiaries, **SMS alert system**, removal of irregularation and misappropriation in transfer of Scholarship amount to students, increasing awareness about the scheme and **transparency, accountability & efficiency** is achieved. All students scholarship status is available on website.

Strengthening of staff at the state & district level:

The Directorate of Minorities since 1999 consisted of only 22 sanctioned officers/staff& no staffs at District level. With an objective of strengthening the Directorate **21posts** for additional staff was created. At the District level in the department only 23 District Minority Offices have been sanctioned approved & are established. During the year 2014-15 rest of **07** (Bangalore(R), Mandya, Ramanagar, Chitradurga,Tumkur,Chamarajanagar, and Hassan) Districts Offices have been started along with the sanctioned staff.For the District Offices, Hostels and Morarji Desai Residential schools a total of **2552**Posts have been created out of which 997 Group ‘B’ &‘C’ Posts recruitment completed through Karnataka Public Service Commission.Out of which 253 posts are reserved for Hyderabad-Karnataka region candidates.

Sanction and commencement of Department Pre-Matric/Post-Matric hostels & Morarji Desai Residential schools/colleges:

From the past 15 years only 124 Pre-Matric/Post-Matric hostels were established and running in the department. During the last 2 years step is taken to get sanction and commencement of 66 hostels under Multi Sectoral Development Programme (MSDP) scheme and 75 hostels under Special development Programme (SDP), total 141 hostels. 48 Minorities Morarji Desai Residential school, 03 PU colleges, 05 Government muslim residential schools which were earlier under the KRIES administration have been taken over for monitoring under the Department of minorities. During last 2 years sanction from the government has been taken for new 16 Morarji Desai Residential school, 04 PU colleges and 04 Navodaya model schools. These schools and hostels are provided with all kind of infrastructure facilities.

Introduction of new innovative schemes:

- **“Creation of Official website”** – Dynamic website for the department is developed and information of all schemes and beneficiaries list, E-mail services, all Government Orders, Budget allocation & related details, RTI information is available in the website.
- **“Bidaai”** scheme - To uplift to economically backward minority sections from Muslim, Christian, Sikh, Buddhists, Parsis & Jains an amount of Rs. 50,000/- was sanctioned each to 6110 girls/Divorcee women for the purpose of marriages under the scheme of Bidaai.
- **“Vidyasiri”** Scheme - Operational in Backward Classes Development Department is proposed to be adopted in Minorities Welfare Department, in which Rs. 1500 per month for 10 months is given to students who are not provided with Hostels facilities. For such students for the purpose of food and accommodation this scheme is introduced.
- Financial assistance of Rs. 10,000/- will be provided through D.B.T to the students studying **“Engineering and Medical courses”** to buy books and study materials.
- **“Fee Reimbursement”** scheme for students studying in pre-degree, PG, professional courses, technical, P.hd courses to repay their admission and course fee.
- **“Chief Minister's Minorities Programme”** is proposed to be implemented on the model of Multi-sector Development Programme of Central Government.

- It is proposed to bear the entire fee, subject to maximum limit of Rs. 20 lakhs, of minority students selected to pursue **“Higher Education abroad”**, whose parents' annual income is below Rs. 6 lakhs. 50% fee subject to maximum limit of Rs. 10 lakhs will be borne, whose parents' annual income is between Rs. 6.00 lakhs and Rs. 15.00 lakhs.
- **“Food charges”is enhanced by Rs.100/-** per student in Pre-metric/Post-metric Hostels/Morarji Desai Residential Schools/Colleges and Muslim Residential Schools.
- **“e-Learning facility”**is provided in 550 Urdu Schools and 65 Residential Schools/Colleges under Teaching learning & material schemes.It is proposed to give training on **“Spoken English and Computer”** in Minority Hostels and Residential Schools.
- A Grant of Rs.2 crores is provided for the restoration of **“Jain Temples” (Basadis)** in the State.
- **“Information centres”** to create public awareness about the schemes of the department.

Implementation period: The above challenging initiatives and complex operation started during 2013-14 and policy gaps, conceptual plan& execution, monitoring and evaluation of schemes, user friendly online application for 8 schemes online payment through NEFT to beneficiaries, information sharing by new website and publication, construction and commencement of hostels/schools and introduction of new schemes were all achieved and successfully implemented in last 2 years(2014-2016).

Strategies adopted for bringing about the transformation and positive impact:

- **Mobilising the staffs& HRM-** At the Directorate Office 19 posts for Officer / Staffs and 05 posts for Officers/staffs at the Directorate of Minorities, District Offices was created in 2014-15. Efficient and hard working Staff was identified and motivated and was told about their role and importance in the system and the impact of their contribution in the system.
- **Use of Information Technology** – National Informatics Centre developed the software after giving the blue print and helping them understand our needs.The website of the department gives comprehensive details of the schemes, government orders and contact details of state and district staff.
- **Capacity Building and training** -Training about the usage of the online applications was imparted to all District officers and education coordinators in each district.

- **Information Centres-** In order to bring to the notice of the public regarding the schemes and programmes undertaken by the Directorate of minorities and the district offices a information centres in each District and at Directorate office is opened District information centres are created to assist beneficiaries.
- **Teamwork-** To achieve success in effective execution of the schemes, building the spirit of teamwork and feeling of oneness among the team is essential. Get together functions, celebration of national and state festivals in office, providing essential office infrastructure needs to the staff was extended. I was successful in building a team with high team spirit which really helped us in achieving success in effective implementation of the schemes and programmes.
- **Concurrent Evaluation-** Centre for E-Governance has issued a **letter of appreciation** to the department for proactively sharing the data to Karnataka Resident Data Hub and conducting training to all the 30 district welfare officers and 60 data entry operators, Centre for Research and Debates in Development Policy(CRDDP) in the presentation to Chief Minister of Karnataka rated Directorate of Minorities as No. 1 in the best practices of the country. Honourable Minister of Minorities welfare has issued a **letter of commendation** as an “OUTSTANDING” officer for successfully implementing the schemes and achieving **98.31%** progress.

Role of various stakeholders

There are many stakeholders who have contributed for the successful implementation of the schemes and achieving of progress in the schemes.

- State level and district level staff contributed their experience, knowledge, advices thus complementing and supplementing the effort of implementation.
- NIC, Bangalore helped in developing of official website, and online scholarship application. They also extended all technical help required and attended to technical problems we encountered during the process and even today. They are our technical partners towards implementing e-governance in scholarship schemes.
- For the effective implementation of the project and to have a wide demographic coverage of beneficiaries the staff of education department like Block Education Officers(BEO) each at taluka level and Cluster Resource Person (CRP) and Education Coordinating Officer(ECO) are helping in creating awareness about scholarship schemes, collection of application and scrutiny of scholarship schemes.
- Several NGO's such as Karnataka Zakat Foundation, Cigma Foundation, Talent Research Foundation, Rayan Foundation, Campus friend of India, Millat NGO etc have joined hands in creating awareness about scholarship and other schemes among the minority students and public.

Highlights of the initiative

a) Transparency and stakeholders participation along with beneficiary feedback :

- The staff of education department such as CRP's are involved at each taluka level for collection of scholarship applications of students who cannot afford to fill online and the same is scrutinised and submitted for online entry to the district offices by the Block Education Officers.
- The date entry operator at the district information office makes online entry of the application and acknowledgement is given to the students through SMS alerts.
- The students can also check the online status of the applications through the unique ID given to them.
- Disbursement of the scholarship amount to the students bank account is through online NEFT.
- Bidaai, Pre-Coaching for Competitive Exams & Foreign Scholarship Schemes and study kits also the sanctioned amount is getting transferred directly to the beneficiary bank accounts through online system i.e., NEFT & RTGS.
- Feedback of the beneficiaries is received through e-mail and redress grievances cell.
- Since 8 major schemes are made online and transparency is achieved there are no application under RTI.

b) Innovativeness of the initiative and its replicability:

- The innovative schemes are unique schemes of the department in the state and also in India.
- Since the inception of the innovative schemes and simplification & revision of the existing schemes there have been no technical or administrative hitch.
- Paperless initiative in 8 major schemes are made online.
- The scholarship model can be replicated and other welfare departments of state like Backward classes department, social welfare Tribal department can adopt this model.
- Government of Kerala and Government of India officials visited the directorate office to know and understand the online application of the scholarship model.
- The National Portal System of scholarship by Government of India, New Delhi have adopted the GOK model of scholarship which is started from this year.

c) Increased efficiency of outputs/processes and effectiveness of outcomes:

- Usage of user friendly online application has doubled the number of applications/beneficiaries.
- About 12.56 lakh student beneficiaries are benefitted through scholarships, 4000 women beneficiaries are benefitted in Bidaii scheme, 200 students for UPSC coaching, 400 students for KPSC coaching, 6000 students for CET coaching, 250 students in Foreign scholarship and 8000 students in study kits are benefitted 200 lakhs Fee reimbursement .
- Important records of students are available online.Students can tract the status of the applications online.
- Cost to government towards postal services, and usage of paper is reduced. Magnify with managing with limited staff.

d) Display of leadership/teamwork by the nominee:

“Minorities of India agreed to place their confidence in the hands of majorities. It is for the majorities to realise its duty not to discriminate against minorities” -Dr. B. R. Ambedkar.

The nominee by his sincere and hardworking attitude has always strived for reforms, simplification and innovation in the schemes of the department. By the leadership, team building capacity and perseverant follow up he has brought phenomenal change in the department. The nominee was successful in proving to the state government in 98.25% utilisation of the budget in 2014-15 and demanding for more budget (nearly double) in the coming years action plan and 100% utilisation of the same. Constant encouragement and staff meetings helped in creating a conducive atmosphere in the office and overall spirit of the team.

Gaining the confidence and support of the senior official, public representatives, cooperation of the staff of the office, experience of NIC and feedback from other colleague/ friends helped the nominee in mobilising the resources and handle all the responsibilities given to him with great dedication and distinction.

Not just implementing but continuous monitoring the schemes has ensured qualitative as well as quantitative achievement in the schemes.

Providing a friendly working atmosphere to the staff at the office and welcoming their ideas in the formulation and implementation of the schemes exhibits the leadership and team work qualities of the nominee.

e) Sustainability of the initiative:

- The online applications are user friendly and can be handled even by non-technical staff
- The district **information centres** are well equipped with staff, Internet facility brochures and pamphlets to bring awareness and increase the beneficiaries.
- Recruitment of permanent posts of District Officers at the district minority offices, teaching and non teaching staff for the Morarji Desai Residential Schools, Wardens and assisting staff for hostels has strengthened the department.
- Construction, commencement and sanctioning of new hostels and schools with adequate infrastructure provides permanent assets to the departments and helpful to the minority students.
- **Sir Syed Ahmed Khan** study and research centre has been established in the Directorate. A **Chair on Religious Minorities** is established in National Law School of India University, Bangalore.

(Akram Pasha, K.A.S)

Director

Directorate of Minorities