

Restructuring of Central Waqf Council

(Report submitted to Ministry of Minority Affairs, Government of India)



**National Institute of
Labour Economics Research and Development
(NITI Aayog, Government of India)**

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

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PREFACE

Central Waqf Council (CWC), a statutory body established by the Parliament was mandated to provide effective guidance, leadership to the State Waqf Boards (SWBs) in streamlining the waqf properties, *inter alia*, identification, protection, documentation, safeguarding from encroachments, computerization of records, generating GPS-enabled IDs for each property, welfare measures through augmenting revenue and income generation from the assets etc. CWC itself has *suo moto* powers to deal with litigations pertaining to waqf properties.

Roles, responsibilities, and challenges of CWC were widened by the Waqf Act (1995), as amended in 2013. However, the limited organizational set-up of CWC is hampering the fulfillment of the objectives enshrined in the Waqf Act. Therefore, the Ministry of Minority Affairs, Govt. of India has entrusted with NILERD, the task of submitting report on Restructuring of CWC. The NILERD research team with inputs from senior officers of MoMA, and rigorous interaction with the officers & staff of CWC have come out with the detailed report on Restructuring of CWC giving their recommendations. The report has given a comprehensive roadmap for the steps to be taken by the MoMA for implementation of its recommendations towards capacity building at CWC.

The NILERD team has captured in-depth, the activities and sequential work-flow associated with each job at each level, the hierarchical set-up, total man-hours/man-days required for each job, involvement of number of personnel etc. Having captured the gamut of work and existing/available manpower, the anticipated human resources, the CWCs organizational & hierarchical chart was drawn. All the tasks were then segmented into five Divisions of varied domain expertise. Specific recommendations were given taking into cognizance, the domain expertise of officers working for a long time, developing a pool of trainers in various competencies, dissemination of knowledge to SWBs etc. Effective and continuous coordination with SWBs is proposed to rope in the SWBs as stakeholders in the overall objectives and realization of goals and challenges in the management of Waqf Properties.

I wish to express my gratitude towards the officers of MoMA and CWC for providing logistic support and relevant data to accomplish the study. My sincere thanks to Shri J. Alam, Joint Secretary (H&W), MoMA, for his guidance towards carrying out the project, Smt. A. Dhanalakshmi, Director (Wakf) and Shri Pradeep Kumar Under Secretary (W), MoMA, Mr. Ali Ahmed Khan, and Mr. B. M. Jamal, past and current Secretaries of CWC respectively for their support in collecting relevant information and providing logistics. There was wide consultations and dialogue with the officials of CWC and staffs, which have enriched the findings and helped us to develop the recommendations. I am grateful to all of them.

This report is an outcome of immense hard work and collective effort of a dedicated team of researchers headed by Dr. M. R. Prasad and supported by technical officials as well as administrative staff of NILERD under the guidance of Dr. Pitam Singh, Director (Administration). I place on record my sincere thanks to the whole team.

I am pleased to present this report for consideration of the CWC and hope it would be useful as feedback for further continuation of the scheme and correcting inherent weak areas in implementation of the scheme.

(Dr. Yogesh Suri)
Director General

NILERD, Delhi
Date: June 2017

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CHAPTER - I
CWC Roles, Vision for Future Challenges,
Methodology for Restructuring of CWC:

1.1 Background

Central Waqf Council (CWC) is a statutory body, presently working under the administrative control of the Ministry of Minority Affairs (MoMA), Government of India. It was set up in 1964 as per the provision given in the Waqf Act, 1954 as a National Level Apex Advisory Body to the Central Government on matters concerning the working of the Waqf Boards and the due administration of Awqaf in the country. The Council consists of Chairperson, who is the Union Minister In charge of Waqf and such other members, not exceeding 20 in number, as may be appointed by the Government of India.

However, under the provision given in Waqf Act, 1995, the role of the Council has been considerably expanded consequent upon the Waqf Amendment Act (2013). The Council has been empowered to advise the Central Government, State Governments and State Waqf Boards (SWBs). In addition to the expanded role of advice, it will now issue directives to the Boards/State Governments to furnish information to the Council on the performance of the Boards particularly on their financial performance, survey, revenue records, encroachments of Waqf properties and Annual and Audit report etc.

With the passage of Waqf Act, 1995, as amended in 2013, the role, and significance of CWC is being widened and broad based. Some of the salient features and significant provisions of the Act are briefly described in the following paragraphs. These provisions are ultimately shaping the CWC in its future roles, and responsibilities.

1.2 Significant provisions of the Waqf Act 1995 as Amended in 2013

1. Under the definition of encroacher, public & private institutions and the person whose tenancy, lease or license has expired or been terminated have been included to expand the power of the Waqf Board and Tribunal to get rid of the menace of encroachment upon the Waqf Properties.
2. Now the Waqf may be created under the amended Act by a person having faith other than Islam.
3. The State Government has been obliged to maintain list of Awqaf and to complete it where survey Commissioner of Awqaf has not been appointed, he shall be appointed within three months. The cost of publication of survey shall be borne by the State Government. Earlier there was no such statutory obligation resulting in non-completion of survey of the Waqf in most of the States till date. Moreover, the Waqf properties already surveyed or registered shall not be reviewed under the new scheme. It has been provided that the Revenue Authority, while updating their land record shall be obliged to refer the record of the Waqf as waqf, which would certainly reduce the possibility of error in Revenue Records.
4. The tribunal has been given power for assessing damages from the unauthorized occupants of the Waqf and to recover it as arrears of land revenue through collector. Consequently the unauthorized occupants shall be liable to pay damages to the Waqf Institutions or the Waqf Board.
5. The Central Waqf Council has been empowered to issue directive to the State Waqf Boards on their financial performance, survey, maintenance of Waqf deeds, revenue record, and encroachment of Waqf properties, annual report and audit report. The Council has got the power to call for

information *suo motu*, however, the disputes arising out of direction of Central Waqf Council may be referred to Board of Adjudication presided by Retired Judge of the Supreme Court or Retired Chief justice of High court.

6. Provision has been made that in case there is no Muslim member of the Bar Council of a State or Union Territory, the State Government may nominate any Senior Muslim Advocate from that State while Constituting the State Waqf Board. Moreover, Muslim having professional experience in certain field and scholar of Shia and Sunni Islam theology as well as a Joint Secretary rank officer of the State Government shall be made member of the State Waqf Board. There shall be a full time Chief Executive Officer who is a Muslim and not below the rank of Deputy Secretary.
7. The District Magistrate or ADM or SDM shall be obliged to implement the decision of the Board conveyed through CEO of the Board. The provision intended to further empower the Waqf Board in getting its decision implemented through the administration.
8. The Waqf properties may be leased for a period of 30 years instead of 3 years for commercial, educational or residential purposes to generate income efficiently. This has been mandated that the Central Government shall frame rules for leasing of the Waqf Properties, which are to be followed by the Waqf Board in future. Mosque, Dargah, Khanqah, Graveyard or Imambada shall not be leased.
9. The land acquisition of the Waqf Properties shall be made in consultation with the Waqf Board. Moreover, the acquisition shall not be in contravention of the Places of Public worship (Special Provisions) Act 1991 and in the circumstances where alternative land is available. Moreover, the land if any,

acquired, a suitable land in lieu of acquired property or compensation at prevailing market value shall be paid.

10. A penal provision has been introduced as Section 52 (A) under which any person alienating or purchasing or taking permanently any Waqf property without the prior sanction of the Board shall be punished with rigorous imprisonment for a term which may extend to two years and such offence shall be cognizable and non-bailable. In addition to that the property so transferred shall be vested in the Waqf Board. The provisions for suo moto, vesting will substantially help the Waqf Board in retrieval of unauthorized alienated Waqf Properties.
11. Section 54 has been amended. The Chief Executive Officer may make an application to the tribunal for grant of order of eviction.
12. Payment of maintenance to Muslim women as per order by a court of competent jurisdiction under the Muslim Women (protection of Right on Divorce) Act, 1986 has been included in Section 77 for the purposes of application of Waqf fund enabling the women facing vagrancy to have maintenance from Waqf Board.
13. Waqf tribunal under the new Act shall constitute of Chairman and other Members, Now, it will not be a single body. Under the amended Act Chairman of the Tribunal shall be a District/Session Judge or a Civil Judge Class I, one member will also be from amongst the person who is an expert in Muslim law and jurisprudence.

1.3 Mission, Vision, and Functions of CWC

Accordingly, the Mission, Vision, and Functions of the CWC have been defined, which are as follows:

Mission

Proactive role in protection, and development of Auqaf & to work closely with the State Waqf Boards to improve their functioning

Vision

Protection, Retrieval & E-Monitoring of Auqaf under the provision of the Waqf Act 1995, as amended in 2013

1.4 Functions of Central Waqf Council (CWC)

- i. To advice Central Government, State Governments, and State Waqf Boards on matters concerning the working of the Boards and due administration of Auqaf;
- ii. To Monitor the implementation of the provisions of Waqf (Amendment) Act, 2013 in States and Union Territories (UTs);
- iii. To Render Legal Advice on protection and retrieval of the Waqf Properties and for removal of encroachments etc.;
- iv. To Implement the Scheme for Development of Urban Waqf Properties & Identification of potential Waqf land for development by National Waqf Development Corporation Limited;
- v. To Implement Educational and Women Welfare Schemes for skill development and to empower the poor, specially Women;

- vi. To Implement the Scheme of Computerization of the State Waqf Boards records, a Central Sector Scheme of Ministry of Minority Affairs, Government of India;
- vii. To implement the scheme of Strengthening of State Waqf Board Scheme Central Sector Scheme of Ministry;
- viii. To seek necessary information from the State Government/Boards on the performance of the State Waqf Boards as per the provision given in the Waqf (Amendment) Act, 2013;
- ix. To take up the Waqf matters with various departments of Central and State Governments such as Archaeological Survey of India (ASI), Indian Railways, Revenue and Forest Departments etc.; and
- x. To undertake awareness programmes to promote the interest of the Council and to sensitize the Waqf Institutions about their new role and functions.

1.5 New Initiatives of the CWC:

- Involved as nodal agency for the implementation of the scheme of Computerization of the records of State Waqf Boards to complete the remaining work of phase-I of the scheme by out sourcing.
- As per the provision incorporated in the Waqf Act, 1995 Amended in 2013, the council has been empowered to monitor the performance of the State Waqf Boards and the Council has been pursuing the matter. It is also monitoring the implementation of the provision of the Act.

1.6 Staff Strength

Presently, the Council has sanctioned strength of 32 staff. Out of which 13 posts are vacant. A statement showing the staff strength is placed at Annexure- I.

1.7 Issues & Challenges of CWC:

CWC has been empowered to issue directive to the State Waqf Boards (SWBs) on their financial performance, survey, maintenance of Waqf deeds, revenue record, and encroachment of Waqf properties, annual report and audit report. The council has got the power to call for *suo moto* information. Hitherto it was merely an advisory body. Hence, the challenges are as under:

(i) Work of CWC has been expanded significantly which require expansion of its structure by strengthening its IT, Legal and Finance wings.

(ii) SWBs with whom Council is required to interact need to be strengthened. Hence, revisiting of their working, handholding SWBs to improve their efficiency is required.

(iii) CWC is the implementing agency of the Computerization scheme. Thus, it is necessary to computerize all records of the State Waqf Boards & digitize the same in a shortest span of time.

(iv) Implementation of two schemes of educational programmes. If the income of CWC is increased sufficiently it can be given as loan to SWBs for development of potential Waqf properties under Section 32 (4) of Waqf Act, 1995

(v) To get the grant-in-aid from consolidated fund of Government India for administrative & establishment expenditure as the Central Waqf Council is a statutory body established by the Government of India.

(vi) The biggest challenge before the CWC is to identify waqf properties in the states, and to enforce every SWB for implementation of Project on Computerization of Waqf Properties. Though the survey of waqf properties has to be done by respective state governments as per the Waqf Act, but also the survey process

is so tedious that it is moving on a very slow pace. Only few SWBs have completed the survey. Majority of SWBs are in the process of conducting survey. Details of status of survey of waqf properties have been annexed at Annexure II.

Moreover, some of the works mentioned under the heading of major functions of CWC are also the challenges which the Council is facing.

1.8 Future plans of CWC:

1. CWC shall try to the extent possible that all Waqf properties should be free from encroachment by making specific plans and with setting of targets annually.
2. CWC shall ensure that all Waqf properties should be litigation free. To fulfil this objective CWC shall prepare a comprehensive list of properties by state-wise with the help of respective SWBs. For this, CWC shall make annual plans, and annual statements.
3. Completion of remaining survey work for identification of Waqf properties through State Waqf Boards (SWBs).
4. CWC shall ensure full implementation of all provisions of Waqf Act.
5. CWC shall also ensure to carry-out welfare programmes as per the intent of Waqifs.
6. Development of Waqf property will be done according to planning and annual targets.
7. Setting up of full scale Information Technology and Record Division, Removal of ambiguities in recruitment rules and filling up the posts.
9. Internal Audit of CWC and Audit of all the 31 State Waqf Boards

10. Make Investment Plans of Fixed Deposits and Units/Shares/Debentures/Bonds
11. The Board of Adjudication is to be constituted by the Central Government which is to be presided over by the retired Chief justice of High Court or retired Judge of Supreme Court. The Board of Adjudication will take the disputes arising out of various directives issued by the CWC. The Waqf Board in the events of being aggrieved, will come to submit their legal and factual arguments, consequently the legal and litigation work of CWC is likely to increase.
- 12 Earlier, Council has been advisory body to Central government. The role has been further increased to advise the State governments and State Waqf Boards as well as on the matter concerning the working of the Waqf Boards and due administration of the auqaf. Thus it is supposed to advise the 31 State Waqf Boards and the State Governments on various issues pertaining to Auqaf Administration.
- 13 The State government or as the case may be the Board shall furnish information to the CWC on performance of the SWBs particularly on (i) Financial Performance (ii) Survey (iii) Maintenance of Waqf deed (iv) Revenue records (v) Encroachments of Waqf Properties (vi) Annual reports and (vii) Audit reports etc.
- 14 Consultation for the CWC has been made compulsory for the Central Government for the constitution of Common Waqf Board. The consultation process is legal cum advisory function which may increase when the Waqf Boards are to be constituted for States like Goa, Arunachal Pradesh, Mizoram, Nagaland and Sikkim etc due to their demography (Sec 106).

15 Consultation of the CWC has been made compulsory for the Central government for the re-organization of Wqaf Boards (Section 102).

16 CWC shall organise more conferences at National and Zonal level.

1.9 Organizational Set-up:

1.9.1 Apex-level Structure and Management of CWC

CWC at the apex level is chaired by the Union Minister in charge of Ministry of Minority Affairs, and consists of the eminent experts/ professionals/scholars/Parliamentarians etc. as Members of CWC. All the Members of CWC are appointed by Central Government from among the Muslims. Composition of the CWC at apex level is as follows:

- a. Union Minister, Ministry of Minority Affairs, as Ex-officio Chairperson.
- b. Three persons to represent Muslim organisations having all India character, and national importance.
- c. Four persons of national eminence, one each from the fields of administration or management, financial management, engineering or architecture and medicine
- d. Three Members of Parliament of whom two shall be from the House of the People and one from the Council of States
- e. Chairpersons of three Boards by rotation
- f. Two persons who have been judges of the Supreme Court or a High Court
- g. One advocate of national eminence
- h. One person to represent the mutawallis of the Waqf having a gross annual income of rupees five lakhs and above

- i. Three persons who are eminent scholars in Muslim Law

The term of office of, the procedure to be followed in the discharge of their functions by, and the manner of filling casual vacancies among members of the Council shall be such as may be prescribed by rules made by the Central Government vide Sub Section (1) and (2) of Section 9 of the Waqf Act, 1995.

1.9.2 Day-to-day Functional Set-up

CWC has total sanctioned staff strength of 32. Executive head of CWC is Secretary who is responsible for day-to-day functioning of CWC. He exercises powers of control, supervision, and management over the office and of the Council, to implement, and execute the mandate vis-a-vis salient features enshrined in the Waqf Act from time to time. Secretary is appointed by and reports to the Union Minister, MoMA in all the matters of CWC. Post of Secretary is a Group A post equivalent to the rank of Director of any Department/Ministry in Central Government, and is appointed on fixed tenure/deputation basis from among officials of State/Central Government.

Secretary is assisted by 4 officers, one each in the areas of (i) Development, (ii) Administration, (iii) Accounts, and (iv) Legal Matters. All the officers are supported by technical/secretarial/administrative staff.

All the staff right up to the Secretary is governed by CCS (CCA) Rules and DoPT Orders issued from time to time by Central Government.

At the peripheral level, CWC is supported by four Committees with specified/defined mandate for each Committee to guide, supervise, and advice the CWC in its regular and day-to-day

activities. Members of the Committees are drawn from the members of CWC.

These Committees meet periodically and discharge their responsibilities, as assigned under the CWC Rule, 1998. Brief details of these 4 Committees are as follows:

(A) Planning & Advisory Committee

The Planning & Advisory Committee is one of the four Committees constituted from amongst the members of the Council to look after the Council's personnel, administrative and financial issues. The Committee examines and recommends the annual budget on administrative and welfare programmes of the Council.

(B) Waqf Development Committee

The Waqf Development Committee of the Council look after the non-plan Scheme sponsored by the Ministry of Minority Affairs and operated by the Council. The scheme for developing the Waqf properties with a view to augment the resources of the Waqfs for better realization of its objectives is one of the major programmes of the Council.

(C) Education and Women Welfare Committee

Education and Women Welfare Committee deals with the issues related to educational schemes and loans given under this scheme.

(D) Monitoring Committee

Monitoring Committee deals with issue of monitoring of various ongoing projects for which the CWC give loans through Grants in Aid from the Ministry and overall monitoring of CWC's work.

1.10 Rationale for the present Study

Thus far, the functions of CWC are concise in nature. However, after the enactment of the recent amendments to the Waqf Act, i.e., The Waqf (Amendment) Act, 2013, with effect from 1st November, 2013 have widened, and enlarged the scope, gamut, and functions of CWC. There are challenging and diversified tasks ahead of CWC, as against the specific responsibilities till recently.

Having a glance at some of the significant provisions of The Waqf Act, 1995 Amended in 2013 will assess the impact of the new Act vis-a-vis enhanced roles and responsibilities spreading across the length & breadth of the country.

To gauge the quantum of work load to be handled by CWC, as per the directives and obligations of the Waqf Act, 1995 Amended in 2013, some of the significant provisions of the amended Act have to be assessed thoroughly. The amended Act has empowered the CWC through advisory role to monitor, streamline, document and regulate the State Boards to the extent of Waqf properties, inventories, litigations, income etc.

Major challenge ahead of CWC is to quantify the re-defined roles and responsibilities of CWC in a systematic, judicious manner, in order to realize all the significant provisions of the Waqf Act, 1995 Amended in 2013.

Current organizational set-up of CWC is already saddled with

- a. expanded roles of developmental activities to enhance skill development efforts of Muslim communities at micro/macro level,
- b. Constraints at the organisational level, i.e., loose-structure, small-office orientation, non-hierarchical functional-set-up etc.

- c. Lagging behind in the project implementation on monitoring of computerization of waqf properties, supervision of SWBs on computerization of waqf properties etc.

The challenges of CWC are further confounded with the latest and expanded functions and roles. These have entrusted CWC with elaborate powers, duties, and responsibilities spreading into all State Boards.

Even the Justice Sachar Committee Report (2006)¹ has also strongly recommended for the strengthening of CWC by restructuring the composition of CWC. Joint Parliamentary Committee in its 9th report (2008)² also strongly made recommendation for empowering of CWC through appointment of senior level officer as Secretary CWC and its role should not limit to advising the Central Government but would be able to advise State Governments and SWBs and empowered to call any information relating to Waqf. Post Sachar Evaluation Committee report (2014) also advocated for strengthening of CWC by quoting, "In order to perform the expanded role, the Waqf Development Corporations, the Central Waqf Council and State Waqf Boards needs to be strengthened by the Central/State Governments"³. Moreover, looking at the current constraints at organizational level, and synchronizing the present Organizational set-up with the obligations of the recently amended Waqf Act, there is a huge scope for overhauling of the entire organizational set-up.

¹ Justice Rajinder Sachar Committee Report (2006), "High Level Committee Report on Social, Economic and Educational Status of the Muslim Community of India", Government of India.

² Ninth Report of Joint Parliamentary Committee on Waqf (2008), Rajya Sabha Secretariat, New Delhi

³ Final Report of Post Sachar Evaluations Committee (2014) Presented to Ministry of Minority Affairs, New Delhi

Ministry of Minority Affairs, envisioning the future hurdles of CWC in view of the above complexities, has requested NILERD to conduct "Study on Restructuring of Central Waqf Council" specifying the objectives of the study.

1.11 Objectives of the Study

1. To assess the work load of CWC vis-a-vis present staff strength to handle it and recommend actual requirement of staff
- 2 Study the present hierarchy, level of submission and examination of issues and methodology adopted in disposal of work and give their recommendations in light of future requirement
- 3 Study the work of legal matters pending in CWC vis-a-vis present staff strength to deal with the task
- 4 Study the current activities implemented by CWC and assess the need of these programmes in future
- 5 Study the management of old files and records of Waqf properties and suggest their better management for record and retrieval as and when required.

1.12 Study Design and Methodology

Manpower requirement/Assessment has been estimated on the basis of work measurement/work load assessed through time study. For conducting the time study for work measurement/work load, the following steps were taken.

For casting an activity list, the functionary accessible was approached. The method was to obtain a written document or record and supplement it by observation or interview, where necessary. All the activities performed in relation to one of the main functions of the organization and another, called 'task list' or 'duty list', showing

the distribution of various tasks (each duty and type of work) in an activity among each staff member, were prepared. Each task list contained information showing the name, title, grade, and unit to which the staff member belongs.

The duty list shows the main work/duties actually performed and included estimates of the relative amounts of time devoted to each main duty. The duties listed were those typically performed over a period of time. The time estimates for each duty were used for getting an idea of the relative divisions of work time among different duties rather than for work measurement purpose. The duty list also included information about the volume of work produced; such time measures were taken from employees approximated by supervisors.

For conducting the time study, the data on the following items/indicators were collected from Central Waqf Council (CWC). They are as follows:

1. Organisational goals, mission, objectives, activities, functions, category-wise total employee strength, organizational structure, organizational manual, activity list, duty list and work distribution chart.
2. Category-wise list of employees, task entrusted, how much time he is spending on that particular activity, each element of task completion, work load assessment, time allocation to each task etc.

1.13 Methodology of the Study

Before actually launching of the study, a request for conducting a study on "Restructuring of Central Waqf Council (CWC)" was received from the Ministry of Minority Affairs, Government of India to NILERD, Delhi. Meetings and presentations

were held with the Joint Secretary, Ministry of Minority Affairs (MoMA), Government of India, to discuss the issues and objectives of the study. On the basis of discussions, the proposal was prepared, revised and finalized, and then, the MoMA awarded the study to NILERD.

In the beginning, NILERD study team discussed the modalities of the study with the Secretary, CWC, the highest level functionary, and other officials of CWC. Then, NILERD study team carried out a survey of various units of CWC to acquaint and reconnaissance and to familiarize themselves with the type and nature of work performed in each unit. In consultation with the concerned senior responsible officials of the units, NILERD team formulated a questionnaire, eliciting background data and various jobs performed by them to accomplish goals/objectives of the units. Detailed discussions were held with each senior official of the unit before finally adopting the questionnaire for furnishing the quantitative data of their detailed activities.

After receiving quantitative data on various activities based on the questionnaire from different units, an in-depth study was carried out in all units. In-depth study consists of detailed discussion with all employees of the units eliciting time spent by each employee on various activities in the preceding one year, such as development and project work, seminar/conference/meetings conducted, minutes/agenda papers prepared, various notes prepared, field site visits, management of office administration and establishment work, legal issues, and accounts matters etc.

On the basis of fair estimation of total annual man-hours spent on each activity by all staff of units, NILERD team arrived on total man-hours spent of the unit. Then the current manpower required

in each unit was assessed on the basis of total man-hours, besides other functional requirement of each unit.

Requirement of manpower in view of restructuring of CWC was estimated on the basis of the discussion with Secretary and other officials based on their future work programme / plan for next five years.

As regards the restructuring of CWC, a detailed discussion with the Secretary CWC, Ministry officials and other concerned staff members in view of the mandate/objectives of CWC and restructuring is proposed for smooth disposal of work of CWC without disturbing the hierarchical scenario.

A detailed statement of pending legal matters was compiled while deciding the staff strength of the CWC. A detailed discussion was held in regard to the old file/record maintenance. Discussions were held on old files and record keeping with CWC officials to suggest the system for record keeping.

1.14 Finalization of the Report

After preparation of preliminary draft report and results arrived by NILERD study team, in-depth detailed discussions were held with different unit heads and Secretary, CWC. On the basis of in-depth discussion with them, the draft report was finalized by taking into consideration their views/opinions. The draft report was then submitted to the MoMA for further comments and observations. A meeting was held under the chairmanship of Joint Secretary (H/W) between study team of NILERD and MoMA officials including CWC officials to discuss the draft report. On the basis of their suggestions, the draft report was revised and finalized.

CHAPTER - II

Workforce Planning and Restructuring: A Theoretical Framework

2.1 Background

Human resource is the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce as well as the values, attitudes and benefits of an individual involved. Human resource is the most valuable assets of an organization, not money or physical equipment. An organization's performance and resulting productivity are directly proportional to the quality and quantity of human resources.

An organization on the bases of its requirements plans for right number and skills of human force to suit its present and future needs and after planning manpower requirement, recruitment and selection process can begin. After selecting an employee by an organization as a member of its personnel function, the next step is to place him on the right job and orienting him to the organization.

Proper selection and placement of human resources would not only contribute to achievement of objectives and smooth running of an organization but also offer significant potential for future development. Therefore building and maintaining effective human resources is very important function of human resources management.

This chapter gives a theoretical discussion on the workforce planning and restructuring of an organization for its efficient functioning. As discussed in our earlier chapter, the Central Waqf Council (CWC) is a statutory body, which was set up in 1964, presently working under the administrative controls of the Ministry of the Minority Affairs. The CWC in order to manage its diversified functions/activities effectively and smoothly needs to strengthen/restructure its current workforce capacity. In last few

years, the CWC has been expanded significantly which requires expansion of its structure by strengthening its IT, Legal and Finance wings. In view of this, the following discussion will provide a backdrop for the understanding of importance of workforce planning and restructuring of an organization.

2.2 What is Workforce Planning?

Before looking at the literature it would seem helpful to clarify what is meant by 'workforce planning' and how it can be distinguished from other concepts? A number of definitions abound. Perhaps the most simple and most commonly used definition describes workforce planning as:

A more comprehensive definition, which highlights some of the procedural issues involved, defines it as: A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet that demand (Reilly, 1996)⁴. The term itself is a relatively new one which is used interchangeably with older terms such as 'human resource planning', 'succession planning' and 'building bench strength'. In the past workforce planning was predominantly known as 'manpower planning'. Although still used occasionally, there has been a move away from this latter term due to its gender-unequal connotation and because it suggests a mechanistic quantitative approach to thinking about the workforce (Reilly, 1996). Manpower planning is associated with a rather centralized, number crunching type of process, whereas workforce planning allows for a greater recognition of qualitative issues, especially concerning skills, and is appropriate in a variety of organizational settings.

⁴ Reilly P (1996), *Human Resource Planning: An Introduction*, Institute of Employment Studies,
Report 312.

Manpower planning is determination of right number and right skills of human force to suit present and future needs. Manpower planning is defined by Stainer "strategy for the requisition, utilization, improvement and preservation of an enterprise's human resource. It relates to establishing job specifications or the quantitative requirements of jobs determining the number of personnel required and developing sources of manpower."⁵ Manpower planning is a process determining requirements of right number and right kind of human force at right place and right time. Objectives of manpower planning are to ensure optimum use of human resources currently employed. To assess future skills requirement, to provide control measures to ensure that necessary resources are available as and when required, to determine requirement level, to anticipate redundancies and avoid unnecessary dismissals and assess training and development needs.

Each organization needs manpower planning. An organizational unit is started to accomplish certain goals. Which requires human resources with necessary qualification? These are provided through effective manpower planning. Comprehensive manpower planning helps to optimize effectiveness of human resources. In an organization, employees who have grown old or who resign, retire, die or become incapacitated because of mental or physical ailment have to be replaced and new employees have to be recruited. This can be done through manpower planning. It is also needed for identifying surplus or shortage manpower areas and there by balancing manpower. In short manpower planning provides right size and structure of human resources which provides the basic infrastructure for smooth functioning of an organization. It minimizes

⁵Stainer G (1971) *Manpower Planning*, Heinemann Studies in Management, International Publication Service.

the cost of employment and nullifies the effects of disruptions in developing and utilizing the human resources.

2.3 Approaches to Workforce Planning

Bechet (2000)⁶ believes that the traditional approach to workforce planning - taking the practice as part of an annual planning process, defining future needs for the planning period using a template at a common level of detail based on common planning parameters and then combining these to create an overall picture of needs- is not working and proposes taking a different approach.

According to him, workforce planning would benefit from being more pragmatic. The objective needs to be changed so that it is seen as building a context for decision-making, not predicting the future. Part of the reason manpower planning went out of favour in the 1980s was because it failed to predict the downturn in the economy (Sullivan, 2002a)⁷. If organizations continue to regard workforce planning as providing a complete understanding of the future they will ultimately be disappointed.

Since we cannot hope to predict the future needs with any certainty, Bechet proposes that it is better to think of workforce planning as providing a longer-term context within which more effective near-term staffing decisions can be made. It makes sense that the best 'near-term' solutions, such as how to organize a succession plan, can only be determined once we understand what the future workforce will look like. Workforce planning should be seen a decision filter through which other plans need to pass (Sullivan, 2002b)⁸.

⁶ See Bechet T (2000), 'Developing Staffing Strategies that Work: Implementing Pragmatic, Non- traditional Approaches', *Public Personnel Management, Vol. 29* (4)

⁷ Sullivan, J. (2002a). 'VP of HR: Stop being surprised (workforce planning Part 1 of 2)', 28 August.

⁸ Sullivan, J. (2002b) 'Why workforce planning fails: Part 2', *Industry Trends*, 19 August.

2.4 Human Resource Skills

Some of the problems with workforce planning relate to the incongruence of the process with the traditional HR function (Friel, 2002)⁹. Most HR leaders oversee established, routine work involving benefits, payroll processing and job classification. Time which could be spent doing strategic work is often eaten up by HR administration. In the US, some federal agencies such as the Internal Revenue Service, have attempted to counteract this problem by splitting the two sides of the HR function to create two departments (Friel, 2002). Moreover, HR staff lack some of the skills that would help them to do workforce planning properly (Sullivan, 2002b). They are usually measured and rewarded for short-term objectives, and are unaccustomed to thinking in the long-term. They may also lack an understanding of official issues which makes it difficult to align current and future workforces to meet future product and service demands and to demonstrate the high return on investment that planning offers.

In the past workforce plans have been approved on the basis of personal credibility, not quantifiable metrics, which do not stand the test when organizations run into difficulties. Sullivan (2002b) recommends that organizations consider training their HR staff in the relevant skills and revisiting their performance management and bonus schemes so that they measure and reward workforce planning.

2.5 Lack of Integration

One of the procedural benefits of workforce planning is that it integrates the various activities and functions of an organization. In practice, it is often done independently of other processes whilst

⁹ Friel B (2002), 'Reality Check', *Government Executive*, May, Washington.

there is a danger of exercising too much corporate power over different units (Sullivan, 2002d)¹⁰.

2.6 Integration of Planning Processes

In the past, the process of workforce planning was independent to other resource allocation activities such as budgeting and production planning. As a result, workers found themselves confronted with different and often contradictory forecasts (Sullivan, 2002d). A number of models of workforce planning propose that forecasting should begin with an appreciation of the future direction of the organization. The importance of aligning strategic and workforce plans has been emphasized in academic research. There has long been the argument that HR practices that are consistent with or support organizational strategy are more effective than those that do not (*eg* Schuler & Johnson, 1987)¹¹. A recent study by Khatri (2000)¹² used a typology of organizational strategies on a selection of Singaporean organizations and found that type of business strategy moderated the effect of an organization's HR practices on its performance. For some organizations workforce planning was not a good thing as it was negatively associated with their non-financial performance. It was concluded from this research that HR managers should not copy others blindly but need first to fully understand the strategies pursued by their organizations.

As mentioned earlier strategic planning-workforce planning relationship is a two-way process (Reilly, 1996). Just as a strategic plan informs a workforce plan, so it may work the other way. An organization cannot run efficiently without the right pipeline of

¹⁰ Sullivan, J. (2002d), 'Why workforce planning fails: Part 2', *Industry Trends*, 19 August.

¹¹ Johnson G (1987), *Strategic Change and the Management Process*, Blackwell.

¹² Khatri N (2000), 'Managing Human Resource for Competitive Advantage: A Study of Companies

people to staff it, and conversely, HR cannot staff correctly unless it understands what the business needs and plans are. Although traditionally HR has functioned downstream of strategic planning, being expected to operationalise it rather than assist in its formulation (Purcell & Ahlstand, 1994), an organizational strategy is blind if it does not include a consideration of employee supply and demand issues. The need for workforce planning to inform business planning is demonstrated in the following case study.

2.7 Integration of Local Units with Centre Authority

One of the benefits of workforce planning is the integration of the local units and the provision of a more centralized control (Reilly, 1996). However, this act of integration is not without its associated problems. Sullivan (2002) believes that, rather than enforcing a top-down approach, organizations should try to encourage local ownership. He believes that middle and line officials need to feel an involvement in workforce planning both to ensure that it is implemented and because they need to be informed to be able to supply the necessary information. Others have warned how the corporate centre should be cautious about how it exercises its powers (Reilly, 1996). If it is too rigid and lacks sensitivity to the varying needs of its units it will suffer the same problems that led to devolution a few decades ago.

Whilst it is tempting to integrate local plans into a master workforce plan, Bechet (2000)¹³ stresses keeping them separate and not consolidated. This is because the process of consolidation sometimes squeezes out the very detail that is most useful and ends up masking significant differences between units.

in Singapore', *International Journal of Human Resource Management*, Vol. 11 (2) pp. 336-365.

¹³ Bechet T (2000), 'Developing Staffing Strategies that Work: Implementing Pragmatic, Non-traditional Approaches', *Public Personnel Management*, Vol. 29 (4).

2.8 Organizational Structure

Design of organization structure is considered to be a matter of choice among a large number of alternatives. There are various forms of organization structure; however, not all of them are suitable for all situations because of the differences in contextual variables which affect the organization structure. The classification of organization structure is based on the way various activities are grouped together to create departments and units and prescribing their relationships in the organization. Thus, there are seven types of organization structure-line, line and staff, functional, divisional, project, matrix, and free-form. Each of these emphasizes different arrangement of organizational activities. Some of these are designed on mechanistic pattern, for example, line, line and staff structures; some are designed on organic or dynamic pattern, for example, matrix and free-form structures. Others have a combination of both mechanistic and organic patterns in varying degrees. Further, some of the structures are basic, for example, functional, divisional, etc; some emerge because of overlays which denote superimposition of one element over another, for example, matrix structure. Besides the basic organization structure, organizations may create committees taking personnel from different departments where the processes are quite different as compared to a department.

As mentioned earlier, the broad objective of the study is to assess the current working practice and to suggest future direction for its effective functioning. However for an in-depth understanding of the CWC and the problem associated in its functioning, various methods will be adopted during data collection and analysis. This study assessed their present performance in-terms of mandate and in house capacity in-terms of manpower strength and their efficiency level.

2.9 Restructuring

The past decade has seen important challenges to conventional organizational paradigms. New forms of management, emphasizing innovation, flexibility and the need for cultural change have been adopted - albeit unevenly - across a range of sectors. The current pitiable condition of Awqaf in India demands an overall shift in the perspectives, attitudes and outlook of the concerned officials towards the institution. Moreover, much-needed changes must be brought in the approach, strategy, planning and policies of the concerned Waqf Boards with regard to the Waqf management.

2.10 Time and Motion Study

The time and motion study is a work measurement technique for recording the times of performing a certain specific job or its elements carried out under specified conditions.

Time study is a direct and continuous observation of a task, using a timekeeping device (e.g. decimal minute stopwatch, computer-assisted electronic stopwatch, and videotape camera) to record the time taken to accomplish a task and it is often used when:

- √ There are repetitive work cycles of short to long duration.
- √ Wide variety of dissimilar work is performed, or
- √ Process control elements constitute a part of the cycle.

Time is the important thing in order to determine the success and performance of an organization. This happens because, time is the measurement tool for the level of organization's performance. The measurement of the product or service successfully would be known through the time study and time standard by work sampling and workers' complaint. It shows that time is the most important thing in determining performance and developing the operation level of the organization. Time is defined as a component

that used in measurement system to arrange events, compare duration time of an event and measure the motion of work element. Time is the huge thing in religion, philosophy and science, but it is define in a situation without controversy, that could be avoid consistently because it suits all kind of field. Total cycle time is means of the combine effect of cycle time in all work processes from the time needed until reach satisfaction. In short, the total cycle time is defined comprehensively. It include all work process cycle time, and it focus on a single process.

Time and motion study is the important aspect to determine the productivity of manpower. Another factor's that effect the performance rate is organizational structure, operation cost, work force and others. All this factors will effect differently to each other. Even though, time is the most influence element of an organization's performance. Whether the motion time or the production rate, this element is taken care in any transaction in an organization.

2.10.1 Steps for Direct time study

The following are some of the steps followed for the direct time study:

1. Define and document the standard method.
2. Divide the task into work elements.

These first two steps are conducted prior to the actual timing. They familiarize the analyst with the task and allow the analyst to attempt to improve the work procedure before defining the standard time.

3. Time the work elements to obtain the observed time for task.
4. Evaluate the worker's place relative to standard performance (performance rating), to determine the normal time.

Step- 3 & 4 is accomplished simultaneously. During these steps, several different works cycles and timed, and each cycle performance is rated independently. Finally, the values

collected at these steps are averaged to get the normalized time

5. Apply an allowance to the normal time to compute the standard time. The allowance factors that are needed in the work are then added to computer the standard time for the task.

2.10.2 Work Study

Work study is the systematic examination of the methods of carrying on activities so as to improve the effective use of resources and to set up standards of performance for the activities being carried out. Work study then aims at examining the way an activity is being carried out, simplifying or modifying the method of operation to reduce unnecessary or excess work, or the wasteful use of resources, and setting up a time standard for performing that activity. The relation between productivity and work study is thus obvious. If work study results in cutting down the time of performing a certain activity by 20 per cent, merely as a result of rearranging the sequence or simplifying the method of operation and without additional expenditure, then productivity will go up by a corresponding value, that is by 20 per cent. To appreciate how work study acts to cut down costs and reduce the time of a certain activity, it is necessary to examine more closely what that time consists of.

The term "work study" embraces several techniques, but in particular method study and work measurement. What are these two techniques and what is their relationship to one another?

Method study is the systematic recording and critical examination of ways of doing things in order to make improvements. On the other hand, Work measurement is the application of techniques designed to establish the time for a qualified worker to carry out a task at a defined rate of working.

Method study and work measurement are, therefore, closely linked. Method study is concerned with the reduction of the work content of a job or operation, while work measurement is mostly concerned with the investigation and of any ineffective time associated with it; and with the subsequent establishment of time standards for the operation when carried out in the improved fashion, as determined by method study.

Both method study and work measurement comprise of a number of different techniques. Although method study should precede the use of work measurement when time standards for output are being set, it is often necessary to use one of the techniques of work measurement, such as work sampling, in order to determine why ineffective time is occurring and what is its extent, so that management can take action to reduce it before method study is begun. Again, time study may be used to compare the effectiveness of alternative methods of work before deciding on the best method to install. For the present we must consider the basic procedure of work study which applies to **every** study, whatever the operation or process being examined whether in industry, in a service enterprise or in the office. This procedure is fundamental to the whole of work study.

Basic procedure of work study

There are eight steps in performing a complete work study. They are:

- (1) **Select** the job or process to be studied.
- (2) **Record** or collect all relevant data about the job or process, using the most suitable data collection techniques, so that the data will be in the most convenient form to be analysed.
- (3) **Examine** the recorded facts critically and challenge everything that is done, considering in turn: the purpose of the activity; the

place where it is performed; the sequence in which it is done; the person who is doing it; the means by which it is done.

(4) **Develop** the most economic method, taking into account all the circumstances and drawing as appropriate on various production management techniques (explained in Part Three), as well as on the contributions of managers, supervisors, workers and other specialists with whom new approaches should be explored and discussed.

(5) **Evaluate** the results attained by the improved method compared with the quantity of work involved and calculate a standard time for it.

(6) **Define** the new method and the related time and present it to all those concerned, either verbally or in writing, using demonstrations.

(7) **Install** the new method, training those involved, as an agreed practice with the allotted time of operation.

(8) **Maintain** the new standard practice by monitoring the results and comparing them with the original targets.

Steps 1, 2 and 3 occur in every study, whether the technique being used is method study or work measurement. Step 4 is part of method study practice, while step 5 calls for the use of work measurement. It is possible that after a certain time the new method may prove to be in need of modification, in which case it would be re-examined again using the above sequence.

CHAPTER - III

Assessment of Future Needs of Current Programmes/Activities Implemented by Central Waqf Council

3.1. Developmental Activities of CWC

With its expanded role, CWC forays into developmental activities for the overall upliftment of Muslim Community in general and to improve the enhanced quality of life at individual/household level.

The Central Waqf Council besides functioning as per the provision in the Act has also been participating in the developmental process of the community. Since 1975, it had initiated a scheme with the annual Grant-in-Aid provided by the Government of India for developing the Waqf properties on commercial line, with a view to augment the resources of the Waqf Institutions enabling them to enlarge their welfare activities for the benefit of the community. These projects are carried out in the following manner:-

3.1.1. Development of Urban Waqf Properties

(i) Major Projects on Waqf land

The Scheme for the Development of Urban Waqf Properties is sponsored by Ministry of Minority Affairs, Government of India and operated by Central Waqf Council. The scheme for the development of Urban Waqf properties is a major development programme of the Central Waqf Council (CWC), which is implemented with a view to protect vacant Waqf land from encroachers and to develop it on commercial lines for generating more income, in order to enlarge the welfare actives. CWC has been running this scheme since 1974-75 with yearly grant-in-aid from Government of India.

Under this scheme the council has been providing loan assistance through the concerned State Waqf Boards for taking up

economically/commercially viable buildings on Waqf land, such as commercial arcades, Marriage Halls, Hospitals, and Cold Storage etc. The Ministry of Minority Affairs, Government of India has been providing annual grant-in-Aid under its non-plan scheme for the above purposes.

State wise loan given under the scheme from out of the Ministry's Grant-in-Aid discussed as under:-

Table 3.1: State wise Number of Major Projects and Total Loan given under the Scheme Development of Urban Waqf Properties as on 31st March, 2016

(Rs. in Lakhs)

Sl. No.	States	Numbers of Projects	Total loan given
1	Andhra Pradesh	12	167.50
2	Bihar	09	40.09
3	Chhattisgarh	01	33.00
4	Delhi	03	5.50
5	Gujarat	02	180.00
6	Haryana	02*	200.00
7	Karnataka	49	1833.22
8	Kerala	20	811.40
9	Maharashtra	06	343.00
10	Madhya Pradesh	05	309.32
11	Manipur	02	51.30
12	Odisha	06	182.20
13	Punjab	02	89.08
14	Rajasthan	03	84.02
15	Tamil Nadu	18	324.80
16	Uttar Pradesh	03	139.00
Total		143	4,793.43**

Note: * Loan refunded

**This includes Rs. 27.47 Lakhs released to major projects, out of the revolving fund of the CWC in the Beginning of the Scheme.

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi: Annual Report, 2015-16

Under the scheme, loan is given to Waqf institutions in the country for taking up economically viable projects on the Waqf land such as commercial complex, Marriage hall, Nursing home, Cold store etc. The loan is repayable in 20 half yearly installments with moratorium of 2 ½ years, along with a "Donation" up to 4 per cent on outstanding loan to the "Education Fund" of the Council. Since 2015-16, CWC has taken 8 per cent "Administrative Processing Cost" (APC) on loan which is repayable into 10 half yearly installments with one year moratorium. The principal amount repaid by the loanee from "Revolving Fund" of the CWC, which is again utilized for financing Minor projects up to the tune Rs. 50 lakhs on same Term and Conditions (T&C) which was enhanced Rs. 50 lakhs to 75 lakhs in 2015-16. The payment of 4 per cent donation or 8 per cent processing cost and interest accrued on the bank deposits of the Revolving Fund from the "Education Fund" which is utilized for giving grants for various Education programmes of the CWC (Table 3.2).

Table: 3.2 State-wise Distribution of Donation/ Administrative Processing Cost received from 2011-12 to 2015-16
(Figure in Rs)

S. No	Name of the States	Donation (4%)/Administrative Processing Cost (8%)					
		2011-12	2012-13	2013-14	2014-15	2015-16	
						Donation	APC
1	Bihar	17.55 (0.4)	25.00 (0.6)	40.00 (0.8)	5.00 (0.1)	-	-
2	Jharkhand	-	-	10.00 (0.2)	15.00 (0.2)	-	-
3	Chhattisgarh	-	-	-	-	-	264.00 (7.5)
4	Gujarat	320.15 (7.9)	150.00 (3.9)	-	-	-	-
5	Haryana	-	300.00 (7.8)	435.00 (8.2)	778.60 (11.1)	-	-
6	Karnataka	1966.14 (48.7)	1374.77 (36.0)	1402.08 (26.5)	3298.28 (46.9)	20.30 (8.8)	1044.00 (29.8)
7	Kerala	896.29 (22.2)	427.07 (11.2)	524.69 (9.9)	859.86 (12.2)	210.10 (91.2)	1396.00 (39.8)
8	Madhya Pradesh	98.00 (2.4)	44.00 (1.2)	167.00 (3.1)	200.25 (2.9)	-	300.00 (8.6)
9	Maharashtra	131.65 (3.3)	444.41 (11.6)	693.33 (13.1)	811.85 (11.6)	-	500.00 (14.3)
10	Manipur	136.50 (3.4)	300.00 (7.8)	177.36 (3.4)	300.29 (4.3)	-	-
11	Odisha	324.10	372.78	586.29	357.90	-	-

		((8.0)	(9.8)	(11.1)	(5.1)		
12	Rajasthan	8.25 (0.2)	-	-	-	-	-
13	Tamil Nadu	139.79 (3.5)	384.61 (10.1)	1244.67 (23.5)	397.18 (5.6)	-	-
14	Uttar Pradesh	-	-	10.00 (0.2)	-	-	-
Total		4038.43 (100.00)	3822.64 (100.00)	5290.42 (100.0)	7024.22 (100.00)	230.40 (100.00)	3504.00 (100.00)

Notes: 1. Due to round off total may not tally

2. Figures within parentheses indicate Column %age to Total

Source: Central Waqf Council, Ministry of Minority Affairs: Annual Reports for respective years

Since inception of the scheme from 1974-75, the Central Government has released a total grant-in-aid amounting Rs. 4,765.96 lakhs to CWC, upto 31st March, 2016 (Table 3.3).

Table: 3.3 Year-wise Distribution of Grant-in-Aid Received from Government of India

Year	Grant-in-Aid (Rs.in lakhs)						
1974-75	5.00	1985-86	50.00	1996-97	165.00	2007-08	290.00
1975-76	10.00	1986-87	50.00	1997-98	108.17	2008-09	NIL
1976-77	15.00	1987-88	50.00	1998-99	149.00	2009-10	150.30
1977-78	20.00	1988-89	60.00	1999-00	169.00	2010-11	NIL
1978-79	30.00	1989-90	63.00	2000-01	180.00	2011-12	203.75
1979-80	38.00	1990-91	65.00	2001-02	140.00	2012-13	288.00
1980-81	40.00	1991-92	123.60	2002-03	158.00	2013-14	244.00
1981-82	60.00	1992-93	119.70	2003-04	158.00	2014-15	298.55
1982-83	50.00	1993-94	119.00	2004-05	137.00	2015-16	265.00
1983-84	45.64	1994-95	109.00	2005-06	143.25	Total	4,765.96
1984-85	50.00	1995-96	140.00	2006-07	206.00		

Source: Central Waqf Council, Ministry of Minority Affairs: Annual Reports for respective years

In turn the CWC has extended Grant-in-Aid to 142 major projects, out of these 142 projects, 85 projects have been completed and 37 projects were under progress (Table 3.4).

Table: 3.4 State-wise Distribution of Major Projects from 2010-11 to 2015-16

State/UTs	Major Projects					
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1. Andhra Pradesh	13(8)	12(8)	12(8)	12(8)	12(8)	12(8)
2. Bihar	9(5)	9(5)	9(5)	9(5)	9(5)	9(5)
3. Delhi	3(-)	3(-)	3(-)	3(-)	3(-)	3(-)
4. Gujarat	2(-)	2(2)	2(2)	2(2)	2(2)	2(2)
5. Haryana	1(-)	1(-)	1(-)	1(-)	1(-)	1(-)
6. Karnataka	45(29)	46(30)	48(30)	48(30)	48(30)	49(30)
7. Kerala	14(4)	14(8)	14(8)	16(8)	16(8)	20(8)
8. Maharashtra	6(3)	6(4)	6(4)	6(4)	6(4)	6(4)
9. Madhya Pradesh	5(-)	5(-)	5(-)	5(-)	5(-)	5(-)
10. Manipur	2(1)	2(1)	2(1)	2(1)	2(1)	2(1)
11. Odissa	6(5)	6(5)	6(5)	6(5)	6(5)	6(5)
12. Punjab	2(2)	2(2)	2(2)	2(2)	2(2)	2(2)
13. Rajasthan	3(3)	3(3)	3(3)	3(3)	3(3)	3(3)
14. Tami Nadu	18(14)	18(16)	18(16)	18(16)	18(16)	18(16)
15. Uttar Pradesh	3(1)	3(1)	4(1)	3(1)	3(1)	3(1)
16. Chhattisgarh						1(0)
Total Major Projects	132(7)	132(8)	135(8)	136(8)	136(8)	142(8)

Note: Figure within parentheses indicate number of completed projects

Source: Central Waqf Council, Ministry of Minority Affairs: Annual Reports for respective years

The principal amount repaid by the loanee under the scheme for the development of Urban Waqf Properties forms the "Revolving Fund" of the Council which is again utilized for advancing loans to minor projects up to the limit of Rs. 75.00 lakhs. The Council has extended total loans amount Rs. 620.61 lakhs of 95 Minor Projects, out of which 70 projects have been completed and 25 projects work under progress (Table 3.5)

Table: 3.5 State-wise Distribution of Minor Projects from 2010-11 to 2015-16

State/UTs	Minor Projects					
	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
1. Bihar	1(-)	1(-)	1(-)	1(-)	1(-)	1(-)
2. Karnataka	34(29)	34(29)	34(29)	34(29)	34(29)	34(29)
3. Kerala	13(9)	13(9)	14(9)	14(9)	14(9)	14(9)
4. Madhya Pradesh	17(13)	17(13)	17(13)	17(13)	17(13)	17(13)
5. Manipur	1(-)	1(-)	1(-)	3(1)	3(1)	3(1)
6. Odissa	9(7)	9(7)	9(7)	9(7)	10(7)	10(7)
7. Punjab	2(2)	2(2)	2(2)	2(2)	2(2)	2(2)
8. Tami Nadu	10(8)	10(8)	10(8)	10(8)	10(8)	10(8)
9. Uttar Pradesh	1(-)	1(-)	1(-)	2(1)	2(1)	2(1)
10. Jharkhand	2(-)	2(-)	2(-)	2(-)	2(-)	2(-)
Total Minor Projects	90(68)	90(68)	91(68)	94(70)	95(70)	95(70)

Note: Figure within parenthesis indicate number of completed projects

Source: Ministry of Minority Affairs, Central Waqf Council: Annual Reports for respective years

(ii) Minor Projects on Waqf land

The repayment of loan forms the Revolving fund of the Council, which is re-utilized for the same purpose by advancing loan up to Rs.75.00 lakhs to the Minor Projects on Waqf land, under the same terms and conditions as applicable in the major Projects. The scheme is also applicable in the Rural Waqf Properties.

Table 3.6: State-wise Details of the Loan Released for Minor Projects out of the Revolving Fund as on 31st March (Rs in Lakhs)

S. No.	States	Number of Projects	Total Loan Given
1	Bihar	01	9.35
2	Jharkhand	02	10.00
3	Karnataka	34	173.00
4	Kerala	14	162.05
5	Madhya Pradesh	17	64.39
6	Manipur	03	75.00
7	Odisha	10	70.87
8	Punjab	02	7.59
9	Tamil nadu	10	36.96
10	Uttar Pradesh	02	11.40
Total		95	620.61

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi: Annual Report, 2015-16

3.2 Educational Schemes

The Central Waqf council has also been actively involved in carrying out the social and welfare obligations of the community by undertaking various financial support programme, such as establishment and strengthening of Industrial Training Institutions (ITI's) and Vocational Training Centres (VTCs) in Muslim concentrated areas by extending Grant-in-Aid directly to the Non-government Organizations (NGOs) and Technical Institutions.

Presently the following programmes are being funded by Central Waqf Council:-

- i) Matching grant to the State Waqf Boards for providing scholarship to the School students, Madrasa students and to the students doing Technical/Professional Diploma Courses in their respective States;
- ii) Grant for the establishments of I.T.I's in the Muslim concentrated areas;
- iii) Financial assistance to Voluntary Organizations for Vocational training Centres; and
- iv) Financial assistance to Libraries for developing book Bank.

Table3.7: State wise Financial Assistance Given to NGOs/Educational Institutions during last 10 years

S.No.	States	NGOs/Educational Institutions
1	Andhra Pradesh	25
2	Assam	08
3	Bihar	22
4	Delhi	14
5	Gujarat	07
6	Jammu & Kashmir	17
7	Haryana	03
8	Karnataka	20
9	Kerala	05
10	Maharashtra	54
11	Madhya Pradesh	42
12	Manipur	11
13	Orissa	03
14	Rajasthan	07
15	Tamil Nadu	01
16	Tripura	11
17	Uttarakhand	02
18	Uttar Pradesh	127
19	West Bengal	23
Total		402

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

3.3 Organising Conferences/Seminar under awareness Programme

One of the functions of the Council is to organize Conferences/Seminars under awareness programme to promote the interest of the Council and to sensitize the Waqf institutions about their new role and functions. Under this programme, during last five years from 2011-12 to 2015-16, seventeen national conferences/seminars were organised in different states. During 2015-16, only four conferences were organised. Details of National conference/seminars organised by Central Waqf Council (CWC) during last five years has been given as under:

Table 3.8: Detail of National Conference/Seminars organized by CWC from 2011-12 to 2015-16

Sl No.	Name of the State	Year	No. of National Conference/Seminars
1.	Odisha, Kerala, Bihar and Delhi (National Conference)	2015-16	4
2.	Meghalaya, Bihar, Gujarat, Chhattisgarh, Himachal Pradesh, Karnataka and Madhya Pradesh	2014-15	7
3.	Delhi (National Conference)	2013-14	3
4.	Haryana, West Bengal and Bihar	2012-13	3
5.	-	2011-12	0
Total			17

Source: Central Waqf Council, Ministry of Minority Affairs: Affairs: Annual Reports for respective years

Analysis of data revealed that number of national conferences organized by CWC is less during last five years. Even during 2011-12, not even a single national conference was organized.

3.4 Evaluation of Programmes/Activities implemented by CWC

3.4.1 Development of Urban Waqf properties

(i) Major Projects on Waqf land

Data indicates that CWC has extended Grant-in-Aid to 142 major projects, out of which 85 projects have been completed and 37 projects are in progress. Around 60 percent of the projects have been completed successfully. Since the majority of the projects have completed, it may be concluded that the schemes is viable and fruitful and there is a need of continuation of this scheme in future also.

(ii) Minor Projects on Waqf land

CWC has extended a loan of Rs.620.61 lakh to 95 minor projects, out of which 70 projects have been completed and 25 projects are in progress. On the basis of available data, it is observed that about 74 percent of minor projects have been completed. It may be concluded that this scheme should be continued in future also with more rigorous monitoring.

3.4.2 Educational Schemes

During last ten years financial assistance was given to 402 Educational Institutions. Highest number of these institutions was in Uttar Pradesh i.e.127 (31.59 percent). From the available data may be concluded that on an average 40 institutions per year were given financial assistance throughout India which is very less. More funds should be allotted to this scheme so that more and more institutions get benefit in future. This scheme should also be continued in future.

3.4.3 Organizing conferences/Seminars under awareness programme

During last five years, only 17 national conference/seminars were organized under awareness programme. No conference was organized during 2011-12. Available data shows that these conferences/seminars are very less. These should be organized in more and more numbers in more states. These should be continued in future also.

Study team observed and strongly recommends the continuation of these schemes run by CWC in future with allocation of more funds, so that more beneficiaries should get the benefit of these schemes. These schemes are commercially viable schemes.

CHAPTER - IV

Diagnostic Analyses of Central Waqf Council

4.1 Introduction

The present chapter discusses diagnostic analyses of Central Waqf Council. The diagnostic analysis of any organization may be done on the basis of SWOT analyses or organizational analyses. For CWC, the approach of SWOT analyses was adopted.

4.2 Background

In the meeting with Ministry of Minority Affairs (MoMA) officials, the Ministry officials briefed about council affairs and explained why the need for revamping or restructuring of CWC required. From the discussion, it was observed that functioning of CWC is not well and not on expected lines as per the requirement. Functioning of CWC is in a shamble condition that's why strengthening of CWC must be needed in view of fulfilling its objectives and functions as listed in the amended Waqf Act.

Furthermore, the study team visited CWC office and had detailed discussion with Secretary and other concerned officials on several aspects of functioning of CWC. On the basis of discussions and facts (data/information) the study team tried to conduct diagnostic analyses through SWOT analysis.

The study team observed the following points during the visit and discussions.

- 1) The Council has lot of Strength, Weakness, Opportunities and Threats.
- 2) Council has very good area of operation i.e. Waqf. Through Waqf Council can do lot of good things for the welfare of community through Sate Waqf Boards (SWBs).

- 3) Council has to implement its agenda through Waqf Act and Model Waqf rules.
- 4) Council has strong infrastructure facilities and strong backing of ministry as well as strong financial position.
- 5) Though the council has few strengths but also having some weaknesses. Some of them are inheritance weaknesses.
- 6) Officer's positions have been lying vacant and not filled due to one or other reasons.
- 7) Limited autonomy of Secretary in regards to financial powers leads to hamper work.
- 8) Suo moto actions taken by the CWC are almost negligible.
- 9) Ambiguity in Recruitment Rules leads to non filling of vacant positions.
- 10) There is no review mechanism of SWBs and Council at present.
- 11) There is no annual work plan of CWC and Boards presently.
- 12) Planning, resource, monitoring and evaluation components are missing in the functioning of CWC.
- 13) Weak and delay follow-up action taken by SWBs.
- 14) In spite of so many weaknesses of CWC, it has lot of opportunities to work in the area of Waqf.
- 15) Opportunity to make all Waqf properties litigation free, encroachment free and illegal occupancy free.
- 16) Opportunity to make Waqf corruption free.
- 17) Opportunity to take suo-moto actions in Waqf affairs anywhere in India.
- 18) Opportunity to identify Waqf properties and development of these properties.
- 19) Opportunity to carry out welfare programmes as per the intents of Waqifs. In spite of good opportunity to work in the Waqf area, the Council has been facing lot of threat perceptions.

20) Growing encroachment, litigation, illegal occupancy, misusing, and corruption in Waqf properties.

21) SWBs supposed to oblige to implement the decisions of CWC but CWC has no powerful tools for enforcement of its decisions.

On the basis of discussion on the above points, the study team conducted SWOT analyses of CWC.

4.3 SWOT Analysis of CWC

Strength

1. Strong backing support of Ministry of Minority Affairs.
2. Strong infrastructure facilities.
3. Efficient and sincere third line of Human Resource (Support Staff specially Assistant and Accountants).
4. Strong Financial position.
5. Waqf Act, 1995 Amended in 2013.
6. Strong leadership of CWC (Secretary).
7. Model Waqf Rules.

Weakness

1. Second line of leadership is missing in CWC.
2. Shortage of manpower.
3. Non-finalization of Recruitment Rules of CWC.
4. Weak presence felt of CWC in SWBs.
5. Lack of suo-moto actions in Waqf affairs of States.
6. Planning, Resource, Monitoring and Evaluation components are missing in the functioning of CWC.
7. Weak response of SWBs on the advisory issued by CWC.
8. Poor Record Management and Poor Up-keep of Library.
9. No Zonal Offices of CWC in India.
10. Weak follow-up actions taken by SWBs

11. Weak implementation of decisions taken by CWC by the SWBs
12. Limited financial autonomy of CWC
13. Weak recovery of one percent contribution from the income of SWBs
14. Absence of strong periodical review mechanism of SWBs by CWC
15. Work of identification of properties (Survey) by SWBs is at a very slow speed
16. Weak administrative grip of CWC upon SWBs
17. Lack of manpower for enforcement of CWC directives on SWBs

Opportunities

1. Waqf is vast, lot of opportunities to work
2. Make all Waqf properties litigation free
3. Make all Waqf properties encroachment free
4. Illegal occupancy in Waqf properties should be removed
5. Make the Waqf affairs corruption free
6. Suo moto actions by CWC required as and when necessary
7. Identification of all properties of Waqf (Survey)
8. Development of Waqf properties under Section 32 (4) of Waqf Act
9. Full implementation of the provisions of Waqf Act
10. Carry-out welfare programmes as per the intent of Waqifs
11. Rationalization of leasing rules of Waqf properties.
12. Organizing seminars, regional conferences and awareness programmes at Zonal , State and National level

Threats

1. Growing encroachment of Waqf properties
2. Growing litigation on Waqf properties
3. Illegal occupancy of Waqf properties

4. Misuse of Waqf properties
5. Growing menace of corruption in Waqf affairs
6. Growing mismanagement in SWBs

On the basis of SWOT analyses, it was observed that there is an urgent need to revamp or restructuring of CWC so as to stop going further deterioration. Secretary of CWC in its wisdom initiated a note for revamping of the CWC to the Ministry of Minority Affairs (MoMA). MoMA also sensed the bad smell in the functioning of CWC and initiated a work on revamping of CWC by conducting a professional study in a scientific manner from a professional research organization on restructuring of Central Waqf Council.

CHAPTER - V
Restructuring of Central Waqf Council

5.1 Introduction and Rationale for Restructuring

To make an organization efficient and good performer, a good and proper structure of the office is required. A good and proper structure of any organization should be such that all human resources should be distributed among different functions/divisions/units in such a manner that there should be no hierarchical clash among different designations. Delegation of power and reporting should be according to the official requirement in a proper structure.

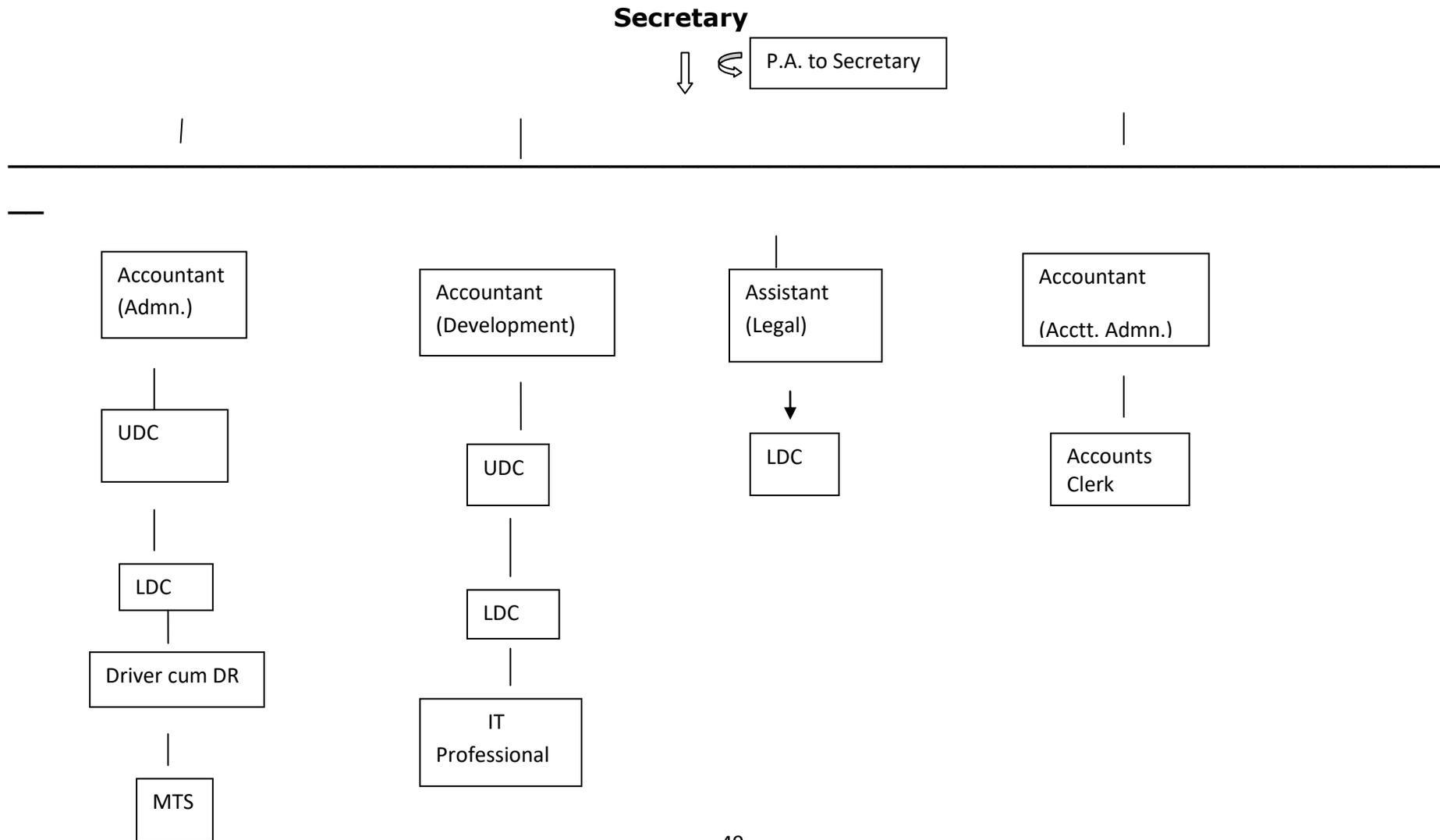
Ministry of Minority Affairs under which CWC is functioning feels that the CWC should be strengthened by overcoming all these problems which the CWC is facing and it should make it more powerful and vibrant body to advise State Waqf Boards efficiently. Presently the CWC is functioning in lot of constraints and limitations, obviously in such circumstances any organization cannot work efficiently. Logically it has to be improved by restructuring.

5.2 Existing Organizational Structure

Existing organizational structure of CWC is in a very shamble condition. There is no proper organizational structure and not based on scientific approach or organizational requirement. All officers positions are lying vacant except Secretary for a pretty longer period and only subordinate positions are filled in. In the absence of second line officers, it is very difficult for the Secretary to deal with the staff. He has to be deal with each and every staff individually which is unbecoming for the head of the organization to work in such a

peculiar situation. Though the study team did not find any formal organizational structure but make its own organizational chart. It indicates that CWC is functioning without any official organizational structure. But on the basis of discussion and observations, study team prepared its own present organizational structure of CWC in which CWC is functioning on the basis of work distribution. Present Organizational Structure of Central Waqf Council is shown below.

Chart 5.1: Present Organizational Structure of Central Waqf Council



Each unit or division or piece of work is handled by Accountant. Administration is handled by one Accountant designated as Accountant (Admn.) supported by UDC and LDC. Development related matters are being handled by Accountant designated as Accountant (Development) and supported by UDC, LDC and Accounts Clerk. Scheme of Computerization is also being looked after by the Accountant (Development) assisted by two IT personnel on contractual basis. Legal affairs are being handled by an Assistant assisted by two LDCs. Accounts related work is supervised by Accountant (Acctt. Admn.) and assisted by one Accounts Clerk.

Table 5.1 Pay Scales in Present organizational structure

Sl. No.	Post	Pay Scale	
		Grade Pay	Pay Band
1	Secretary	Rs.8700	Rs.37400-67000
2	PA to Secretary	Rs.4200	Rs.9300-34800
3	Development Officer	Rs.4800	Rs.9300-34800
4	Assistant Administrative Officer	Rs.4800	Rs.9300-34800
5	Assistant Accounts Officer	Rs.4800	Rs.9300-34800
6	Assistant Law Officer	Rs.4800	Rs.9300-34800
7	Assistant	Rs.4200	Rs.9300-34800
8.	Accountant	Rs.4200	Rs.9300-34800
9.	Assistant Programmer	Rs.4200	Rs.9300-34800
10	Library, Documentation and Reference Assistant	Rs.4200	Rs.9300-34800
11	Accounts Clerk	Rs.2400	Rs.5200-20200
12	UDC	Rs.2400	Rs.5200-20200
13	LDC	Rs.1900	Rs.5200-20200
14	Driver-cum-DR	Rs.1900	Rs.5200-20200
15	MTS	Rs.1800	Rs.5200-20200

One LDC handles reception and dak. Caretaker is on contractual position. Two Drivers are working for two official cars/vehicles driving. In addition to above, two MTS are also working in CWC to serve all four departments. Two IT personnel and one sweeper is working on contract appointment; one stenographer and one LDC are on deputation to other organizations.

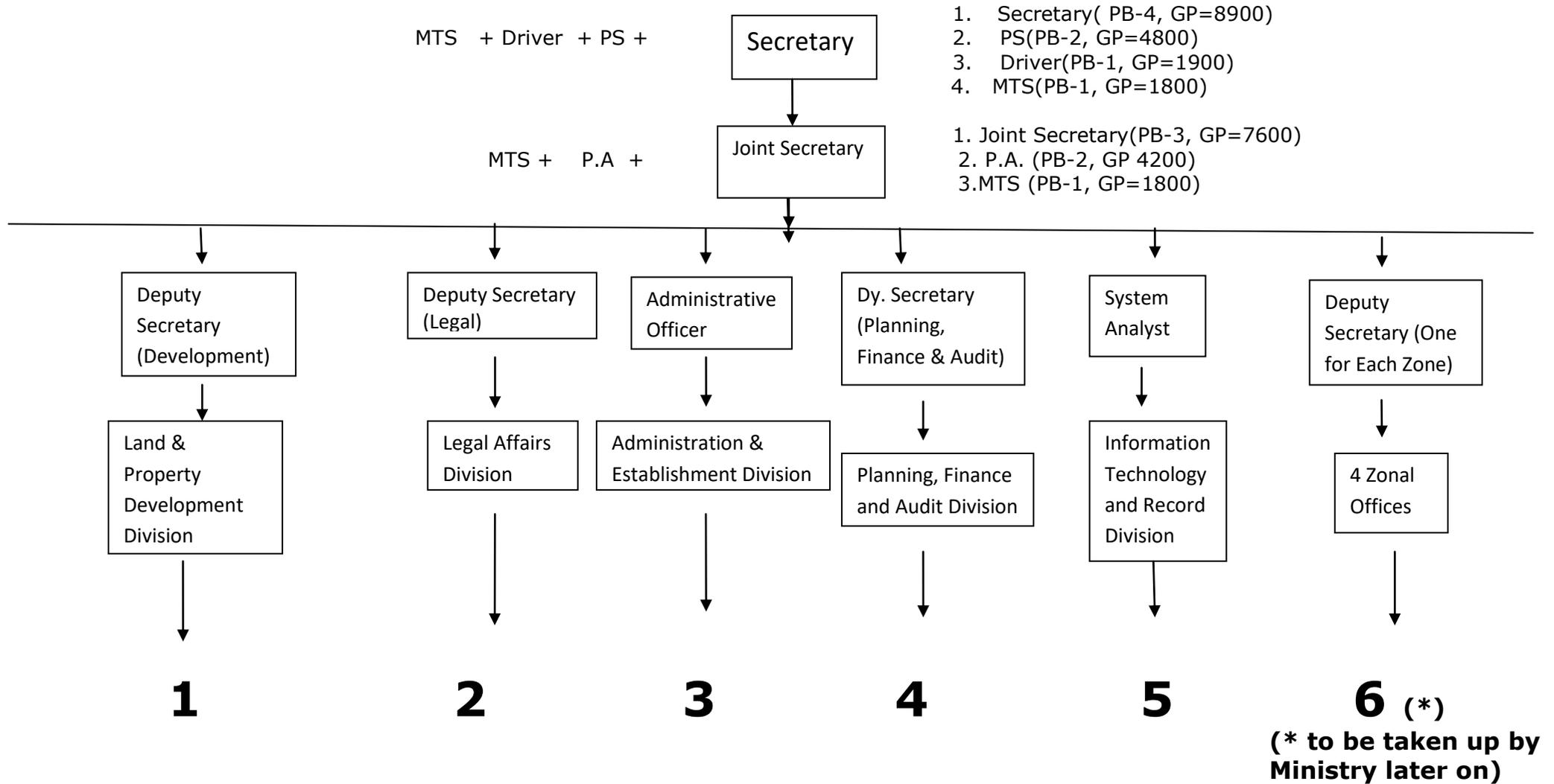
On the basis of the present organizational structure it is concluded that it is not a healthy organizational structure and it is not

conducive for the good functioning of CWC. It is therefore suggested a new organizational structure for CWC.

5.3 Proposed Organizational Structure and Restructuring of CWC

On the basis of study of the present organizational structure and its associated problems faced by CWC and its fallouts on the functioning of CWC, the study team is being proposed to design a new organizational structure of CWC based on scientific approach and suited to the needs and functions of the CWC. The proposed organizational structure of CWC is shown below.

Chart 5.2: Proposed Organizational Structure of Central Waqf Council



Detailed Staff Structure of above Divisions at 1 to 5 are given in the below Table.

1 (Land & Property Development Division)	2 (Legal Affairs Division)	3 (Admn & Establishment Division)	4 (Planning, Finance & Audit Division)	5 (Information Technology and Records Division)
a. Under Secretary – 1 b. Section Officer/ Development Officer – 1 c. Asst. Sec Officer -1 d. Sr. Secretarial Asst.-1 e. Jr. Secretarial Asst. -1 f. MTS - 1 ----- 6 Posts	a. Law Officer – 1 b. Asst. Law Officer – 1 c. Legal Assistant - 4 d. MTS -1 ----- 7 Posts	a. Admn. Officer - 1 b. Section Officer – 1 c. Asst. SO - 1 d. Sr. Secretarial Asst.- 2 e. Jr. Secretarial Asst. – 1 f. Hindi Translator-cum- Under Reader - 1 g. Caretaker - 1 h. Driver - 1 i. Despatch Rider - 1 j. MTS - 1 ----- 11 Posts	a. Accounts Officer - 1 b. Asst. Acct. Officer – 1 c. Accountant – 2 d. Accounts Clerk – 3 e. MTS - 1 ----- 8 Posts	a. System Manager - 1 b. I.T. Assistant - 2 c. Documentation Asst.-1 d. Record Keeper – 1 e. MTS - 1 ----- 6 Posts

5.3.1 Salient Features of Proposed Restructuring

1. Secretary office will be headed by Secretary and he will be assisted by a Private Secretary and one MTS. Secretary will be the head of the office by all means. All Divisional and Zonal heads will report to Secretary through Joint Secretary. Secretary shall be in the Grade Pay of Rs. 8900 in Pay Band of Rs.37400-67000 higher than the present Grade Pay of Rs.8700. The recommendation has been made in the light of expanded role and power of CWC. Private Secretary (PS) to Secretary will be drawing salary in the Grade Pay of Rs. 4800 in Pay Band of Rs 9300-34800. Secretary will be overall responsible of all the functioning of CWC and all officers and staff of CWC shall report to Secretary through their respective heads and Joint Secretary.
2. To strengthen the second-rung leadership which is at present missing, the post of Joint Secretary is proposed to be created in the Grade Pay of Rs. 7600 in Pay Band of Rs.15600-39100. He will be Class-I officer. Joint Secretary will be assisted by Personal Assistant (PA) in the Grade Pay of Rs. 4200 in Pay Band of Rs 9300-34800 and one MTS. Like Secretary, Joint Secretary will be responsible for full functioning of CWC and report to Secretary in all matters. All Divisional and Zonal heads will directly report to Joint Secretary. Joint Secretary's post will be second in command in the hierarchy after Secretary.

Being a second senior most position in CWC, post of Joint Secretary should be filled through direct recruitment/on deputation. He should be professional and having qualifications of Law/CA/ICWAI/MBA (Finance) and having more than ten year of experience in handling of waqf related matters and well versed with DoPT rules.

3. In the new proposed structure whole CWC work has been divided into five divisions in addition to four Zonal offices. Five Divisions are as follows:

1. Land and Property Development Division (LPDD)
2. Legal Affairs Division (LAD)
3. Administration & Establishment Division (AED)
4. Planning, Finance and Audit Division (PFAD)
5. Information Technology and Record Mgt Division (ITRD)

In addition to the five divisions at CWC headquarter, New Delhi Additional four Zonal offices has been proposed to be created in view of future requirement of CWC in smooth functioning.

Four proposed zonal offices are given as under:

- i. Northern Zonal Office (NZO)
- ii. Southern Zonal Office (SZO)
- iii. Western Zonal Office (WZO)
- iv. Eastern Zonal Office (EZO)

1. Land and Property Development Division (LPDD)

Land and Property Development Division will deal with the matters of land and property development including implementation of the scheme for the development of waqf properties and educational and women welfare scheme, financing of projects, monitoring and recovery of loan, maintenance and monitor fixed deposit of CWC, coordination with State Waqf Boards, organizing Waqf Development Committee meetings, implementation of committee's recommendations. The Division will be handled by an

office of the rank of Under Secretary and assisted by other staff. Under Secretary will be a Class-I officer & will draw salary in the Grade Pay of Rs. 5400 in Pay Band of Rs.15600-39100. He will report to Joint Secretary directly and Secretary indirectly through Joint Secretary. Under Secretary will be assisted by a Section Officer/Development Officer and Asst. S.O., Sr. SS, and Jr. SS and one MTS. Detailed justification and number of recommended posts in Land and Property Development Division is given in annexure - III.

Under Secretary is the head of Division and will be responsible for handling all land and property development matters. He should be qualified and experienced professional. The post of Under Secretary should be filled through direct Recruitment/Deputation. His minimum qualification should be master's Degree in Law/Commerce/Management. He should have minimum at least ten years experience in the field of property matters, property disputes, implementation of Government schemes in Government offices.

2. Legal Affairs Division (LAD)

The functions of the division are to provide legal advice to the SWBs, Council, MoMA and other stakeholders wherever necessary and required. Prepare legal notes for the advocates, empanelment of advocates, and deal with different court cases. In addition, Legal Affairs Division will render legal advices on protection and retrieval of the waqf properties and for removal of encroachments etc. Details of court cases in which CWC is party, State wise number of litigations, and encroachments as on 30.9.2016 is presented at annexure from IV to VI.

Like other main divisions, Law Officer will be the head of Legal Affairs Division. He will report to Secretary through Joint Secretary. He shall draw salary in the Grade Pay of Rs. 5400 in the Pay Band

of Rs.15600-39100. Law Officer will be assisted by one Asst. Law Officer, and four (4 no. of) Assistant Law Officers. Law Officer will be responsible for all types of legal actions in the CWC. He will also be empowered to take *suo moto* action wherever warranted, in the protection of waqf properties. Law Officer, Assistant Law Officer and Legal Assistants should be experts in legal affairs and qualified for legal profession. Details about the items of work performed and manpower requirement in LAD has been annexed at annexure- VII. The post of Legal Officer shall be filled on direct Recruitment/Deputation basis. He should have at least LLB/LLM qualification and must be Ten years of legal experience in dealing with the court cases in civil and property disputes related cases.

3. Administration and Establishment Division (AED)

The main functions of this division are to look after all administrative and establishment matters of council and its employees. It includes recruitment & selection, building maintenance, providing facilities to employees, maintenance of service records of the employees, transfer and postings, maintenance of all types of leave records, organizing council meetings, maintenance of store, APAR of employees, vigilance, promotion, LTC, medical, deputation, disciplinary actions, tendering for AMC, Pension, RTI, Maintenance of Vehicles, reply of Parliamentary questions etc.

In the new suggested set up, this division will be headed by Administrative Officer which will be drawing salary in the Grade Pay of Rs. 5400 in the Pay Band of Rs.15600-39100. He will be assisted by one Section Officer and one Assistant Section Officer (Assistant) and two Senior Secretariat Assistant, one Junior Secretariat Assistant. Besides, there are officials, one each of Hindi Translator-cum-Urdu Reader, one Caretaker. All Drivers, D.R., MTS will be

under his supervision. Details of manpower requirement in AED are given in annexure- VIII.

Post of Administrative Officer should be filled through direct recruitment/deputation. Person having management degree/diploma should be given preference in addition to have graduate qualification and having at least ten years of experience in government sector dealing with administration and establishment. He shall be well versed with DoPT rules.

4. Planning, Finance and Audit Division (PFAD)

The main functions of this division are to look after Planning, Finance and Audit matters of the CWC. It includes, disbursing of salary, preparation of salary bills of employees, preparation of various advances of employees, medical reimbursements, annual budget estimates, revised estimates for the grant of council, preparation of balance sheet of the CWC, receipt of one percent contribution, maintenance of all types of accounts, cash ledger books and registers, income tax deduction of employees, preparation and issue of F-16 of employees, submission of Income Tax to Income Tax Department, maintenance of GPF accounts of employees, pension, payment of all types of bills maintenance of all bank accounts of council and reconciliation of bank statements, fixation of salary of employees, replies to various queries and related RTI, conduct of auditing of accounts of CWC and SWBs and liaison with audit department, liaison with Ministry related to grants and other financial matters of CWC and dealing with the miscellaneous matters. List of items of work and total annual man-hours along with suggested manpower has been given in annexure-IX. In addition to finance and audit functions, this division will look after planning and resource mobilisation work of CWC, coordinate and organize council meetings and organize meetings of Planning

and Advisory Committee meetings. Implementation of the recommendations of council meeting and Planning & Advisory Committee meetings and prepare action taken reports. To get prepared the annual work programme of all SWBs and CWC, coordination with MoMA and Zonal Offices, to advise the State Waqf Boards in their functioning, Monitor and evaluate the progress of State Waqf Boards in their functioning, develop mechanism for review of the work of the SWBs and CWC and conduct review meetings with SWBs, to assist State Waqf Boards in their functions whenever required and to take suo moto actions. To organize meetings of CEOs of State Waqf Boards (SWBs) at least twice a year, prepare and present a status paper of SWBs functioning to the MoMA on the basis of feedback from SWBs.

Planning, Finance and Audit Division will be headed by Accounts Officer in the Grade Pay of Rs. 5400 in the Pay Band of Rs.15600-39100. He will be assisted by one Asstt. Accounts Officer, two(2 no. of) Accounts, and three (3 no. of) Accounts Clerks and one MTS. Post of Accounts Officer shall be filled through direct recruitment/deputation. He shall be qualified and experienced in finance and auditing matters. He should be having qualification in fiancé such as CA/ICWA/MBA (Finance) and having at least minimum Ten years of experience in the field of finance especially handling Government accounts. He shall be well versed in latest GFR, DoPT, FR/SR matters. Accounts Officer shall be liable to prepare the audited annual reports of accounts, revenues, expenditure and income of CWC.

5. Information Technology and Record Division (ITRD)

ITR Division should have separate entity. The main function of ITR Division should be making the CWC and other SWBs paperless

offices. All records should be digitized. This division should advise the SWBs in computerization of their activities, including computerization of records. ITR Division will also help CWC officials in day to day functioning with latest software packages. Employees should be trained by officers of ITR Division on the latest computer software packages. ITR division should advise the SWBs in computerization and it should be binding on the SWBs. Moreover ITR division has to be take responsibility for full implementation of computerization of SWBs records and day to day functioning. In addition to IT functions, ITR division will also maintain all records of CWC and run the library in CWC. It should advise all SWBs in maintaining old records efficiently, documentation of documents in library and run the library in a very scientific and efficient manner. To maintain old records is itself a very big task. And it should be kept neat & clean. Computerization of old records is a big project already launched under CWC (WAMSI).

More details about the implementation of computerisation scheme of SWBs have been given at annexure X. Need for creation of separate ITR division in CWC has been given in annexure XI.

ITR division should be headed by a System Manager in the Grade Pay of Rs. 5400 in the Pay Band of Rs.15600-39100. He will be assisted by two IT Assistants(one each for hardware and one for software), one Documentation Assistant, one Record Keeper and one MTS. Both IT Assistants should be qualified and having experience in Computer application area. System Manager will report to Secretary through Joint Secretary. Post of System Manager should be filled through direct recruitment/deputation. He should be having qualification in computer applications such as MCA/B.Tech (IT) and having at least minimum five years of experience in the field of computer applications. Manpower assessment for ITR division has been given in annexure- XII.

6. Creation of Zonal Offices of CWC

In addition to the above five divisions at CWC headquarter, it is suggested that four Zonal offices throughout India may be created to make easier approach between CWC and SWBs. Since India is a big country and it is very difficult for all SWBs to approach CWC headquarter New Delhi frequently, especially Southern and North Eastern states. It is therefore suggested that four Zonal offices may be created to enhance the capacity of CWC and qualitative improvement in the functioning of CWC at Zonal level. Need for creation of zonal offices is not on immediate requirement but in view of expanding role of CWC in future, zonal offices may be required.

6.1 Main Functions, Duties, and Responsibilities of Zonal Offices:

1. To look after all affairs of CWC in their respective zones covering all states within zone.
2. To coordinate with State Waqf Boards and State Governments in all matters concerning CWC within their jurisdiction
3. To conduct State and zonal level conferences/seminars/workshops/meetings in their respective zone and states
4. To coordinate with CWC Headquarters in all matters concerning CWC.
5. Any other matter assigned by the Secretary and Joint Secretary

6.2. Proposed Zonal Offices of CWC and their jurisdiction:

1. Northern Zonal Office: Proposed Headquarter at Lucknow (Uttar Pradesh)

Covering states: Bihar, Uttar Pradesh, Chandigarh, Delhi, Haryana, Himachal Pradesh, Punjab, Rajasthan, and Uttarakhand.

2. Western Zonal Office :Proposed Headquarter at Pune (Maharashtra)

Covering states: Maharashtra, Madhya Pradesh, Chhattisgarh, Dadar & Nagar Haveli, Daman & Diu, Goa, and Gujarat.

3. Eastern Zonal Office: Proposed Headquarter at Kolkata (West Bengal)

Covering states: Andaman & Nicobar Islands, Arunachal Pradesh, Assam, Jharkhand, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Skkim, Tripura and West Bengal.

4. Southern Zonal Office: Proposed Headquarter at Bangaluru (Karnataka)

Covering states: Andhra Pradesh, Karnataka, Kerala, Lakshadweep Islands, Puducherry, Tamil Nadu and Telengana

6.3 Organizational Structure of Proposed Zonal Offices

Each Zonal Office will be headed by Deputy Secretary (Zone) in the Grade Pay of Rs. 6600 in the Pay Band of Rs.15600-3900. He will be assisted by Assistant Section Officer (Assistant/Accountant). In addition to it, one Senior Secretariat Assistant/Junior Secretariat Assistant (UDC/LDC) and one Junior Stenographer and one MTS will be provided to Deputy Secretary on functional basis. Thus there will be total strength of five persons in one Zonal office.

Deputy Secretary (Zone) should be a professionally qualified in the field of Law/Accounts/Audit/Management. He should be qualified CA/ICWA/MBA/LLB/LLM etc. The posts of Deputy Secretary (Zone) should be filled through direct recruitment/on deputation.

Table: 5.2 EXISTING STRUCTURE at CWC Hqrs.Statement of Posts and Pay Scales of Officers and Staff

Sl No.	Existing Structure			
	Posts	No. of Sanctioned posts	Pay Scales	
			Grade Pay (Rs)	Pay Band (Rs)
1	Secretary	1	8700	37400-67000
2	Stenographer	2	4200	9300-34800
3	Development Officer	1	4800	9300-34800
4	Assistant Administrative Officer	1	4800	9300-34800
5	Assistant Accounts Officer	1	4800	9300-34800
6	Assistant Law Officer	1	4800	9300-34800
7	Assistant	2	4200	9300-34800
8.	Accountant	3	4200	9300-34800
9.	Assistant Programmer	1	4200	9300-34800
10	Library, Documentation and Reference Assistant	1	4200	9300-34800
11	Accounts Clerk	3	2400	5200-20200
12	UDC	3	2400	5200-20200
13	LDC	6	1900	5200-20200
14	Driver-cum-DR	2	1900	5200-20200
15	Dispatch Rider	1	1800	5200-20200
16	Daftary	1	1800	5200-20200
17	Peon/Watchman cum messenger	2	1800	5200-20200
18				
19				
20				
21				
22				
23				
24		Total	32	

Table: 5.3 PROPOSED STRUCTURE at CWC Hqs: Statement of Posts and Pay Scales of Officers and Staff

Proposed New Structure, Posts, Designations & Pay Scales			
Posts	No. of Proposed Posts	Pay Scales	
		GP (Rs)	PB (Rs)
Secretary	1	8900	4
Joint Secretary	1	7600	3
Admn Officer	1	5400	2
Under Secretary	1	"	"
Law Officer	1	"	"
Accounts Officer	1	"	"
System Manager	1	"	"
Private Secretary	1	4800	2
Asst. Accounts Officer	1	"	"
Section Officer/Development Officer	2	"	"
Asst. Law Officer	1	"	"
Personal Assistant	1	4200	2
Hindi Translator cum Urdu Reader	1	4200	"
Accountant	2	4200	"
IT Assistant	2	4200	"
Assistant Section Officer	2	4200	"
Legal Assistant	4	4200	"
Accounts Clerk	3	2400	2
Documentation Asstt.	1	"	"
Senior Secretarial Asstt.	3	"	"
Junior Secretarial Asstt.	2	1900	1
Record Keeper	1	"	"
Caretaker	1	"	"
D.R.	1	"	"
Driver	2	"	"
MTS	7	1800	1
Total	45		

CHAPTER - VI

Assessment of Manpower Needs in CWC

6.1 Introduction

The present chapter discusses the assessment of manpower needs of CWC to fulfill its objectives and mandate set out by Government of India. Division wise detail manpower needs has been assessed. While assessing the manpower, present and future work programme of CWC was taken into consideration with due care. Justification of each post has also been given in the report. Total annual man hours were assessed on the basis of quantum of work handled during last one year and time spend on each activity in the concerned division. Division wise details of manpower requirement have been discussed below.

6.2 Division-wise Manpower Assessment:

6.2.1 Secretary's Office:

a. One post of Secretary is justified on functional basis at PB-4 & GP Rs. 8900/-. Since Secretary is the Head of the Council, to assist him one post of Personal Secretary (P.S) is justified in the GP of Rs.4800 in PB-2 along with one post of Staff Car Driver at GP of Rs. 1900 of PB-1, and Multi Tasking Staff (MTS) in Pay Grade of Rs.1800 in the PB-1. In all in Secretary's Office, total of 4 posts have been recommended.

6.2.2. Joint Secretary's Office:

Study team observed that second line of leadership is missing in CWC which is utmost requirement for smooth running, overall administration, to deal with urgent & sensitive matters of CWC and to correspond with SWBs. To assist the Secretary in his work and give directions to all divisions at CWC Headquarter, it is proposed that one post of Joint Secretary may be created in the Grade Pay of Rs.7600 in the PB-3 (Pay Band of Rs.15600-39100). All Divisional Heads and Zonal

heads will directly report to Joint Secretary and indirectly to Secretary. To assist him one post of Personal Assistant (PA) is also recommended in the GP of Rs. 4200/- at PB-2 and one MTS in GP of Rs. 1800/- of PB-1. At present none of the posts are in existence. These three posts are newly created posts for better hierarchical functioning, and to improve the efficiency and effectiveness in all organizational works with close coordination of the Divisions and the proposed Zonal offices.

6.2.3. Land and Property Development Division:

One post of Under Secretary at PB-2 & GP Rs. 5400/- is recommended.

To assist him in the Division, one post of Section Officer/Development Officer has also been found justified in the GP-4800/- and PB-2. This is newly created post and presently no Section Officer is working in the Division.

One post of Assistant Section Officer (Assistant/Accountant) is also recommended in the GP of Rs.4200 in PB-2 along with one post each of Senior Secretariat Assistant at GP-2400/- PB-1 and Junior Secretariat Assistant at GP-1900/- PB-1 (erstwhile designation of UDC & LDC respectively).

One post of MTS has also been recommended on functional basis in the Division at GP-Rs.1800 of PB-1 to supplement the day to day work of the Division.

Thus in all, against the existing 4 posts, 6 posts has been suggested. Items of work and total annual man hours have also been annexed at annexure -III.

6.2.4. Legal Affairs Division (LAD):

In view of present burden and future scope of work in all legal matters pertaining to waqf properties, and to guide the SWBs those are

straddled with the legal problems, the following positions/posts are recommended.

One post of Law Officer at GP-5400 & PB-2 to initiate the file procedures of legal matters, and to appraise the higher authorities on matters of waqfs.

The Law Officer is supported by one post of Assistant Law Officer at GP-4800 of PB-2 and four(4 no. of) posts of Legal Assistants at GP-4200 & PB-2. Additionally, one post of MTS has been recommended at GP-1800 & GP-1.

In all there are seven (7 no. of) posts are recommended in the Legal Affairs Division. These posts will subsume the existing posts & designations. These posts are necessitated to support the Legal Affairs Division with the team of officials in jobs such as (i) dealing with court cases, court hearings, (ii) interaction with senior Lawyers of various courts, (iii) to prepare drafts and status reports based on historical & documentary evidences, & amendments to waqf acts etc. (iv) preparing legal notices and supporting Lawyers with all documents, (v) appraising Ministries, & statutory bodies.

Item of work and annual man hours of Legal Affairs Division has been annexed at Annexure -VII.

6.2.5. Administration and Establishment Division (AED)

Total eleven(11 no. of) posts are identified and recommended looking into all the aspects of jobs to be tackled by this Division. Following are the details of posts identified.

One post of Administrative Officer at PB-2 & GP-5400 will be leading the Division supported by One Section Officer (GP-4800 & PB-2), One Assistant Section Officer (GP-4200 & PB-1), Two Senior Secretarial Assistants (GP-2400/- & PB-1), One Junior Secretarial Assistant(GP-1900/- & PB-1).

There is post of Hindi Translator-cum-Urdu Reader (PB-1 & GP-4200) is recommended due to increasing significance and nature of work.

In addition, one post each of Caretaker, Driver, and D.R are recommended at PB-1 & GP-1900. All of the above staff are supplemented by one post of MTS at PB-1 & GP-1800.

All the above posts will subsume the existing posts and designations.

Details of items of work, annual man hours and recommended posts have been annexed at annexure -VIII.

6.2.6. Planning, Finance and Audit Division (PFAD)

Total of eight (8 no. of) posts are identified in this Division. The details are as follows:

One post each of Accounts Officer (PB-2, GP-5400), and Asst. Accounts Officer (PB-2, & GP-4800), supported by two(2 no. of) posts of Accountants (PB-2 & GP-4200), and three(3 no. of) posts of Accounts Clerks(PB-1 & GP-2400). There is one MTS(PB-1 & GP-1800) to assist the Division

Details of each post and items of work performed vis-à-vis annual total man hours spent in each item of work have been annexed at annexure-VIII.

6.2.7. Information Technology and Record Management Division (ITRD)

This is the new division proposed by the study team on the basis of requirement of computerization of State Waqf Boards and CWC records, maintenance of website of CWC, maintenance of data bank of Waqf properties, maintenance of Records and other items of work which require IT support. Keeping in view the workload of this section such as Library & Record Maintenance, Retrieval of documents, information, maintenance

and upkeep of Library Resources, Books, Periodicals, etc. a total of six (6 no. of) posts are suggested for this Division. These are as follows:

One post of System Manager (PB-2, & GP-5400), two posts of IT Assistants (PB-2 & GP-4200), one post each of Documentation Assistant (PB-1 & GP-2400), Record Keeper (PB-1 & GP-1900), MTS (PB-1 & GP-1800).

The present structure, posts & designations may be disbanded after implementation of the new proposed structure as stated above. Need of creation of new ITR division and present work and manpower assessment may be seen at annexure -X to XII.

6.3 Consolidated Statement – Revised Sanctioned Strength in Various Divisions of CWC

Following are the tables pertaining to the revised structure, posts, and designations under each Division of CWC

(a): Secretary's Office:

Post	No.of Posts	Pay-Scale
a). Secretary	1	PB-4 & GP-8900
b). Private Secretary	1	PB-2 & GP-4800
c). Driver	1	PB-1 & GP-1900
d). MTS	1	BP-1 & GP-1800
Total	4	

(b): Joint Secretary's Office:

Post	No.of Posts	Pay-Scale
a) Joint Secretary	1	PB-3 & GP-7600
b) Personal Assistant	1	PB-2 & GP-4200
c) MTS	1	PB-1 & GP-1800
Total	3	

(c): Planning, Finance and Audit Division:

Post	No.of Posts	Pay-Scale
a) Accounts Officer	1	PB-2 & GP-5400
b) Asst. Accounts Officer	1	PB-2 & GP-4800
c) Accountant	2	PB-2 & GP-4200
d) Accounts Clerk	3	PB-1 & GP-2400
e) MTS	1	PB-1 & GP-1800
Total	8	

(d): Information Technology & Record Management Division:

Post	No.of Posts	Pay-Scale
a) System Manager	1	PB-2 & GP-5400
b) IT Assistant	2	PB-2 & GP-4200
c) Documentation Assistant	1	PB-2 & GP-2400
d) Record Keeper	1	PB-1 & GP-1900
e) MTS	1	PB-1 & GP-1800
Total	6	

(e): Land & Property Development Division:

Post	No.of Posts	Pay-Scale
a) Under Secretary	1	PB-2 & GP-5400
b) Section Officer/Development Officer	1	PB-2 & GP-4800
c) Asstt. Section Officer	1	PB-2 & GP-4200
d) Senior Secretarial Asstt.	1	PB-1 & GP-2400
e) Junior Secretarial Asstt.	1	PB-1 & GP-1900
f) MTS	1	PB-1 & GP-1800
Total	6	

(f): Legal Affairs Division:

Post	No.of Posts	Pay-Scale
a). Law Officer	1	PB-2 & GP-5400
b). Asstt. Law Officer	1	PB-2 & GP-4800
c). Legal Assistant	4	PB-1 & GP-4200
d). MTS	1	BP-1 & GP-1800
Total	7	

(g): Administration & Establishment Division:

Post	No.of Posts	Pay-Scale
a) Administrative Officer	1	PB-2 & GP-5400
b) Section Officer	1	PB-2 & GP-4800
c) Asstt. Section Officer	1	PB-1 & GP-4200
d) Senior Secretarial Assistant	2	PB-1 & GP-2400
e) Junior Secretarial Assistant	1	PB-1 & GP-1900
f) Hindi Translator-cum-Urdu Reader	1	PB-2 & GP-4200
g) Caretaker	1	PB-1 & GP-1900
h) Driver	1	PB-1 & GP-1900
i) D.R.	1	PB-1 & GP-1900
j) MTS	1	PB-1 & GP-1800
Total	11	
Grand Total	45	

6.2.8. Zonal Offices

To have complete grips on the functioning of State Waqf Boards throughout India, there is a need to establish four Zonal offices. Each zonal office will be equipped with full infrastructure, manpower and power to carry out their duties in their respective zone covering the states in the zone.

Each zone will be headed by Deputy Secretary in the Grade Pay of Rs.6600 in the Pay Band of Rs.15600-39100. He will be assisted by one Assistant Section Officer (Assistant/Accountant) in the Grade Pay of Rs.4800/4200 in the Pay Band of Rs.9300-34800 and further assisted by Senior Secretariat Assistant/Junior Secretariat Assistant (Upper Division Clerk/Lower Division Clerk/Accounts Clerk) in the Grade Pay of Rs.2400/1900 in the Pay Band of Rs.5200-20200. One Junior Stenographer will also be provided to Deputy Secretary to maintain his office records and assist him according to his needs. He will be in the Pay Grade of Rs.2400 in the Pay Band of Rs.5200-20200. One MTS has also been suggested to assist all Officers/Staff of the Zonal office in the Grade Pay of Rs.1800 in the Pay Band of Rs.5200-20200.

In all, for four Zonal offices, four Deputy Secretaries, four Junior Stenographers, four Assistant Section Officer (Assistants/Accountants), four Senior Secretariat Assistant/Junior Secretariat Assistant (Upper Division Clerks/ Lower Division Clerks/Accounts Clerk) and four MTS shall be required. It is proposed that twenty numbers of posts shall be suggested in all four Zonal offices to carry out their duties in their respective zones throughout India.

The above posts have been recommended for future requirement and expansion of work of CWC. If the work in CWC in future expands and need for zonal offices arise, these posts may be filled up with internal review committee recommendations.

CHAPTER – VII

Hierarchy, Legal Matters and Management of Old Records:

7.1 Introduction

The present chapter discusses the issues relating to hierarchy, legal matters and management of old records in CWC. No doubt, these issues are important issues for any organization. These issues should not be given a raw deal. It has to be deal with very cautiously and these issues are the major objectives of the study. The study team discusses with the CWC officials in detail on these issues, eliciting their views and suggested some suitable strategies to solve the problem. It will definitely increase the efficiency and efficacy of the organization.

7.2 Hierarchy

7.2.1 Present scenario

In the present context Union Minister of Minority Affairs is the Chairman of the CWC and Secretary is the functional head of CWC. Accountants are the heads of various units with limited staff. UDCs/LDCs whichever staff allocated to units, initiates the noting in file on various issues relating to the functioning of CWC. Accountant as head of the unit examines the noting made in the file and submits the file to the Secretary. If the issue is within the power of Secretary, then the Secretary sanctions the file and sent back to accountant for order. If the issue is not in the jurisdiction of Secretary then he submit file to the Chairman CWC i.e. Union Minister of Minority Affairs. The issues in which the Secretary CWC is sanctioning authority are discussed below.

7.2.2 Power of the Secretary CWC

- (1) The Secretary shall be the Chief Executive Officer of the Council and shall exercise powers of control, supervision and management over the office and staff of the Council.
- (2) The Secretary shall give effect to the decisions of, and carryout the instructions that may, from time to time, be given by the council or the Chairperson: Provided that when council is in the process of reconstitution or unable to meet for reasons beyond its control, the Secretary may seek the orders or approval of the Chairperson on an urgent matter: Provided further that all such orders or approval of the Chairperson shall be placed before the council for its ratification, as soon as the Council meets.
- (3) The Secretary shall ensure that all the records of the Council are properly maintained and kept in the safe custody.
- (4) The Secretary shall be responsible for the presentation of the annual statement of accounts of the council duly authenticated in the proper form from the auditor appointed by the Central Government for this purpose.
- (5) The Secretary shall cause the annual statement of accounts duly audited by the auditor, to be placed before the Council for approval and adoption of the council, together with his observations and replies of the Council thereto.
- (6) Recruitment of the Staff of the Council:
 - (i) The Council shall, from time to time, and on the recommendation of the Secretary, create such posts as are necessary for the efficient performance of the functions of the council.
 - (ii) The Secretary shall make appointments to the posts of the Council, which shall be equivalent to Group C posts

of the Central Government, on such terms and conditions as may be determined by the Central Government.

- (7) Control of the Fund:
- (i) The Secretary shall receive all payments to the fund and pass receipts on behalf of the Council.
- (8) Power to sanction expenditure by Secretary:
- (i) Subject to the provision made in the budget in this regard and instructions of the Government of India relating thereto:
- (ii) (a) The Secretary may sanction a recurring expenditure up to Rs.50, 000 (Rupees Fifty Thousand only) and a non-recurring expenditure of Rs.1, 00,000 (Rupees One Lakh Only) per annum in each case.
- (b) Secretary is authorised to arrange refreshment such as high tea, lunch, dinner etc. for members and invitees of the Council or its Committees during the meetings.
- (c) The Secretary or in his absence an officer subordinate to him, if so authorized, may draw cheques for the sanctioned expenditure.
- (d) The Secretary shall, in respect of all the staff of the Council under his control and supervision, have the power to sanction.
- (i) Increment;
- (ii) Leave;
- (iii) Allowances and advances as admissible to the Government employees.

7.3 Proposed Scenario

In the new structure, heads of divisions, Joint Secretary and Secretary are three levels in the hierarchy. Deputy Secretary

has been proposed to be head of Division. Assistant Section Officer (ASO) (Assistants) will initiate the noting in the file and submit to Section Officer (SO) wherever Section Officer is there otherwise directly to head of division for examination and submission to next level of hierarchy. SO examines the file and submits to Deputy Secretary or head of Division for further examination and submission to next level i.e. Joint Secretary. Then Joint Secretary submit file to Secretary after examination. Secretary sanctions the files if it is in his power otherwise he will further submit it to Chairman CWC. In this way, the file goes to three level of submission especially in officer's cadre and issues will be examined critically and minutely. So there will be qualitative improvement in the functioning of CWC. The issues will be dealt with efficiently and effectively.

7.3.1 Enhancement of the Financial Power of Secretary

- (i) In view of rising trend of expenditure in the office, it is proposed that financial power of Secretary may be increased from presently Rs.50, 000 (Rs. Fifty Thousand) to Rs.1, 00,000 (Rs. One Lakh) only in case of recurring expenditure and from Rs.1, 00,000 (Rs. One Lakh) to 2, 00,000 (Two Lakhs) only in case of non-recurring expenditure per annum on each case.
- (ii) Secretary shall be entitled to make an expenditure of Rs. 20,000 (Rs. Twenty Thousands) only per month towards his official entertainment (Tea, Snacks, Foods in official meetings).

7.3.2 Proposed Power of Joint Secretary

Joint Secretary will be in the second line of leadership in CWC after Secretary. This is new proposed post. It should be empowered with certain powers functional (Administration) as well as financial.

1. Joint Secretary will be supervising directly all the work of the Divisions and Zonal offices. All heads of divisions/zones will report to him in all matters concerning CWC.
2. In respect of group C posts he should be given sanctioning authority in respect
3. of leave, increment and other staff matters. In case of group A and B officers he will act as recommending authority.
4. It is suggested that Joint Secretary should be given financial powers also. He should be given the authority to sanction an amount of Rs. 50,000 (Rs. Fifty Thousand) only in recurring expenditure and Rs.1,00,000 (One Lakh) only in non-recurring expenditure in each case per annum. It will reduce the work load of Secretary.
5. In the absence of Secretary, he will act as officiating Secretary and exercise full powers of Secretary.
6. He shall be entitled to make an expenditure of Rs. 10,000 (Rs. Ten Thousands) only per month towards his official entertainment (Tea, snacks, food etc. in official meetings).

7.3.3 Proposed powers of Deputy Secretary and Heads of Divisions

1. Deputy Secretary and heads of Divisions will act as heads of their respective division.
2. He will exercise his powers within its division.
3. He will be having full power of allocating and distribution of work among his staff judiciously.
4. He may assign any work to any person in the division.
5. He will act as recommending officer for staff and council matters.
6. He will be entitled for Rs. 5,000 (Rs. Five Thousands) only per month towards official entertainment (Tea, snacks etc for official meetings).

7.3.4 Proposed Powers of Deputy Secretary (Zones)

1. Deputy Secretary shall be head of Zonal Office
2. He will deals all matters within his Zone concerning CWC with due approval of Secretary and Joint Secretary
3. He will distribute work among his staff
4. He will be entitled for Rs.5000 (FiveThousands) only towards his official entertainment expenditure (Tea, Snacks, Food etc. for official meetings)
5. He shall be entitled to sanction only Casual Leave etc of their staff of Zonal Office
6. He will act as recommending officer in other matter of staff

7.4 Legal Matters

After development and planning, legal is one most important area to be dealt by CWC. Previously there was not much work in legal area but after the amendment of Waqf Act, 1995 in 2013 (The waqf (Amendment) Act, 2013 (27 of 2013) in future volume of work in legal matters has bound to increase. After the amendment of waqf act 1995, the role of CWC has been expanded and CWC may become party in any waqf related case in any case in India if CWC considers appropriate or the litigant may make CWC itself a party in their cases. In both the cases, CWC has to be responded appropriately. At present twelve cases are pending in the various courts of India in which CWC is a party.

Moreover throughout India in the jurisdiction of 31 SWBs, total number of 17,781 properties has been encroached by Government agencies and private individuals. If CWC decide that all waqf properties should be free of encroachment, it has to file court cases against individuals and government against encroachers to evict the properties. So in this way lot of work is pending before the legal division. In all SWBs, total 23,879 litigations are pending as on 30.9.2016 before various courts of India. This is also a large

number to deal with. In this way CWC has lot of work to remove encroachment of waqf properties. Waqf properties should be encroachment and litigation free throughout India. CWC should take suo moto actions and proactive role in these matters. CWC may try to become party in court cases or advise the SWBs appropriately. CWC in its wisdom should make a time bound plan to remove the encroachment and litigations. Every possible effort should be taken for this cause.

CWC should make annual targets to remove encroachments and litigations and try to achieve these targets. This will be the real achievement of CWC. CWC must make foray into SWBs legal matters by advising them appropriately or become party in court cases suo moto. CWC should not wait from SWBs or any body for getting help but CWC itself go to the door of SWBs and other stakeholders. Then the role of CWC will be justified. For achieving these objectives, a team of expert legal professionals is required, that's why study recommends the two senior level positions of legal professionals in the Legal Affair Division.

7.5 Management of Old Records

7.5.1 Present System of Record Management

It is observed that, at present, there is no any systematic system of management of old files and records in CWC which is based on scientific record management system. Just old files are kept in a sundry manner somewhere in one room at 3rd floor of CWC building. No specific system or rules are followed for keeping old records. There is no any good system of maintain old records in CWC what to talk about SWBs. Though, the management of old records is a very important and part of office management system.

7.5.2 Proposed System of Record Management

The study report suggests separate division for record management which is called as Information Technology and Record division (ITRD). This division will look after the activities of library, documentation, and record management. This division not only maintains the old records of CWC but also of SWBs. It is suggested that old records of properties of all SWBs be kept in CWC in a soft and hard version both. These records should be maintained SWB wise and year wise. All types of records should be included. A project entitled WAMSI is also going on to computerize the old records of all SWBs and old records make up to date on computer. After computerization CD of record should be kept in CWC along with hard copy of that record. This record should be kept in such a manner that it should be easy to make use of it and retrieval as and when required. It is possible only through the information technology. Once the old records of all SWBs computerize at one point of time, it should be updated in a continuous manner. It will be the job of ITR division. ITR division should advise all SWBs to maintain the old records of all SWBs on continuous basis particularly Waqf properties in future so that any past information required may be retrieved easily as and when required. Sufficient space may be allocated in CWC building to keep software version such as CDs and hard copies of record near the library so that it can be easily look after by the ITR division.

7.6 Restructuring of Sitting Plan of Staff in CWC Office

In view of proposed restructuring of CWC, it is suggested that sitting plan has to be restructured in CWC building. Sitting Plan should be in such a manner that Secretary, Joint Secretary, and all Heads of Division should sit at one or two floors. Staff should sit division-wise at one place. PS/PA should sit near to the officer concerned as far as possible.

CHAPTER - VIII

Resource Augmentation and Capacity Building of Employees of CWC

8.1 Introduction:

During the discussion with Joint Secretary (H/W), Ministry of Minority Affairs, two major issues have been cropped up i.e. Resource Augmentation of CWC and capacity building of existing Employees of CWC. Joint Secretary suggested NILERD study team to look into these two issues and make suitable recommendations in the final report. Study team examined both these issues very closely and deliberated upon these issues and made suitable recommendations in this regard.

8.2 Resource Augmentation of CWC

8.2.1 Sources of Income of CWC

In terms of Section 10 (1) of the Waqf Act, 1995, the council derives its income from the contribution received from various State Waqf Boards at the rate of one per cent of the net income of the Waqfs. An amount of Rs. 360.30 lakhs was received by the council as contribution during the year 2015-16. All the expenses of CWC, like staff salaries, maintenance & miscellaneous expenses were met from this income. No grant-in-aid is received from the Government of India for the above purpose. Details of state wise distribution of one percent statutory contribution balance and total due from various SWBs has been given in Annexure XIII and XIV. As pointed out in Sachar Committee Report, there is untapped potentiality of income augmentation to the tune of Rs. 60,000 Crores per annum. The steps to be taken to identify the waqf properties, and to channelize the income thereto, also vests with CWC and depends on its capacity to effectively provide leadership, and guidance to the

SWBs in the overall income augmentation. There are many schemes, projects through which recurring income, annual returns by way of rents, leases, etc. has to be documented, regulated, and streamlined through CWC.

Even the existing (identified waqf properties) were not explored properly. Analysis of data indicates that during last five years outstanding balance of one per cent Statutory Contribution recoverable from all State Waqf Boards (SWBs) has been increasing. Total outstanding balance from all SWBs was Rs. 302.89 lakhs in 2011 which has increased to Rs.669.53 lakhs during 2015-16. It indicates that recovery rate of one per cent Statutory Contribution is also very slow with the passing of each year. Though the amount received during 2011-12 was highest during last five years. It was Rs.445.66 lakhs from all 31 SWBs which has been decreasing with the passing of each year.

While calculating the one percent contribution, it is imperative to know the SWBs income. Year wise details of SWBs income from 2011-12 to 2016-17 (as on September, 30, 2016) has been annexed at Annexure XV.

From the data it is observed that income of SWBs has been increasing during last five years. Availability of data is very poor, out of 31 SWBs income data of 11 SWBs is not available.

8.2.2 Augmentation of Resources of CWC

From the above data & discussion on the resources of income of CWC, it is observed that there is lot of scope for the resource augmentation in CWC, since, the existing one percent of income of SWBs has not been received in CWC. There is an urgent need to recover the contribution from the SWBs. There are two points emerge before making recommendation on the recovery of contribution of SWBs to augment the income of CWC.

1. Recovery of Outstanding Dues due from SWBs:
2. Auditing of income of SWBs by the CWC.

1. Recovery of Outstanding Dues from SWBs:

As stated at section 8.2.1, and the Table of outstanding dues from SWBs (Annexure XV), huge amount (1% contribution from SWBs) is pending from SWBs. In this regard, it is suggested that newly proposed Planning, Finance and Audit Division(PFAD) of CWC, make a suitable plan for recovering the contribution from the SWBs. Apex-level Committees, Members of such Committees may be taken into confidence and with their support, the SWBs may be asked to clear the outstanding dues to CWC. Make at least five year plan, and bifurcate into annual plans for recovery of contribution from the SWBs. Serious view may be taken in this regard. CWC should make annual plan with specific objectives and targets for recovery of contribution from the SWBs. A special meeting of CEOs of all 31SWBs may be called at New Delhi and issue strict instructions for depositing of balance contribution into the accounts of CWC without any delay. Special meeting should be held in consultation with Ministry of Minority Affairs and Joint Secretary (H/W) may intervene with all CEOs of SWBs and initiate the action for recovery of outstanding amount at ministerial level. Consequent actions may be followed up by Secretary, CWC. CEOs of SWBs may be asked to come with full account of contribution to be given to CWC and future plan to deposit it to CWC. In the meeting, individual CEO of all SWBs may explain himself his position and set out targets of contribution to be deposited in CWC.

On the basis of deliberation and decision taken in the meeting action to be taken by the CEOs of SWB may be sent to all the CEOs for implementation and action taken. In addition to it, CWC

should issue guidelines/Instruction to SWBs for the recovery of contribution. As the recovery process is on track, the income of CWC will automatically increase.

2. Auditing of Income of SWBs by CWC:

Second point emerges on the auditing of SWBs' income. It is also suggested by the study team that there shall be regular, strict and proper auditing of accounts of SWBs income. This will serve the dual purpose ie.,

- (a) handholding the SWBs in augmenting the income of SWBs, streamlining the waqf incomes, recurring rents, etc. and capturing the financial figures of each SWB in order to streamline the waqf properties at SWBs level, and
- (b) enhancing the statutory contribution of 1% of income collected by SWBs

Thus far, the current & past experience shows that majority of SWBs at any given point of time are suffering with leadership crisis with vacuum in the apex-executive positions at SWB offices. CEOs of many SWBs are lying vacant due to various reasons, there is no cadre structure, and cadre development at SWBs level.

Therefore, the above steps of regular auditing of SWBs, providing effective leadership to them will also augment the SWBs income. This is a multiplier effect, and benefit both SWBs and CWC altogether. This way, CWC will be in a position to know the exact status of income of SWBs and contribution to be deposited in CWC. Proper auditing of accounts of SWBs may reduce discrepancies and definitely increase the income of CWC. CWC should conduct auditing of SWBs records at least once in a year. There is a lot of potential to augment the income of CWC and SWBs with this mechanism.

With the proposed increase in staffs strength at CWC, and the proposed Division of Planning, Finance, and Audit (PFA) can focus on the above objectives for augmenting the income.

8.3 Capacity Building for Employees of CWC

Employees are the backbone of any organization. Efficient, skilled and experienced employees lead the organization successfully in fulfilling its objectives and goals. Same is applicable in the case of CWC also. In the new restructuring of CWC, employees will play a pivotal role. They are responsible for implementation of Waqf Act 1995, as amended in 2013. In the amended Waqf Act, the objectives, responsibilities, and goals of CWC have increased many folds. In the new structure, CWC has been given more powers and a leadership role rather than advisory role, as exercised earlier.

These enlarged objectives of CWC have to be met with dedicated staff. As discussed in the previous sections, the Organizational Restructuring has (a) clearly specified the Divisions with duties, objectives, roles & responsibilities, and (b) the domain expertise of each officer/staff manning that particular Division.

This will facilitate formulating Recruitment Rules for each post in future with clear guidelines for identification of Qualifications, Experience, Working knowledge, Functional Areas, and Domain Knowledge etc. There is also a question of mode/method of recruitment of such posts of specialized, and domain expertise nature, i.e., by direct recruitment/deputation/lien/contract etc. Thus, the scope & role of CWC in the proposed Restructure of the CWC will depend on the strength & efficiency of Officers, and Staff.

Need for Internal Strengthening/Training/Skilling of Staff of CWC:

CWC is a specialized office meeting the objectives as enshrined in the Waqf Act for the overall welfare of Muslim communities in India. The officers, and staff of this Council are fulfilling the elaborate

responsibilities vis-à-vis welfare of Muslim Communities inter alia (i) looking after the Waqf properties, (ii) income generation, (iii) streamlining, computerization of Waqf properties, (iv) running several schemes/projects for the skill development, vocational education of Muslim youth, (v) enhancing the income & quality of life of Muslim households among several other steps for overall welfare of Muslim community in general. The legal matters over waqf properties again to be understood in the right perspective and to deal with them by understanding the basic tenets, that drive to manage the waqf properties to their objectives.

Therefore, it is imperative to look inwardly, as far as the basic qualities, qualifications, experience, and domain knowledge suitable for CWC is concerned. There are already large contingent of staff/officers/section officers/legal officers working at CWC for a long time. There is a need to re-grouping of these staff in synchrony and alignment with the re-structured CWC.

Against the above background, the capacity building of officers/staff at CWC has to be taken place at two levels, such as:

- 1) Recruitment Process
- 2) Training and skill up-gradation of existing employees.

1. Recruitment Process:

In the proposed restructuring of CWC, it is inevitable that few posts have to be identified for fresh recruitment, in addition to identifying internal officers/staff for promotions/retraining for specified domain-centric duties.

- a. Positions of Secretary, CWC, and Joint Secretary, CWC may be filled through direct recruitment/deputation basis. For these positions efficient, qualified and experienced persons, with leadership qualities to lead

CWC may be identified, & selected through direct recruitment/selection process.

- b. Head of each Division shall be in the domain-areas of (i) Legal Matters vis-à-vis Waqf Properties, (ii) Finance, Accounts, Auditing, (iii) Administration, Establishment, Service Matters, Purchase/Procurement policies, etc. Accordingly, the mode of selection/appointment of each post may be decided by the controlling Division of Ministry of MA/CWC. In the selection process of these posts, internal candidates, otherwise eligible for such posts may be considered along with other candidates.
- c. Next rung positions after the above Senior officers, such as Section Officer/Legal Officer/Asst. Legal Officers/Assistants/Accountants etc. may be filled by promotion from among the eligible staff internally at CWC.
- d. At the next level, the supporting officials/staff at the level of Assistants/UDC/LDC, Stenographers/Junior Stenos, Hindi Translator may be filled by direct recruitment.
- e. Certain specialty-positions like Information Technology (IT)/Software personnel, Documentation Assistant, Record Keeper may be filled through direct recruitment.
- f. Functional positions of Drivers and MTS may also be recruited through direct recruitment.

In all the above posts & selections, suitable moderation & gracing in weightage may be considered for internal candidates as they are already acquainted with the CWCs functions, and working. A conscious & collective decision may be taken by the appropriate authorities while selecting the above posts either internally or externally.

In the restructuring process career progression of existing employees may be given due weightage. If there is no channel of promotion, they shall be given the benefit of Modified Assured Career Progression (MACP) scheme in vogue. In all recruitment processes, preference may be given to internal/departmental candidates, if they are otherwise eligible for such posts.

2. Training and Skills Up-gradation of Existing Employees:

Identification of Competencies/Skills/Modules specific to Waqf Properties, CWC, and SWBs:

As illustrated in the previous sections, the officers & staff at CWC are to be prepared as role model for the SWBs in all the functions, and day-to-day activities & delivery of duties at micro level. The CWC at the national level may act as a leader, guiding force and take SWBs along with it by handholding the staff of SWBs in all functions and activities. Obviously, the officers, staff at CWC have to be regularly updated of all the domain-centric skills, duties, and responsibilities. These set of skills specific to Waqf management, litigation, computerization of waqf, income generation & augmentation etc. have to be further identified. At the next level, these identified areas and skills have to be further developed into Competencies/Training Modules/Competency Kits/Training Kits, and internal staff has to be trained thoroughly on these competencies/modules/skills. Further, as part of providing leadership and handholding, SWBs may be trained by CWC on certain competencies & skills.

Identification of Training Personnel/Training Institutes/Training Kits:

Training and skill up-gradation of existing employees is part of capacity building of existing employees. Before their promotion on the higher posts, they should be fully trained to take up the new responsibilities. CWC should sharpen the skills of its employees from time to time. As emphasised already, the domain-specific competencies, general competencies, functional skills have to be segregated with respect to each job/section/Unit/Division.

In all general competencies like Admn, Establishment, Finance, Audit & Accounting, etc., routine, and regular training sessions may be conducted either in-house at CWC or at any training institute recognised by DoPT (Dept. of Personnel & Training). Training Professionals may be roped in to train in such general competencies.

In such matters related to specific areas of Waqf, Legal Matters of Waqf, Computerization of properties, Management of IT/SW/Infrastructure of IT, Urban waqf properties, problems being faced by SWBs etc., a panel of experts/trainers may be identified & selected by CWC. This panel of experts, either officers/staff of CWC/SWBs, Philanthropists/Legal experts/Architects devoted to the protection of Waqf properties, NGOs working for the welfare of Muslim communities may be entrusted to design the training modules keeping in view the needs of CWC/SWBs. Such need-based training sessions may be conducted at CWC or at SWBs in such specialized areas related to Waqf. In addition to participation of staff of CWC, staff of SWBs may be encouraged to participate in such training sessions. Capacity building of existing employees may be done, keeping in view the needs of SWBs also. Later on, these trained staff, who are exposed to

all the modules/competencies/skills may conduct short-tenure training sessions to SWBs (example; one-day/two-day workshops/seminars/conferences/training sessions) to sensitize the SWBs, and to help them for smooth functioning. This will help the staff of CWC to take up higher positions & responsibilities in their career path in CWC.

Execution of Capacity Building & Training Needs Assessment for CWC:

For execution of the above tasks towards capacity building of CWC staff as well as staff of SWBs, at CWC, a unit called HRD Cell (Human Resources Development Cell) may be initiated. This cell may be kept functioning under the overall control & In-charge of Secretary, CWC or Joint Secretary, CWC. An official at any of the Divisions may be entrusted to nurture and administer this HRD Cell. For all general purpose, general competencies (as specified above), nomination of Officers/Staff to the Training Institutions may be done by the Secretary, CWC.

A Comprehensive exercise of Assessment of Training Needs & Competency Development may be done on two broad areas, i.e., (i) general competencies, and (ii) knowledge & skills focussing on the specifics & needs of CWC & SWBs. Accordingly, an yearly calendar of training sessions, topics, competencies, target group of officials from CWC SWBs may be prepared and to be widely circulated among the CWC/SWBs for their participation. A dedicated team from CWC may be groomed to nurture this HRD cell. All activities under HRD Cell may be treated as additional duties/seasonal duties. Depending on exigency, and work load, the dedicated officials/staff may be recommended for extra honorarium every year as a mark of recognition of their extra efforts.

CHAPTER - IX

Summary, Conclusions and Recommendations

9.1 Summary

CWC is an apex council dealing with the waqf & related subjects. Being an important subject and related to the welfare of the Muslim community, it has to be given priority. Initially CWC was set up to play advisory role to the Ministry of Minority Affairs, Government of India, State Governments and State Waqf Boards on waqf & related matters. But now after the amendment of waqf Act 1995 in 2013 with effect from 1.11.2013, the role of CWC has been expanded and it will execute its role not only in advisory nature but also of proactive nature.

In the amended act, the CWC got the power to call for any information on the performance of State Waqf Boards(SWBs) particularly on their financial performance, survey, maintenance of waqf deeds, revenue records, encroachment of waqf properties; annual reports and audited reports of SWBs or CWC may call any other information *suo moto* on specific issues from the SWBs. If it is satisfied that there was *prima facie* evidence of irregularity or violation of the provisions of Waqf Act, SWBs also bound to comply the directives of the CWC.

Any dispute arising out of a directive issued by the council under sub section 9 (4) shall be referred to a Board of Adjudication to be constituted by the central Government and it has to be presided over by a retired judge of the Supreme Court or Chief Justice of High Court.

Under the expanded role of CWC in the amended Waqf Act, the responsibility of CWC has increased for which CWC has to be well equipped with good infrastructure and professional & well trained

manpower for improvement of overall effectiveness of CWC towards its goals & objectives as enshrined in the Waqf Act, and as amended from time to time. That's why Ministry of minority Affairs, Government of India in its wisdom thinks that in view of the expanded role of CWC in the new amended Waqf Act, the CWC has to be strengthened. For strengthening CWC, the first step is the restructuring of CWC. This task was given to NILERD (an autonomous Institute of NITI Aayog, Govt. of India), Delhi.

Study team from NILERD, Delhi has examined the present work set-up, conducted a detailed work-study of CWC, keeping in view the enlarged activities, scope, mission and vision of CWC. After careful examination of all the activities falling under the domain & purview of CWC, and CWCs inherent strengths, and deficiencies, altogether a new structure, i.e., restructuring of CWC was proposed. As part of restructuring, several implicit deficiencies in day-to-day tasks were identified and all such bottlenecks were eliminated in the proposed restructuring of CWC. Documenting all the activities of CWC, in a complete cycle of one year, such as (i) generating jobs/tasks from all the existing units in a sequential manner, (ii) achieving logical end to all the tasks, (iii) job progression at every hierarchical level, and (iv) man-hours/man-days involved at every progression were done by empirical methods such as work-study methods. All these tasks were captured by the research team of NILERD, working on-site, interacting with every staff/official, examining all the documents etc. After the said exercise, total man-days involved in a year for each job, for each unit were calculated. Accordingly, the total manpower required at every stage, right from clerical stage (initiation of work/job) to the logical completion (at a decision-making level at the top of hierarchy within the CWC) were calculated. The present sanctioned strength of the staff, and the calculated (proposed) strength of the staff was disintegrated as per

the cadre-structure into different designations of posts. These designated posts were compared with the existing (sanctioned) posts, and the difference, i.e., excess staff strength needed in the Restructuring of CWC is presented in terms of additional posts/designation, pay band/grade pay, hierarchical status of such post(s) in CWC, roles & duties of such newly created posts etc.

9.2 Conclusions and Recommendations

After detailed study, the study report proposed new structure of CWC. Some of the recommendations of the report have been discussed below:

9.2.1 Restructuring of CWC

Proposed Manpower

Total 45 numbers of officers and staff has been proposed in the new structure at CWC headquarter. Break up of manpower requirement in various divisions may be seen in table in Chapter-VI and relevant annexures. The manpower requirement of CWC has been assessed in view of present and future work programmes. It is proposed that another study may be conducted for review of manpower requirements after five years. Vacant positions should be filled in a minimum loss of time.

Posts of Secretary, CWC and Joint Secretary, CWC:

Secretary is overall Head of CWC, and reports to the Chairperson, CWC i.e. Union Minister of Minority Affairs. He will be assisted by Private Secretary and one MTS in his day to day work. Pay Band and Grade Pay of this post remain same as existing, i.e., PB-IV, GP-8700.

To provide a second line of leadership in CWC, a post of Joint Secretary, CWC has been proposed in CWC. He will report to Secretary in all matters of council. It is carrying PB-III, GP-7600, the next stage in the pay hierarchy.

Proposed Divisions:

Further in the new restructuring the unit/section of CWC converted into divisions. The whole work of CWC has been distributed among five functional divisions and these divisions are:

- i) Land and Property Development Division (LPDD)
- ii) Legal Affairs Division (LAD)
- iii) Administration & Establishment Division (AED)
- iv) Planning, Finance and Audit Division (PFAD)
- v) Information Technology Division (ITRD)

Each division will be headed by Senior class I officer. Land and Property Development Division; Legal Affairs Division and Planning finance and Audit Division will be headed by Deputy Secretary, Administration and Establishment Division and Information Technology and Record Division will be headed by Administrative officer and System Analyst respectively.

Deputy Secretary level officers are proposed to head the key divisions of council viz. LPDD, LAD and PFAD divisions being an expanded role of CWC in new amended act and focus on the major mandate of the council with specific targets and achievements.

Enhancement of financial powers of Secretary and proposed powers of Joint Secretary and Divisional Heads:

The study report also proposed to enhance the financial power of the Secretary from Rs. 50,000 (Rs. Fifty Thousands) to 1,00,000 (Rs. One Lakh) only in case of recurring expenditure and from Rs.1,00,000 (One Lakh) to Rs.2,00,000 (Two Lakhs) only in case of non-recurring expenditure.

Joint Secretary may also be equipped with financial and functional powers. He may be empowered with the sanctioning of financial power of Rs.50, 000 (Rs. Fifty Thousands) in case of recurring expenditure and Rs. 1, 00,000 (Rs. One Lakh) only in case of non-recurring expenditure along with sanctioning power of group C staff leave etc.

Deputy Secretary or the head of divisions may be empowered with functional power within the division such as allocation of work to different staff members, supervision of their work and recommending power to higher authorities while performing their duties in CWC.

More autonomy should be given to Secretary, CWC in regards to day to day work and financial affairs.

Meetings and Conferences:

It is also proposed that at least six meetings of council in a year should be organized once in every two months and quarterly meeting of four committees (Five proposed) or four meeting in a year per committee. Secretary will call monthly meetings of each division and review the progress of each division separately. These meetings will be organized by PFA division and prepare minutes and action taken reports.

It is also proposed that council may organize minimum two meetings in a year once in six month of all CEOs of the SWBs to review their performance and action taken report. Emphasis should be given to organising National and Zonal level conferences under awareness programme. At least, one National conference should be conducted by CWC quarterly at New Delhi and one Zonal conference may be conducted by each Zone at least once in every quarter.

Increase in Efficiency in functioning of CWC:

It is also suggested that each division shall prepare their annual work plan in the beginning of the year. The work plan should have specific targets and objectives to be set, accordingly work of the divisions will start. Divisions will also prepare their monthly progress report.

PFA division may be empowered to call or seek information from SWBs on their performance and review their progress and sent corrective instructions accordingly to SWBs.

CWC should call for *suo moto* actions on various issues of waqf. Responsibility of coordination of *suo moto* actions should be given to PFA division. CWC should also prepare its short term/medium term and long term (2,5,10 years) future work plan. On the basis of work plan, work shall be initiated and directed.

Strengthening of SWBs:

CWC should call for the annual work plan of SWBs in the first fortnight of the beginning of year. On the basis of annual work plan, their progress should be monitored. Suitable specific proforma should be designed for the annual work plan. CWC should conduct inspection of all SWBs once in a year to review the progress and evaluation of their work specific to their targets and achievements.

It is also suggested that whenever Central government/Ministry of Minority Affairs provides any assistance to SWBs it should be in consultation with CWC or CWC should be informed, in order to streamline the fund flow, and to facilitate the CWC to monitor and evaluate the progress of the same.

It is proposed that Secretary CWC should communicate with CEOs of SWBs/Heads of Zonal offices of CWC through video conferencing regularly. Facilities should be created accordingly.

Survey of Waqf Properties and Removal of Encroachment:

CWC should try to complete the survey of waqf properties. It is observed from the data that survey work is lagging behind in most of the states. Study report further suggested that survey work of waqf properties may be conducted through the Central government agencies such as National Sample Survey Office under Ministry of Statistics and Programme Implementation.

Maximum focus of CWC must be on removal of encroachment of waqf properties. Court cases and litigations should be dealt seriously on the lines of other committees, it is suggested that to oversee the legal work of the council a legal committee may also be constituted and it should meet periodically once in a quarter to monitor the progress of work as well as to suggest corrective measures.

Augmentation of income of CWC and Capacity Building of Employees

Study report suggest that CWC should augment its income in view of increasing future expenditure in the implementation of restructuring report and further suggested some suitable measures to augment the income.

Work on the recovery of one percent contribution from SWBs should be speeded up to increase the income of CWC.

Council may conduct financial audit of all 31 SWBs once in a year. This audit will be conducted by Planning, Finance and Audit Division of CWC. CWC officials will be visiting SWBs and audit their financial performance and accordingly issue instructions and seek reply of audit objections.

Study recommends the enhancement of capacity building of employees of CWC to implement the study report.

Creation of Zonal Offices:

In the newly proposed restructuring the study team in its wisdom observed that new four Zonal offices may be opened in the country to facilitate the smooth functioning of work in all states so that CWC can oversee all states with a closer eye. Four zonal offices have been proposed to be located at Lucknow (NZO), Bengaluru (SZO), Kolkata (EZO) and Pune (WZO). Deputy Secretary will be the functional head of each Zonal office and report to Joint Secretary of the council directly while performing his duties. He will be provided with four numbers of staff.

Likewise each zone should also call meeting of the CEOs under their jurisdiction at least once in a quarter and four meetings in a year to review their performance and issue corrective instructions with the approval of Secretary, CWC/Joint Secretary, CWC. Proposed manpower in each Zonal Office is 5, and total manpower in all four Zonal offices will be 20.

Other Recommendations

It should be the responsibility and accountability of CWC for full implementation of all the provisions of amended Waqf Act.

Total waqf properties should be free from encroachment. Waqf properties should be litigation free. Complete identification of waqf properties in country. Leasing of waqf properties should be rationalized and lease rules should be fully implemented. Carry out welfare programme as per the intent of waqifs.

Computerization of old records of all 31 SWBs may be done on priority basis. Mechanism should be developed by CWC for its regular updating.

Government of India in its wisdom may consider providing grant-in-aid to the Council from the consolidated funds of India for its administrative & establishment expenditures as the CWC is a Statutory Body established by the Government of India as SWBs are also getting administrative grant from concerned State Government.

It is also suggested that a centralised Web based on-line software for the administration of CWC and Zonal Offices to be established. Study reports observed that current schemes implemented by CWC are viable schemes hence it is recommended that these schemes should be continued in future also effectively.

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Annexure- I
Sanctioned Staff Strength of Central Waqf Council as on 30.09.2016

S.No	Name of the Post	Filled in	Vacant	Total	Remarks
1	Secretary	(One)1	-	(One)1	
2	Development Officer	-	(One)1	(One)1	
3	Assistant Administrative Officer		(One)1	(One)1	
4	Assistant Accounts Officer		(One)1	(One)1	
5	Assistant Law Officer		(One)1	(One)1	
6	Assistant	(One)1	(One)1	(Two)2	
7	Accountant	(Three)3	--	(Three)3	
8	Stenographer	(One)1	(One)1	(Two)2	One is on Deputation
9	Assistant Programmer		(One)1	(One)1	
10	Library, Documentation & Reference Assistant		(One)1	(One)1	
11	Upper Division Clerk	(Two)2	(One)1	(Three)3	
12	Accounts Clerk	(Two)2	(One)1	(Three)3	
13	Lower Division Clerk	(Five)5	(One)1	(Six)6	One is on Deputation
14	Driver-cum-DR	(Two)2	-	(Two)2	
15	Despatch Rider (DR)		(One)1	(One)1	
16	Daftary	(One)1		(One)1	
17	Peon/Watchman-cum-Messenger	(One)1	(One)1	(Two)2	
Total		19	13	32	

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

Annexure- II
Status of Implementation of the Waqf Act, 1995 as Amended in 2013

Name of Waqf Board	Status of Implementation of the Waqf Act as on 30.09.2016			
	Appointment of Survey Commissioner	Completion of Survey within one year	Appointment of CEO (Waqf Board)	Constitution of Tribunal as three members
1.Andaman & Nicobar Islands	Appointed	In process	Addl. Charge	In process
2.A.P.State Waqf Board	Not Appointed	Not initiated	Full Time	Constituted
3.Assam Board of Waqfs	Appointed	In process	Addl. Charge	Not Constituted
4.Bihar (Shia) Waqf Board	Appointed	In process	Full Time	Constituted
5. Bihar (Sunni) Waqf Board	Appointed	Report awaited	Full Time	Constituted
6.Chandigarh Waqf Board	Appointed	Done	Vacant	Board has written to Govt.
7.Chhattisgarh Waqf Board	Appointed	In process	Full Time	Constituted
8.Dadar & Nagar Haveli	Appointed	Done	Not feasible to Appoint full time CEO	Constituted
9.Delhi Waqf Board	Appointed	In process	Full Time	Constituted
10.Gujarat State Waqf Board	Appointed	In process	Full Time	Constituted
11.Haryana Waqf Board	Appointed	In process	Addl. Charge	Constituted
12.H.P. Waqf Board	In process	In process	Addl. Charge	Only Chairman appointed
13.Jharkhand (Sunni)	Appointed	In process	Addl. Charge	In process
14. Karnataka Board of Waqf	Appointed	In process	Full Time	Constituted
15.Kerala Waqf Board	Appointed	In process	Full Time	In process
16.Lakshdweep Waqf Board	In process	Completed except Minicoy Is	Addl. Charge	Constituted
17. M.P.Waqf Board	Appointed	In process	Full Time	Constituted
18.Maharashtra Waqf Board	In process	In process	Addl. Charge	Constituted
19.Manipur Waqf Board	Not appointed	Board conducting Survey	Addl. Charge	In process
20.Meghalaya Board of Waqf	In process	Board took issue with Govt.	Addl. Charge	Constituted
21. Odisha Board of Waqf	In process	In process	Full Time	In process
22.Puduchery State Waqf Board	Appointed	Completed	Full Time	Constituted
23.Punjab Waqf Board	Not appointed	No	Vacant	Board taken up this issue with Govt.
24.Rajasthan Waqf Board	Appointed	In process	Addl. Charge	Constituted
25.Tamil Nadu Waqf Board	Appointed	In process	Full Time	In process
26.Telangana	Not appointed	No	Full Time	Constituted
27.Tripura Waqf Board	Appointed	Yes in 2011	Full Time	Constituted
28.Uttarakhan Waqf Board	Not appointed	No	Addl. Charge	Constituted
29.UP State (Shia) Waqf Board	Appointed	In process	Vacant	Constituted
30.UP State (Sunni) Waqf Board	Appointed	In process	Full Time	Constituted
31.West Bengal Waqf Board	Appointed	Survey completed in 18 districts except Kolkata	Full Time	Constituted

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

Annexure- III
Land and Property Development Division (LPDD) (Development Section)

Sl. No.	Items of Work	Total Annual Man Hours
1.	Implementation and follow up of the Non-Plan Scheme of Development of Urban Waqf Properties(DUWP) Appraisal, monitoring and follow up of the scheme (Completion of prefunding and post funding formalities) - Application Received and Scrutiny of Applications - Correspondence for completion of formalities - Inspection by Committee Members - Approval in WDC - Approval from Chairman CWC - Apply the Grants to the Ministry - Correspondence with ministry and reply of quarries - Funds received from Ministry and Funds released to SWBs	320 160 80 80 32 10 80 80
2.	Financing of the projects and maintenance of complete records - Loan is released instalment wise and hence maintenance of records of each instalments	800
3.	Monitoring of Recovery of Loan - Periodical reminders to the loaned waqf etc. Based on instalment wise, maintenance of the statement, working out of the outstanding dues - Issuance of letters/reminders to loaned waqf institutions/boards for repayment of loan instalments	800
4.	Preparation of Repayment schedule for the loaned waqf institutions	800
5.	Preparation of Statement of Dues - One statement in a financial year besides regular updation	120
6.	Maintenance of Assets Registers	80
7.	Maintenance of Books of Accounts of Development Fund (Voucher Preparation, Cash Book, Ledger, Posting in Tally, Trial Balance, Bank Reconciliation Statement, etc.)Noting and drafting in concerned files	400
8.	Maintain and Monitor Fixed Deposit Receipts	56
9.	Amount available is being invested with a view to generate income for the Council for which proposals from nationalized banks are being sought for the best offer	30
10.	Noting/drafting, correspondence with banks for investment	30
11.	Maintenance and updating of Loan register	100
12.	Maintenance of Cheque issued /RTGS/NEFT register	25
13.	To Maintain Cheque receipt register(Repayment of loan instalments & 8% Administrative Processing Cost)	56
14.	Work Related to NAWADCO Ltd. - CWC is one of the promoters of the NAWADCO and has paid its share as per the formation. No. of correspondence are taking place in CWC. Secretary, CWC is one of the Directors	288
15.	Coordinator for the Waqf Development Committee(WDC) - To coordinate with the members etc. for holding meetings and when visits are undertaken - Preparation of agenda, minutes for the meeting of WDC	191
16.	Preparation of concept notes on each SWBs	248
17.	Preparation of tour report for the visit undertaken along with the members of Waqf Development Committee to different Waqf Boards - As part of the monitoring of the board by the Council, the members are visiting various boards and related work is being looked after	144

18.	Monitoring and follow up of the Central Sector Scheme of “ Computerization of the records of State Waqf Boards” - Coordination with the implementing agency and the boards/MoMA	500
19.	Preparation of Monthly progress report under the scheme of Computerization.	480
20.	Salary/letter preparation for the staff working under the scheme of “Computerization of the records of State Waqf Boards”	6
21.	Preparation of agenda, minutes for meeting related to computerization scheme.	191
22.	Coordinate/organize training for the staff of State/UT Waqf Boards on WAMSI Online System	168
23.	Issuance of letters/reminders to State/UT Waqf Boards under Section 9(4) for submission of Annual Report and Audit Report. - As part of the monitoring of functioning of the boards information are being sought under Section 9(4)	75
24.	Work related to Educational Scheme of Central Waqf Council. - To process applications at pre funding and post funding stage,	842
25.	To monitor recovery of 1% statutory contribution due to CWC - Information on expected/actual income and calculation of the share of the Council. Letters, Reminders and Telephonic Conversations are required	124
26.	Issuance of letters/reminders/telephonic conversation to State/UT Waqf Boards and State Govt. For clearance of outstanding dues of 1% contribution.	248
27.	Maintain/cheque receipt register, preparation of vouchers	124
28.	Noting drafting related to 1% statutory contribution.	248
29.	Preparation of Statement of dues (1% statutory contribution)	248
30.	Work related to Hindi noting/drafting and typing - Preparation of Hindi Timahi Pragati Report for Ministry of Minority Affairs - Work related to Hindi including training	480
31.	Outside Visits	160
32.	Misc. Work not covered above.	100
33.	Total	9004

Number or persons justified: 6

Assessment Sheet (Land & Property Dev Division)

Sl. No.	Post	Level	Existing Strength	Proposed Strength
1.	Under Secretary	PB-3 & GP-5400	-	1
2.	Section Officer/Development Officer	PB-2 & GP-4800	-	1
3.	Assistant Section Officer	PB-2 & GP -4200	1	1
4.	Senior Secretarial Assistant (Upper Division Clerk)	PB-1 & GP-2400	3	1
5.	Junior Secretarial Asstt.	PB-1 & GP-1900	-	1
6.	MTS	PB-1 & GP-1800	-	1
Total			4	6

Note Posts of Junior Stenographer and MTS have been suggested on functional basis.

Annexure- IV
Court Cases of Central Waqf Council as on 30.9.2016

Sl. No.	Case Title	Court
1.	Manav Vikas Sewa Samiti Vs Union of India & Others W. P. C. No.814/2013	Supreme Court of India, New Delh
2.	Rajinder singh & Others versus union of India and Others W.P.C. No.3270 of 2016 (O & M)	Punjab & Haryana High Court, Chandigarh
3.	Tayyab Khan Vs. UOI W.P.C. No. 7759/2006	Delhi High Court, New Delhi
4.	Intezamia Committee Awqaf Ahl-e-Hadees (Regd). Vs. Smt. Pushpa & Others ARB No.161/16	Waqf Tribunal Patiala House Court, New Delhi
5.	Intezamia Committee Awqaf Ahl-e-Hadees (Regd). Vs. Shri Sandeep Arora & Others ML No.9/16	Waqf tribunal Patiala House Court, New Delhi
6.	Intezamia Committee Awqaf Ahl-e-Hadees (Regd). Vs. Shri Sandeep Arora & Others ML No.10/16	Waqf tribunal Patiala House Court, New Delhi
7.	M/s Sant Ram Nikka Mal & Others versus Union of India W.P. C No.2016	Delhi High Court, New Delhi
8.	Smt. Asha Devi and Anothr versus Union of India and Other W.P. C.No.6375/2016 (PIL)	High Court of M.P. (Indore Bench)
9.	Mohmad Iqbal Abdul Mazid sheikh Vs. Govt. of India and another SCA No.20388 of 2015	The High Court of Gujarat, Ahmadabad....Disposed.
10.	Save Waqf Property forum and other Vs State of Gujarat and other WP PIL 210 of 2016 date of hearing 30.11.2016	The High Court of Gujarat, Ahmadabad
11.	Ram Nikka Mal Vs UOI W.P.No. 10352/2016 date of hearing 28.11.2016	Delhi High Court, Delhi
12.	Smt. Asha and Anr Vs UOI and other W.P. 6375/2016	M.P. Court Jabalpur (Indore Bench)

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

Annexure- V
State-wise Distribution of Encroachments as on 30.09.2016

Name of Waqf Board	Number of Waqf Properties Encroached by	
	Government or or Agencies	Private or Individuals
1.Andaman & Nicobar Islands	1 (1)	2 (2)
2.A.P.State Waqf Board		
3.Assam Board of Waqfs	NIL (NIL)	191 (119)
4. Bihar (Sunni) Waqf Board	6 (2)	181(181)
5.Bihar (Shia) Waqf Board	NIL (NIL)	58 (14)
6.Chhattisgarh Waqf Board	-	200 (200)
7.Delhi Waqf Board	296 (296)	373(373)
8. Karnataka Board of Waqf	14 (15)	862(717)
9.Kerala Waqf Board	1 (1)	29 (112)
10.Gujarat State Waqf Board	-	-
11. M.P.Waqf Board	44 (44)	3240 (3240)
12.Maharashtra Waqf Board	21	81
13.Meghalaya Board of Waqf	0 (2)	0 (3)
14. Odisha Board of Waqf	8 (8)	7 (7)
15.Puduchery State Waqf Board	NIL (NIL)	5 (84)
16.Punjab Waqf Board	544 (430)	5610 (5734)
17.Rajasthan Waqf Board	58 (63)	164 (185)
18.Tamil Nadu Waqf Board	7 (7)	1335 (1335)
19.Lakshdweep Waqf Board	NIL (NIL)	NIL (NIL)
20.Manipur Waqf Board	60 (NIL)	137 (NIL)
21.UP State (Sunni) Waqf Board	-	-
22. UP State (Shia) Waqf Board	-	-
23.West Bengal Waqf Board	59	3082
24.Haryana Waqf Board	179 (195)	754 (718)
25.H.P. Waqf Board	58 (47)	503 (288)
26.Tripura Waqf Board	1 (7)	13 (10)
27.Uttarakhan Waqf Board	-	-
28.Chandigarh	NIL (NIL)	6 (15)
29.Dadar & Nagar Haveli	NIL (NIL)	NIL (NIL)
30.Jharkhand (Sunni)	1 (1)	2 (2)
31.Telangana	NA	NA
Total	1350 (1119)	16431(13003)

Note: 1. NA – Data not available

2. Figures within parenthesis indicate upto August, 2014

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

Annexure -VI
State-wise Distribution of Number of Litigations as on 30.9.2016

Name of Waqf Board	Number of Litigation						Records in WAMSI Litigation Module	
	U/s 54 (SDM)	Waqf Tribunal	High Court	Supreme Court	Other Courts	Total	External Case (Courts)	Internal Case (WB)
1.Andaman & Nicobar Islands	4	3	-	-	-	7	-	-
2.A.P.State Waqf Board		297	413	5	-	715	-	-
3.Assam Board of Waqfs	31	6	2		18	57	7	-
4. Bihar (Sunni) Waqf Board	-	125	84	8	37	254	60	15
5.Bihar (Shia) Waqf Board	-	25	24	-	2	51	19	1
6.Chhattisgarh Waqf Board	480	25	49	-	316	870	87	276
7.Delhi Waqf Board	990	146	-	-	182	1318	-	-
8. Karnataka Board of Waqf	876	279	401	9	694	2259	-	-
9.Kerala Waqf Board	-	1353	800	10	230	2393	1219	808
10.Gujarat State Waqf Board	-	42	36	1	-	79	11	6
11. M.P.Waqf Board	3283	635	200	2	177	4297	426	2904
12.Maharashtra Waqf Board	321	1854	930	55	108	3268	7	-
13.Meghalaya Board of Waqf	-	-	-	2	-	2	-	-
14. Odisha Board of Waqf	-	-	-	-	7	7		-
15.Puduchery State Waqf Board	65	-	-	-	1	66	1	-
16.Punjab Waqf Board	100	350	510	30	437	1427	17	-
17.Rajasthan Waqf Board	1412	775	250	4	1018	3459	-	19
18.Tamil Nadu Waqf Board	-	889	290	8	-	1187	549	320
19.Lakshdweep Waqf Board	-	-	-	-	-	NA	4	41
20.Manipur Waqf Board	-	-	-		1	1	-	-
21.UP State (Sunni) Waqf Board	-	39	117	25	-	181	-	-
22. UP State (Shia) Waqf Board	-	-	-	-	-	NA	-	-
23.West Bengal Waqf Board	189	145	158	1	45	538	2	-
24.Haryana Waqf Board	-	134	438	28	615	1215	-	-
25.H.P. Waqf Board	65	57	1	-	85	208	-	-
26. Tripura Waqf Board	-	-	-	-	3	3	2	-
27.Uttarakhan Waqf Board	-	-	-	-		NA	3	-
28.Chandigarh	-	-	2	-	12	14	-	-
29.Dadar & Nagar Haveli	-	-	-	-		NA	-	-
30.Jharkhand (Sunni)	-	-	-	-	3	3	-	-
31. Telangana	-	-	-	-	-	NA	-	-
Total	7,816	7,179	4,7,5	188	3,991	23,879	2,414	4,390

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

Annexure -VII
Legal Affairs Division (Legal Section)

Sl. No.	Items of Work	Total Annual Man Hours
1.	Legal Advices On Waqf Matters and Working of Board	72
2.	Follow up-Implementation process	
	(1) Waqf Act	260
	(2) other Rules made hereunder	252
3.	Direction/guidelines issued by the Council in the Section 9(4) of the Act.	66
4.	Litigation Management of CWC & Waqf Division of Ministry - Court Cases - CA/reply	504
5.	RTI cases handled	24
6.	Centralized Public Grievance Redress and Monitoring System (CP-GRAMS)	20
7.	Instruction from Minister Office and Ministry complied	50
8.	Issues with other Ministries like ASI, Ministry of Culture and Ministry of Law and Justice etc. taken up	96
9.	Legislative Work assignment handled	20
10.	Agenda of Meeting and Minutes of the Committee on legal issue	150
11.	Organizing Seminar/Conference at Delhi and different places/State Capital	208
12.	Meeting of Group of Ministers(GOM)	48
13.	Parliamentary Standing Committee meeting	64
14.	Prime Minister office meeting	24
15.	Meeting and discussion with Minister	25
16.	Meeting with Secretary /JS/Director/US etc. on Waqf and related issue	296
17.	Personal meeting with dignitaries and visitors Phone calls related to Waqf management	152
18.	Brief Notes to the Ministry	80
19.	Answers of Parliament Questions	32
20.	General Grievances/Complaints addressed to Secretary, CWC	400
21.	Monitoring income of the State Waqf Board	48
22.	Appointment of lawyers for defending cases clearance the bills	12
23.	Appearance before the Court	216
24.	Processing of Bill etc. of the advocates for clearance	12
25.	Analysis of Law/Acts in view of the Waqf administration	24
26.	Visit to the State Waqf Board offices	160
27.	Visit to the State Government Waqf Departments	160
28.	Out of station meeting with other department	40
29.	Processing of leave application of Staff in Legal Section	12
30.	Receiving of receipt marked for action	208
31.	Keeping and Procurement of stationary for day to day work	50
32.	Legal portion of the Annual Report compilation	56
33.	Citizen Charter	56
34.	Miscellaneous work not covered above	100
	Total	4997

Number or persons justified: 3

(excluding fuctional posts like PS/PA/MTS/Driver/Dak etc)

Assessment Sheet (Legal Affairs Division)

Sl. No.	Post	Level	Existing Strength	Proposed Strength
1.	Law Officer	PB-2 & GP-5400	1(Holding Additional charge of Law Officer)	1
2	Assistant Law Officer	PB-2 & GP-4800		1
3.	Legal Assistant	PB-2 & GP-4200	2	4
4.	MTS	PB-1 & GP-1800	-	1
Total			3	7

Annexure - VIII
Administration & Establishment Division

Sl. No.	Items of Work	Total Annual Man hours
1.	Council Meeting <ul style="list-style-type: none"> - Approval of date, time & venue - Notice issued to all members - Agenda Preparation including Action taken Report on the last meeting, Photo copy and binding of Agenda sent to Members - Confirmation of members for attending the meeting - Arrangement of meeting - Meeting - Preparation of Draft Minutes and Sent for approval - Circulation of Members - Start process for taking action on the minutes/decisions taken in the meetings/Action Taken Reports. 	24 20 224 16 96 24 32 32 224
2.	Meeting of Committees <ul style="list-style-type: none"> - Planning & Advisory Committee - Waqf Development Committee - Education and Women Committee - Monitoring Committee 	191 8 8 8
3	Meeting of Expert Committee	32
4.	National Conference/Regional Seminars <ul style="list-style-type: none"> - Approval of date, time & venue - Invitation issues to all Principal Secretaries in charge of Waqf in the State/ Members /Chairman & CEO's of State Waqf Boards - Agenda Preparation and Photo copy and binding of Agenda sent to delegates - Confirmation of delegates for attending the National Conference/ Regional Seminar - Arrangement of Venue etc. - Preparation of Draft Minutes and Sent for approval - Circulation of Minutes to the delegates - Start process for taking action on the minutes/decisions taken in the National Conference/Regional Seminar 	32 96 160 48 96 64 32 64 224
5.	Maintenance of office Building	528
6.	Procurement of items	288
7.	Disposal of Discarded items	48
8.	Issue of items	264
9.	Maintenance of Stock with its Registers and monthly report	528
10.	Arrangement of Travelling Tickets of visiting members/ delegation - Booking of Hotels for stay	32
11.	Printing of Stationery Annual Report etc	120
12.	Preparation of Annual Report	120
13.	Translation of Annual Report	40
14.	Maintenance of Service Record of Staff	152
15.	Fixation of Pay	57
16.	Annual Increment	32
17.	Updating of leave account	19
18.	LTC cases processed	45
19.	Deputation cases handled	192
20.	Forwarding of application for deputation	80
21.	Verification of Service	19
22.	Process for Recruitment of Regular Post/Contractual appointments <ul style="list-style-type: none"> - Releasing of Advertisement - Applications received and Preparation of List of the candidates - Constitution of Screening Committee 	28 168 28

	- Scrutiny	112
	- Constitution of Selection Committee	28
	- Interview Letter	112
	- Conduct of Interview	28
	- Minutes of the Selection Committee	28
	- Note to the Chairman for the approval of the Minutes of Selection Committee	28
	- Dispatch of Offer of Appointment	14
	- Acceptance and Appointment Letter	14
23.	Process for Promotion/DPC	48
24.	Process for Sanction of leave	
	EL	80
	HPL	75
	CL	160
	RH	40
	Child Care Leave	6
25.	Transfer & Posting of Staff	24
26.	Work related APAR/ACR	24
27.	Updation of APAR/ACR folders	32
28.	Handling of Vigilance cases	8
29.	Disciplinary actions taken	25
30.	Tendering cases for security, AMC etc	240
31.	Processing of retirement cases	56
	- Calculation of pension and retirement benefits	
32.	Correspondence with Ministry and State Waqf Boards	792
33.	RTI cases handled	96
34.	Draft notes prepared for Chairman for approval/direction on various issues	480
35.	Issuance of Identity Card/Parking Labels	16
36.	Late Coming File of all Staff of CWC	792
37.	Independence/Republic Day Passes	16
38.	Various Monthly/ Quarterly/Annually Report to Ministry and other Department	80
39.	Visit of State Waqf Boards along with Members of CWC	56
	- Finalization of the tour programme as per convenience of member	
	- Intimation to the State Waqf Boards/Waqf Institution	
	- Booking of Tickets	
	- Tour Report	
40.	Hindi (Promotion of official Language)	480
	- Quarterly Report to Ministry	
	- Letters sent to various quarters in Hindi Language.	
	- Send staff on Hindi Training	
	- Preparation of speech posters play cards/ leaflet etc. in Hindi on different occasion	
41.	Library Work	400
42.	Misc. Work not covered above.	150
	Total	9083

Number or persons justified: 6 (excluding fuctional posts like PS/PA/MTS/Driver/Dak etc)

Assessment Sheet (Admn & Estt Division)

Post	No.of Posts	Pay-Scale
k) Administrative Officer	1	PB-2 & GP-5400
l) Section Officer	1	PB-2 & GP-4800
m) Asstt. Section Officer	1	PB-1 & GP-4200
n) Senior Secretarial Assistant	2	PB-1 & GP-2400
o) Junior Secretarial Assistant	1	PB-1 & GP-1900
p) Hindi Translator-cum-Urdu Reader	1	PB-2 & GP-4200
q) Caretaker	1	PB-1 & GP-1900
r) Driver	1	PB-1 & GP-1900
s) D.R.	1	PB-1 & GP-1900
t) MTS	1	PB-1 & GP-1800
Total	11	

**In the existing structure, there are total of 9 posts
(ASO=1, UDC/LDC=4, Drivers=2, MTS=2)**

Annexure- IX

Planning, Finance and Audit Division (Accounts – Administration)

Sl. No.	Items of Work	Total Annual Man Hours
1.	Salary Bill (Salary, Bonus, D.A. & Arrears)	220
2.	Advances(Cash, TA, FA, LTC, PC & MC)	188
3.	Medical Reimbursement(fees, claim)	39
4.	1% contribution (receipts), Letters drafting, Vouchers Preparations, Statement of Dues	527
5.	Overtime Allowance Bill	56
6.	Computer Maintenance Bill	8
7.	Bill Payment(Entertainment, Misc. exp., cash in hand)	49
8.	Conveyance Bill	15
9.	Tax return & tax related matters	279
10.	General Provident Fund/Secy. GPF	62
11.	Pension/Pension Contribution(Secy.)	112
12.	Payment of Telephone and Electricity Bill	32
13.	Calculation of Income Tax of employees	96
14.	Budget formulation	36
15.	Annual Maintenance Contract Payment	48
16.	Conduct of Audit	160
17.	Reconciliation of Bank's statement	196
18.	ACP & MACP calculation of employees	320
19.	Petty Cash Maintenance	50
20.	Ledger Posting	264
21.	Fixation of Salary of employees	19
22.	Preparation of Balance sheet(Final Account)	160
23.	Payment of GSLIS+GIS	96
24.	TA/DA of Council members and Secretary & staff	80
25.	Conference/Seminar/meetings related work	40
26.	LTC Settlement Bills	32
27.	Correspondence with Secretary's parent office	24
28.	Payment of Legal section related bills	5
29.	Outside field Tours	64
30.	Reply of audit Paras	64
31.	AMC of Franking Machine	50
32.	Correspondence with other offices(Waqf Boards, MOMA, AGCR, CGHS, Income Tax, Banks, UPSC etc)	264
33.	Rent payment of Secretary's House	48
34.	Payment of Building maintenance and sanction (RO, Water Coolers, Gas Cylinders,Generator,Sanitation,Curtains,Security,Electricity,AC,LAN etc	72
35.	Security related payment	8
36.	Staff car Maintenance & servicing payment	87
37.	Motorbike petrol payment etc.	28
38.	Purchase Committee related work	40
39.	Maintenance of Assets Register	80
40.	Accounting of 1% statutory contributions (reminders/acknowledgments/statements)	264
41.	Preparation of outstanding dues of 1% contribution	32
42.	Reply of various queries on phone	48
43.	Maintenance of Fixed deposits in bank	104
44.	Children Education Allowance related work	16

45.	R.T.I. encashment of DDs/ cheques /IPOs	8
46.	Maintenance of Registers: PBR, ,CEA, RTI, Stores, Cheque issue Register etc	160
47.	Salary of contractual Staff	24
48.	Work related to deputationists, cheques entries/GPF transfer/acknowledgements etc.	12
49.	Visits to AGCR, Income Tax (NSDL), MOMA, SBI, BOM, Allahabad Bank & CGHS HQ, LIC	384
50.	Discussion and Meetings with Secretary/other official	396
51.	Attending queries of individual employees	132
52.	Attending the queries from Ministry	24
53.	Misc. work not covered above.	150
Total		5772

Number or persons justified: 8

Assessment Sheet (Planning, Finance & Audit Division)

Post	No.of Posts	Pay-Scale
f) Accounts Officer	1	PB-2 & GP-5400
g) Asst. Accounts Officer	1	PB-2 & GP-4800
h) Accountant	2	PB-2 & GP-4200
i) Accounts Clerk	3	PB-1 & GP-2400
j) MTS	1	PB-1 & GP-1800
Total	8	

**In the present set-up, there are only two posts
(Accountant=1, Accounts Clerk=1)**

Annexure -X

Scheme for Computerization of records of the State Waqf Board during 12th Five Year Plan (2012-17)

1. Background

The Joint Parliamentary Committee on Waqf in its 9th Report recommended Computerization of the records of State Waqf Boards (SWBs) at an estimated cost of Rs. 25 Crore. Accordingly, the scheme was formulated by the Ministry of Minority Affairs (MoMA) and was launched in December, 2009. Out of three phases, the first phase of scheme was to be completed during XIth Plan Period. However, major part of the scheme has not been completed and therefore, the scheme is continuing during XIIth Plan Period. During year 2014, the Central Waqf Council (CWC) has been designated the Nodal agency to undertake the balance work under Phase –I by hiring outsource agency in accordance with the instructions contained in GFR-2005 and guidelines issued by Ministry of Finance from time to time to MoMA. The CWC engaged the National Small Industry Corporation (NSIC) Ltd., Raipur Branch as an outsourcing agency to complete the remaining work of Phase-I of the scheme in the balance period of 12th Five Year Plan period. The agency has already taken up the assignment and it is hoped that work would be completed as per the revised time plan.

2. Objectives

The Waqf properties are spread out all over the country but even the basic survey of Waqf properties have not been done in most States/UTs. There is hardly any development of Waqf properties and a very substantial income that the Waqf properties could have generated for the Welfare Scheme of the community is lost because of non-development and large scale encroachment of Waqf properties. Therefore, to streamline record keeping, introduce transparency and to computerize the various functions/ processes of the Waqf Boards (WBs) and to develop a single web based centralized application, Joint Parliamentary Committee on Waqf, in its Ninth Report, recommended computerization of the records of the SWBs by Central financial assistance to the these Boards.

The broad objectives of computerizing the records of the SWBs are:

- Properties Registration Management
- Muttawalli Returns Management

- Leasing of Properties Management
- Litigations Tracking Management
- Documents Archiving & Retrieval Management
- GIS of Waqf Properties
- Funds Management to Mosques, Durgah, Kabristan, Imams, Muazzins, widows, girls marriages, scholarships, schools, hospitals, Dispensaries, Musafirkhanas, Skill Development Centres etc.
- Loans Management for Development of Urban Waqf properties
- Compliance of Right to information Act 2005.

With a view to build capacity of the personnel working in the SWBs and ensure their working in an Information Technology (IT) enabled atmosphere, the MoMA decided to provide training to the officials of the SWBs with the help of institutions empanelled with NICS. Accordingly, during the year 2015-16, the CWC released an amount of Rs. 43, 00,277 to National Informatics Centre Services Inc. (NICS) - India for imparting training to the staff of State/UT Waqf Boards on Waqf Management System of India (WAMSI) on Line System. The data entry work of the Registration of Module has been completed to the extent of 92.32 per cent and the digitalization of records [Data Management Service DMS] has been completed to the extent of 70.04 per cent respectively as on 30th September, 2016. WAMSI also digitized property tax returns, leasing and litigation records. State-wise status of the progress may be shown in Annexure Table 1.

Annexure Table 1: Statement of Waqf Records Computerization as on 30th September, 2016

S. No.	State/UT	No. of Waqf Estates	WAMSI-DMS Off-line	WAMSI On-line Record (Module-wise)		
				Registration	Property Tax Return	Leasing
1	Andaman and Nicobar Islands	84 (0.02)	0 (0.00)	49 (58.33)	0	0
2	Andhra Pradesh	3, 546 (1.07)	3,012 (84.94)	3,533 (99.63)	0	0
3	Assam	987 (0.30)	941 (95.34)	941 (95.34)	394	11
4	Bihar (Shia)	227 (0.07)	219 (96.48)	220 (96.92)	20	0
5	Bihar (Sunni)	2,478 (0.75)	1,900 (76.67)	2,478 (100.00)	41	7
6	Chandigarh	33 (0.01)	33 (100.00)	33 (100.00)	0	0
7	Chhattisgarh	800 (0.24)	794 (99.25)	800 (100.00)	31	0
8	Delhi	1,964	1,930	1,964	0	0

		(0.59)	(98.27)	(100.00)		
9	Gujarat	11,681 (3.53)	0 (0.00)	10,960 (93.83)	2,284	0
10	Haryana	12,975 (3.92)	4,108 (31.66)	12,620 (97.26)	0	7,690
11	Himachal Pradesh	1,099 (0.33)	36 (3.28)	945 (85.99)	0	0
12	Jharkhand	145 (0.04)	144 (99.31)	56 (38.62)	0	0
13	Karnataka	30,475 (9.20)	7,500 (24.61)	30,473 (100.00)	0	0
14	Kerala	9,093 (2.74)	9,093 (100.00)	9,093 (100.00)	1,433	0
15	Lakshadweep	338 (0.10)	338 (100.00)	338 (100.00)	949	0
16	Madhya Pradesh	14,871 (4.49)	14,864 (99.95)	14,864 (99.95)	741	134
17	Maharashtra	8,284 (2.50)	7,910 (95.49)	8,284 (100.00)	5,224	0
18	Manipur	953 (0.28)	710 (74.50)	765 (80.27)	0	0
19	Meghalaya	61 (0.02)	42 (68.85)	43 (70.49)	56	0
20	Odisha	3,729 (1.13)	2,980 (79.91)	3,502 (93.91)	0	0
21	Puducherry	45 (0.01)	45 (100.00)	45 (100.00)	201	90
22	Punjab	24,542 (7.41)	18,300 (74.57)	24,542 (100.00)	0	504
23	Rajasthan	18,950 (5.72)	18,096 (95.49)	18,737 (98.88)	218	0
24	Tamil Nadu	7,453 (2.25)	7,453 (100.00)	7,453 (100.00)	8,712	1597
25	Telangana	32,157 (9.71)	29,200 (90.80)	30,508 (94.87)	0	1
26	Tripura	1,869 (0.56)	812 (43.45)	1,847 (98.82)	14	1
27	Uttarakhand	2,054 (0.62)	1,500 (73.03)	2,051 (99.85)	250	0
28	Uttar Pradesh (Shia)	10,500 (3.17)	0 (0.00)	2,151 (20.49)	0	0
29	Uttar Pradesh (Sunni)	1,23,115 (37.16)	96,317 (78.23)	1,09,979 (89.33)	0	0
30	West Bengal	6,770 (2.04)	3,913 (57.80)	6,763 (99.90)	0	6
Grand Total		3,31,278 (100.00)	2,32,190 (70.04)	3,06,037 (92.32)	20,568	10,041

Notes: 1. Figure within parenthesis indicate percentage , 2. Total may not tally due to round off
Source: Central Waqf Council, Ministry of Minority Affairs

Annexure -XI

Need of ITR Division for Central Waqf Council

1. Database and Record Management.

Keep Maintenance the Database, Installation, restoration , backup, up gradation of Database , In which store bit wise bit information of Waqf properties around in India. Database also keep the record of Properties Litigation, Leasing, Annual return of Waqf properties. This will help in our day today requirement and benefits to all by clicking a single click.

To store digital versions of documents on servers and storage devices. These documents will become instantly available to everyone in the organisations, regardless of their geographical location.

2. A Centralise Web based on-line software for the administration of CWC and its Zonal Offices to be embellished

3. Website

Maintenance, updates, delete and modify of Website Central Waqf Council.

4. Location of Properties

Keep track on the Waqf Properties location and status of Waqf Properties by using GPS system connect with satellite.

5. Technical Support

Provide technical support to State Waqf Board and System On-line training to staff of Waqf Board.

6. Management Information Systems (MIS)

Management Information Systems (MIS) enable to track the data report and progressive use that data as part of their strategic planning process as well as the tactical execution of organization strategy.

7. Communication

Email is the principal means of communication between employees, department office and customers. Email was one of the early drivers of the Internet, providing a simple and inexpensive means to communicate. Around 25 to 40 mail sends and received by CWC.

8. Data capture, Data Processing

9. Storage of information

10. Retrieval of Information

11. Misc. Work not covered above

Annexure- XII
Information Technology and Record Division

Sl. No.	Items of Work	Total Annual Man hours
1.	Maintaining all Central Waqf Council's e-mail account	325
2.	Preparing Daily and Monthly Attendance Report	44
3.	Coordinating with all the Vendors for smooth running of office	66
4.	Maintaining computer and other peripherals inventory	264
5.	Troubleshooting of different Hardware, Computers, Printer and Software issues	264
6.	Maintained database and progress reports of CWC and all States Waqf Boards	528
7.	Preparing presentation for various meetings ,workshops and conferences	48
8.	Maintaining and upgrading various software and Operating System as and when needed	48
9.	Maintaining and updating Central Waqf Council's Website from time to time.	48
10.	Assist to the staff as and when they face problem in different computer applications, Software and Hardware	60
11.	Coordinating with States Waqf Boards for various tasks	24
12.	Provide training to the staff for various applications	48
13.	Maintaining and updating Contact List of State Waqf Boards	96
14.	Maintaining software for WAMSI DMS	24
15.	Updating the Monthly Progress report of WAMSI Project	24
16.	Scanning the old documents of the office and keep it in electronic forms	120
17.	Configuring and Maintaining network devices like switches, hub and routers	36
18.	Providing telephonic support to the state Waqf Boards for rectifying their technical issues.	24
19.	Gathers Data/Text from original form or document and prepare for input into computerized system	24
20.	Providing technical support of web based government applications to the Users/Employees (i.e. RTI-MIS,CPGRAMS,NSDL and Government Land Information System)	60
21.	Misc. Work not covered above.	100
Total		2407

Number of persons justified: 6

Assessment Sheet (Information Technology & Record Division)

Post	No.of Posts	Pay-Scale
f) System Manager	1	PB-2 & GP-5400
g) IT Assistant	2	PB-2 & GP-4200
h) Documentation Assistant	1	PB-2 & GP-2400
i) Record Keeper	1	PB-1 & GP-1900
j) MTS	1	PB-1 & GP-1800
Total	6	

**Presently there are only two staff on contractual basis
(Computer Asst-hardware=1, Computer Asst-Software=1)**

Note: Post of System Manager has been recommended as Head of Division. Post of Documentation Assistant and Record Keeper has been recommended while merging the activities of record keeping with ITR division. Post of MTS has been suggested on functional basis.

Annexure -XIII
State-wise Distribution of One per cent Statutory Contribution Balance
as on 31st March (in Rs.)

Name of Waqf Board	Year				
	2011-12	2012-13	2013-14	2014-15	2015-16
1.Andaman & Nicobar Islands	10,894	17,231	17,306	36,612	36,612
2.A.P.State Waqf Board	34,19,246	45,92,841	55,97,774	76,47,737	5,00,000
3.Assam Board of Waqfs	8,017	25,310	27,082	45,834	22,496
4. Bihar (Sunni) Waqf Board	4,39,487	2,55,677	2,57,947	5,87,967	3,47,802
5.Bihar (Shia) Waqf Board	4,78,261	5,28,261	5,78,261	6,03,663	6,33,663
6.Chhattisgarh Waqf Board	3,16,894	4,16,894	5,76,894	6,36,894	7,36,894
7.Delhi Waqf Board	24,840	2,011	4,44,625	4,78,200	3,28,377
8. Karnataka Board of Waqf	46,62,396	63,39,825	76,07,968	1,18,08,742	71,16,530
9.Kerala Waqf Board	8,02,777	15,16,879	1,98,250	31,44,721	28,38,973
10.Gujarat State Waqf Board	6,24,007	3,93,683	15,15,713	16,00,000	7,70,730
11. M.P.Waqf Board	6,09,444	3,72,046	18,72,046	29,84,249	41,98,535
12.Maharashtra Waqf Board	8,05,071	91,04,947	92,14,566	93,12,414	91,12,864
13.Meghalaya Board of Waqf	59,467	64,991	1,14,991	1,19,991	NA
14. Odisha Board of Waqf	1,00,305	1,07,765	1,32,765	1,47,524	1,59,672
15.Puduchery State Waqf Board	1	59,111	94,792	13,508	NA
16.Punjab Waqf Board	12,55,917	64,12,475	65,53,819	36,50,000	28,41,095
17.Rajasthan Waqf Board	29,08,204	30,08,204	38,33,204	81,25,884	89,25,884
18.Tamil Nadu Waqf Board	1,24,52,002	1,53,60,987	1,62,36,927	1,79,55,915	1,46,70,201
19.Lakshdweep Waqf Board	25,000	33,960	17,508	16,153	11,997
20.Manipur Waqf Board	16,477	31,477	47,477	62,477	39,723
21.UP State (Sunni) Waqf Board	4,77,194	4,87,194	5,07,194	5,07,194	6,07,194
22. UP State (Shia) Waqf Board	66,266	68,266	88,266	1,08,266	1,28,266
23.West Bengal Waqf Board	-	96,494	7,95,063	12,00,000	11,83,012
24.Haryana Waqf Board	1,47,569	78	78	78	17,42,935
25.H.P. Waqf Board	13,300	2,29,745	7,452	9,627	NA
26.Tripura Waqf Board	2,580	3,784	4,198	4,30,022	4,30,703
27.Uttarakhan Waqf Board	5,64,184	10,64,184	5,78,612	13,49,845	15,99,779
28.Chandigarh	NA	1,220	1,220	1,220	1,220
29.Dadar & Nagar Haveli	NA	NA	NA	NA	NA
30.Jharkhand (Sunni)	NA	NA	64,336	20,095	20,095
31.Telangana	NA	NA	NA	NA	84,48,103
Total	3,02,89,800	5,05,95,540	5,69,86,334	7,26,04,832	6,69,53,355

Note: NA - Data not available, Source: Central Waqf Council, Ministry of Minority Affairs

Annexure- XIV

State-wise Distribution of One Percent Statutory Contribution Due with Adjustment and Received as on 31st March, 2016

Name of Waqf Board	Year				
	2011-12	2012-13	2013-14	2014-15	2015-16
1.Andaman & Nicobar Islands	12,726 (1,832)	18,894 (1,663)	18,231 (925)	49,797 (13,185)	46,183 (9,571)
2.A.P.State Waqf Board	78,19,275 (44,00,029)	59,79,246 (13,86,405)	70,92,841 (14,95,067)	92,17,430 (15,69,693)	5,00,000 (0)
3.Assam Board of Waqfs	24,073 (16,056)	33,327 (8,017)	52,392 (25,310)	80,676 (34,842)	76,090 (53,594)
4. Bihar (Sunni) Waqf Board	7,92,603 (3,53,116)	8,11,74 (5,56,057)	7,08,017 (450,070)	7,55,432 (1,67,465)	10,20,287 (6,72,485)
5.Bihar (Shia) Waqf Board	4,78,261 (0)	5,28,261 (0)	5,88,261 (10,000)	6,18,663 (15,000)	6,43,663 (10,000)
6.Chhattisgarh Waqf Board	4,16,894 (1,00,000)	4,16,894 (0)	5,76,894 (0)	7,36,894 (1,00,000)	7,36,894 (0)
7.Delhi Waqf Board	92,051 (67,211)	3,34,840 (3,32,829)	7,02,011 (2,57,386)	7,75,211 (2,97,011)	5,87,682 (2,59,305)
8. Karnataka Board of Waqf	46,62,396 (0)	96,62,396 (33,22,571)	1,13,39,825 (37,31,857)	1,53,42,458 (35,33,716)	1,57,37,313 (86,20,783)
9.Kerala Waqf Board	40,57,525 (32,54,748)	67,88,496 (52,71,617)	74,53,630 (72,55,380)	90,17,121 (58,72,400)	1,30,03,942 (1,01,64,969)
10.Gujarat State Waqf Board	14,90,164 (8,66,157)	18,24,007 (14,30,324)	25,92,996 (10,77,283)	31,15,713 (15,15,713)	19,85,365 (12,14,635)
11. M.P.Waqf Board	19,98,071 (13,88,627)	16,09,444 (12,37,398)	18,72,046 (0)	41,47,341 (11,63,092)	41,98,535 (0)
12.Maharashtra Waqf Board	8,05,071 (0)	94,70,947 (3,66,000)	94,54,947 (2,40,381)	95,14,566 (2,02,152)	95,37,414 (4,24,550)
13.Meghalaya Board of Waqf	62,560 (3,093)	64,991 (0)	1,14,991 (0)	1,19,991 (0)	1,32,526 (1,32,526)
14. Odisha Board of Waqf	1,00,305 (0)	1,10,305 (2,540)	1,32,765 (0)	1,47,524 (0)	1,62,274 (2,602)
15.Puduchery State Waqf Board	78,398 (78,397)	1,00,306 (41,195)	1,09,111 (14,319)	1,24,650 (1,11,142)	93,005 (93,005)
16.Punjab Waqf Board	12,55,917 (0)	1,11,55,917 (47,43,442)	79,12,475 (13,58,656)	67,77,324 (31,27,324)	51,50,000 (23,08,905)
17.Rajasthan Waqf Board	29,08,204 (0)	30,08,204 (0)	40,33,204 (2,00,000)	83,25,884 (2,00,000)	91,25,884 (2,00,000)
18.Tamil Nadu Waqf Board	1,44,52,002 (20,00,000)	1,78,60,987 (25,00,000)	2,12,36,927 (50,00,000)	2,19,55,915 (40,00,000)	2,36,70,201 (90,00,000)
19.Lakshdweep Waqf Board	25,000 (0)	60,006 (26,046)	52,514 (35,006)	33,661 (17,508)	28,150 (16,153)
20.Manipur Waqf Board	21,457 (4,980)	31,477 (0)	47,477 (0)	62,477 (0)	82,417 (42,694)
21.UP State (Sunni) Waqf Board	4,77,194 (0)	4,87,194 (0)	5,07,194 (0)	6,07,194 (1,00,000)	6,07,194 (0)
22. UP State (Shia) Waqf Board	66,266 (0)	68,266 (0)	88,266 (0)	1,08,266 (0)	1,28,266 (0)
23.West Bengal Waqf Board	7,65,405 (7,65,405)	12,85,714 (11,89,220)	16,96,494 (9,01,431)	22,70,976 (10,70,976)	25,96,934 (14,13,922)

24.Haryana Waqf Board	13,58,303 (12,10,734)	19,22,569 (19,22,491)	17,99,181 (17,99,103)	21,04,377 (21,04,299)	21,42,935 (4,00,000)
25.H.P. Waqf Board	15,412 (2,112)	2,29,745 (0)	2,79,745 (2,72,293)	42,452 (32,825)	56,789 (56,789)
26. Tripura Waqf Board	6,795 (4,215)	7,580 (3,796)	10,784 (6,586)	4,34,809 (4,787)	4,36,816 (6,113)
27.Uttarakhan Waqf Board	6,14,232 (50,048)	10,64,184 (0)	17,14,184 (11,35,572)	13,49,845 (0)	15,99,779 (0)
28.Chandigarh	-	1,220 (0)	1,220 (0)	1,220 (0)	1,220 (0)
29.Dadar & Nagar Haveli	-	0 (0)	0 (0)	0 (0)	0 (0)
30.Jharkhand (Sunni)	-	0 (0)	68,000 (3,664)	89,681 (69,586)	34,552 (14,457)
31. Telangana	-	-	-	-	93,62,023 (9,13,920)
Total	4,48,56,560 (4,45,66,760)	7,49,37,151 (2,43,41,611)	8,22,56,623 (2,52,70,289)	9,79,27,5482 (2,53,22,716)	10,29,84,333 (3,60,30,978)

Note: Figures within parentheses indicate amount received from Waqf Boards

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi

Annexure- XV

**State-wise and Year-wise distribution of Total Income of State Waqf Boards
as on 31st March,2017**

(Rs. in

Millions)

Name of Waqf Board	Year					
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
1.Andaman & Nicobar Islands	NA	NA	NA	NA	NA	NA
2.A.P.State Waqf Board	89.73	90.96	136.83	117.59	4.03	NA
3.Assam Board of Waqfs	0.10	0.30	0.33	0.45	0.28	NA
4.Bihar (Shia) Waqf Board	0.29	0.33	0.30	0.34	0.85	0.21
5. Bihar (Sunni) Waqf Board	1.95	2.61	3.17	3.48	3.03	3.16 ¹
6.Chandigarh Waqf Board	NA	NA	NA	NA	NA	NA
7.Chhattisgarh Waqf Board	1.15	0.76	0.90	1.21	1.20	NA
8.Dadar & Nagar Haveli	NA	NA	NA	NA	NA	NA
9.Delhi Waqf Board	10.95	7.52	14.65	12.47	NA	NA
10.Gujarat State Waqf Board	10.01	7.54	10.61	8.50	11.66	NA
11.Haryana Waqf Board	NA	NA	NA	NA	NA	NA
12.H.P. Waqf Board	3.02	10.35	3.23	5.75	2.78	NA
13.Jharkhand (Sunni)	0.07	0.13	0.13	0.10	0.10	0.02
14. Karnataka Board of Waqf	27.80	26.42	28.48	36.52	37.87	NA
15.Kerala Waqf Board	30.97	26.31	38.81	61.73	69.01	10.54 ²
16.Lakshdweep Waqf Board	NA	NA	NA	NA	0.08	NA
17. M.P.Waqf Board	8.68	8.12	10.24	8.32	10.45	NA
18.Maharashtra Waqf Board	NA	NA	NA	NA	NA	NA
19.Manipur Waqf Board	NA	NA	NA	NA	NA	NA
20.Meghalaya Board of Waqf	NA	NA	NA	NA	NA	NA
21. Odisha Board of Waqf	0.25	0.23	0.16	0.09	0.45	NA
22.Puduchery State Waqf Board	NA	NA	0.47	0.49	0.56	NA
23.Punjab Waqf Board	NA	NA	NA	NA	NA	NA
24.Rajasthan Waqf Board	5.17	6.72	7.50	10.08	10.07	14.30 ³
25.Tamil Nadu Waqf Board	32.64	35.68	41.13	39.16	43.76	NA
26.Telangana	NA	NA	NA	NA	55.97	NA
27.Tripura Waqf Board	0.37	0.38	0.52	0.63	0.68	0.34 ⁴
28.Uttarakhan Waqf Board	4.34	3.61	4.67	1.55	1.75	NA
29. UP State (Shia) Waqf Board	NA	NA	NA	NA	NA	NA
30.UP State (Sunni) Waqf Board	18.02	17.84	20.72	23.62	26.55	NA
31.West Bengal Waqf Board	NA	NA	NA	NA	NA	NA

Note: ¹ Up to August, 2016

² Up to June, 2016

³ Up to July, 2016

⁴ Other Source

NA – Data is not available

Total may tally due to round off and data of all State/UTs is not available.

Source: Central Waqf Council, Ministry of Minority Affairs, New Delhi