



# Excellence Award 2013 Eastern Province



Guidelines  
CIRM

## **Introduction.**

Every government has identified the importance of productivity promotions for economic development.

A National Productivity Organization has been established.

The Ministry of Productivity Promotion which was established in 2010 has identified several areas for improvement. Accordingly, it was stressed that more attention should be paid for the sustainability of the productivity improvements in all institutions / Agencies.

Following the advice, given by Board of Provincial Minister of Eastern Province it has been decided to Conduct Eastern Provincial Excellence awards, for year 2013. A steering committee has been formed under chairperson of chief Secretary with member of Secretaries and Head of department.

This activities will be implemented by Assistant Director of Centre for Information Resources Management (CIRM) under Supervision of Deputy Chief Secretary Personal & Trainee (P&T)

The guidelines have been prepared by the committee under the chairmanship of Dr.M.Thevarajan (former PDHS)

### **The Objective of Provincial Productivity Awards Competition.**

- To motivate all public institutions to follow good practices for improving the quality and Productivity of services.
- To direct public institutions for the national mission of improving the living standards of the Sri Lankans by actively contributing to the national development, conforming to the National Vision and development Programme.
- To identify exemplary public institutions and employees and recognizing them at the provincial level.

**Mr.Sarath Abayagunawarhana.**

**Chief Secretary – EPC.**

## TABLE OF CONTENTS

<b><u>Contents</u></b>	<b><u>Page No</u></b>
<b>1. Introduction</b>	<b>01</b>
<b>2. Table of Contents</b>	<b>02</b>
<b>3. Classifications of institutions/ organizations</b>	<b>03</b>
<b>4. Part I :- Working Environment (5S)</b>	
01. Seiri (Sorting)	04
02. Seiton(Organization)	05
03. Seiso (Cleaning with Meaning and for Beautifying)	06
04. Seiketsu (Standardization)	07
05. Shitsuke (Training & Self - Discipline)	08
<b>5. Part II :- Overall Management of the Unit</b>	
06. Leadership quality	09
07. Management information system and performance review	09
08. Human resource Management	10
09. Office Management	10
10. Financial Management	11
11. Responsiveness	11
<b>6. Part III :- Productivity and quality improvement Programme</b>	<b>12-20</b>
<b>7. Annexure - I - format for project proposals</b>	<b>21-22</b>

## **Classification of Institutions for Productivity award Competition year – 2013.**

### 1. Inter Ministry

Group I 50 or More than 50 Staff.

Group II Less than 50 Staff.

### 2. Inter Department

Group I 50 or More than 50 Staff.

Group II Less than 50 Staff.

### 3. Between Institutions.

Under this category there will be four sectors namely Health, Education, Local Government, all other sector (General)

Under each sector

Group I - Major - 100 Staff.

Group II - Medium - Staff more than 50 – 100

Group III - Small - Less than 50

### **Suggested Time schedule for Productivity award Competition, year 2013.**

- 1) Introduction and Awareness Programme :- June 2013 - September 2013
- 2) Calling Application or Nomination for  
above Excellence awards :- August – 2013
- 3) Evaluation of Applications :- January -2014 - March -2014.
- 4) Provincial Excellence awarding Ceremony :- April - 2014

# Part – I.

<b>I. Working Environment (5S)</b>			Assessment		
Area of Concern	Standards	Elements	Very good	Average	weak
<b>1 Seiri (Sorting)</b> Eliminating unnecessary items from the workplace that are not needed for current process at work.					
(I) Outside and inside premises	a) Unwanted items removed from the workplace	<ul style="list-style-type: none"> <li>- An established process in sorting wanted and unwanted items is present.</li> <li>- A proper process for condemning items is present.</li> <li>- Unwanted items are not left in the workplace or marked with tags.               <ul style="list-style-type: none"> <li>• Red tags for those items to be disposed</li> <li>• Orange tags for those items under consideration.</li> </ul> </li> <li>- Tops and insides of all cupboards, shelves, tables and drawers are free of unwanted /irrelevant items.</li> </ul>			
	b) The floors and passageways in the public areas equipped with garbage bins for general waste and kept free of litters	<ul style="list-style-type: none"> <li>- Garbage bins for general waste are in place and colour coded.</li> <li>- The time for removing litters from the garbage bins are indicated.</li> <li>- The place is free of litter.</li> </ul>			
	c) Unwanted trees and branches removed ( if applicable )	<ul style="list-style-type: none"> <li>- Trees which are obstructing the drainage are removed.</li> <li>- Tree branches above the roof and over the electric and telephone wires are trimmed.</li> </ul>			
1.2 Walls and notice boards	a) Walls being free of old posters, pictures or calendars.	<ul style="list-style-type: none"> <li>- Posters/pictures are not fading or torn.</li> <li>- Information on posters/pictures is not obsolete.</li> <li>- Calendars are updated.</li> </ul>			
	c) Notice boards being free of obsolete notices	<ul style="list-style-type: none"> <li>- Removal instructions are in place.</li> <li>- The removal instruction is complied.</li> <li>- Responsible persons for each notice board are identified.</li> <li>- The alignment and an X-Y axis tool are maintained in the notice board.</li> </ul>			

I. Working Environment (5S) - Cont .			Assessment		
Area of Concern	Standards	Elements	Very good	Average	weak
<b>2 Seiton ( Organization)</b> <i>Ensuring all the items that have been sorted are arranged and placed in pre-assigned positions in order to facilitate efficiency at work.</i>					
I) Office identification	a) An office name board and a site map available	<ul style="list-style-type: none"> <li>- An office name board is displayed outside in all three languages.</li> <li>- A site map is displayed at the entrance / reception area in all three languages.</li> </ul>			
II) Directional indications	b) Directional boards available at every junction	<ul style="list-style-type: none"> <li>- Directional boards are displayed at every junction outside and inside of the office to all facilities from the entrance in all three languages.</li> </ul>			
	c) Corridors clearly marked with entrances and exit lines, curved door openings, and direction of travel	<ul style="list-style-type: none"> <li>- Curved door openings are marked at entrance doors to rooms.</li> <li>- The direction of travel is indicated on the corridors.</li> <li>- The sliding doors are provided with directional arrows.</li> </ul>			
III) Labelling and marking	a) Rooms and toilets clearly identified with labels	<ul style="list-style-type: none"> <li>- All rooms and toilets are identified with labels, name boards or numbers.</li> </ul>			
	b) Stores and storage areas properly organized	<ul style="list-style-type: none"> <li>- Items in stores and storage areas are kept in shelves, racks or bins and clearly marked.</li> <li>- Shelf grids are marked with reference numbers/names for easy retrieval of items.</li> <li>- All stationeries in the cupboard are kept in places identified with symbols and marks (visual control of stationeries).</li> <li>- Items are stored in an alphabetical order and in a logical manner (left to right / top to bottom).</li> <li>- A mechanism to replenish items is organized with colour codes: <ul style="list-style-type: none"> <li><input type="checkbox"/> Maximum stock level: Green</li> <li><input type="checkbox"/> Reorder stock level: Orange</li> <li><input type="checkbox"/> Minimum stock level: Red</li> </ul> </li> </ul>			
	c) Switches and fans easily identified	<ul style="list-style-type: none"> <li>- All switches and fan regulators are labelled accordingly.</li> <li>- A separate electrical point plan is in place for each room at entrance.</li> </ul>			
IV) Placing and parking rules	a) Equipment and tools being kept in original places after use	<ul style="list-style-type: none"> <li>- 'Isles' are identified for each equipment and tool to be kept after use with the straight line method and shadow drawings displayed.</li> <li>- A mechanism to identify persons removing items from 'isles' Items is in place.</li> </ul>			

		<b>Working Environment (5S) - Cont.</b>		<b>Assessment</b>		
<b>Area of Concern</b>	<b>Area of Concern</b>	<b>Elements</b>				
			<b>Very Good</b>	<b>Average</b>	<b>Weak</b>	
	b) Files and folders arranged using the mistake proofing concept	- Files and box folders are arranged using the mistake proofing concept to facilitate identification of particular files (within 30 seconds) and storing in original places.				
	c) Tables and chairs placed in order	- Tables and chairs in the office are arranged according to XY axis.				
	d) Parking areas for vehicles specified and marked (If applicable)	- Parking areas for vehicles are specified and marked. - Vehicle flows are identified and marked. - Sign boards for vehicles of differently-abled persons are in place.				
<b>3 Seiso (Cleaning with Meaning and for Beautifying)</b>						
<i>Cleaning up one's workplace completely to eliminate dust on floors, machines or equipment.</i>						
l) General appearance of cleanliness	a) Office premises maintained with healthy and safe environment (if applicable)	- The garden is properly maintained and landscaping is done by a gardener. - Drains are not leaking or overflowing. - Stagnation of water is avoided in all drains. - The visible parts of the roof are free of unwanted items.				
	b) Floors, walls, windows and curtain & other fittings being kept clean.	- The cleanliness is maintained at: ➤ Floors, Walls, Windows, Curtains, Other fittings, Gutters. - A cleaning checklist is available and updated.				
	c) Toilets are clean and in working order	- Unpleasant odour is not experienced in toilets. - Toilet facilities are kept ready for use. - A cleaning checklist is available and updated. - Adequate ventilation is provided in all the toilets.				

		I.	Working Environment (5S) - Cont .	Assessment		
Area of Concern	Standards		Elements	Very good	Average	weak
II) Cleaning of machines, equipment, tools and furniture	The cleanliness of buildings, machines, equipment, tools and furniture maintained	-	The high level of cleanliness is maintained with no visible dirt: <ul style="list-style-type: none"> <li>➤ Buildings, Office vehicles, Office equipment</li> </ul> Furniture (tables, desks, chairs, etc.) <input type="checkbox"/>			
III) Cleaning practice	a) An organised cleaning system in place	-	The following tools and documents are displayed/available: <ul style="list-style-type: none"> <li>➤ Cleaning responsibility chart , Cleaning schedules , Cleaning guidelines</li> </ul> - The above tools and documents are updated monthly.			
	b) Cleaning tools and detergents properly stored	-	Proper storage facilities for cleaning tools and detergents are available. - Cleaning tools for outside areas/toilets and inside areas are separated.			
	c) An updated cleaning checklist available	-	A cleaning checklist is displayed and made visible to the staff members. - Responsible personnel for cleaning is identified and mentioned in the cleaning checklist. - The cleaning checklist is updated weekly.			
<b>4 Seiketsu (Standardization)</b> <i>Generating mechanisms to maintain the three Ss (Seiri, Seiton and Seiso) by developing procedures, schedules and tools for continuous assessment and regular audit.</i>						
I) Standardized visuals	a) Sign boards and directional boards standardised	-	All sign boards and directional boards are standardised with proper alignment and consistent fonts, and by colour codes.			
	b) Identification labels placed on all machines and equipment	-	All machines and equipment have identification labels with the following information: <ul style="list-style-type: none"> <li><input type="checkbox"/> Name of the items, Identification and batch numbers, Date of acquisition</li> <li>Contact details of maintenance company, Responsible person for maintenance,</li> <li>Cost of equipment</li> </ul>			



		I.	Working Environment (5S) - Cont .	Assessment		
Area of Concern	Standards	Elements		Very good	Average	weak
	a) Caution signs displayed at appropriate places	<ul style="list-style-type: none"> <li>- "Danger" signs are displayed at electric switchboards and transformers.</li> <li>- "Slopes" signs are displayed at wherever there is a slope.</li> <li>- "Slippery" signs with zebra code are placed at wet floor after cleaning.</li> </ul>				
	b) Open and shut directional labels available on doors	<ul style="list-style-type: none"> <li>- The directional labels are put on door handles of cupboards.</li> </ul>				
	c) Waste bins separated, labelled and colour-coded	<ul style="list-style-type: none"> <li>- All the waste bins are separated, labelled and colour-coded.</li> </ul>				
II) Maintenance of vehicles and equipment	a) Vehicles and equipment properly maintained	<ul style="list-style-type: none"> <li>- Maintenance schedules and records are available and updated for the following items: <ul style="list-style-type: none"> <li>• Vehicles, Office equipment</li> </ul> </li> <li>- Operational instructions are made available for equipment.</li> </ul>				
III) Safety and security measures	b) Security measures in place for a fire event	<ul style="list-style-type: none"> <li>- Functional fire extinguishers or sand buckets are available.</li> <li>- The guidelines or a protocol for the fire event is available.</li> </ul>				
IV) Shitsuke (Training & Self-Discipline)						
<i>Working on 5S as daily routines and ensuring that it becomes an integral part of the workplace fabric.</i>						
V) Internal audit	a) Internal audits on the quality and safety improvement conducted with the checklist	<ul style="list-style-type: none"> <li>- An internal audit sheet on the quality improvement of the office is available.</li> <li>- A team has been appointed to conduct the internal audit.</li> <li>- The internal audit is conducted at least once in three months.</li> </ul>				
VI) Training and raising awareness	b) The staff trained on 5S, productivity and quality	<ul style="list-style-type: none"> <li>- All the staff are trained on 5S, productivity and quality.</li> <li>- A programme to train new staff on 5S, productivity and quality is available.</li> </ul>				
	c) A system to give awards to well-performed staff and units available	<ul style="list-style-type: none"> <li>- An event to appreciate best performing employees is carried out annually.</li> </ul>				

## Part – II.

		II.	Overall Management of the Unit	Assessment		
Areas of Concern	Standards	Elements		Very good	Average	weak
<b>Leadership quality</b>						
(I) Leadership quality	a) Vision, Mission and values of the organisation available	<ul style="list-style-type: none"> <li>- The Vision, Mission of the organization are displayed in a visible place.</li> <li>- All staff are aware of the Vision, Mission, and understand them.</li> </ul>				
	b) Productivity based goals and objectives available	<ul style="list-style-type: none"> <li>- Productivity based goals and objectives of the unit are available.</li> </ul>				
	c) Management of the unit based on plans	<ul style="list-style-type: none"> <li>- The following plans are developed and available.                             <ul style="list-style-type: none"> <li>• Advance programmes for all the key staff</li> <li>• Annual plan of the institution</li> <li>• Medium-term development plan of the institution</li> </ul> </li> <li>- Indicators to measure the organizational performance are available, including:                             <ul style="list-style-type: none"> <li>• Key measurement areas</li> <li>• Rates/ratios to measure the performance</li> <li>• Targets with timeframe</li> </ul> </li> </ul>				
<b>(2) Management information system and performance review</b>						
(I) Management information system	a) Orderly Management information in place	<ul style="list-style-type: none"> <li>- Accurate, complete and updated data and statistics are available.</li> <li>- Human resource database including those working at peripheral units is available and updated to comply with the biannual staff census.</li> <li>- Key statistics are displayed in the unit.</li> </ul>				
	b) Decision making based on Management information	<ul style="list-style-type: none"> <li>- The information is used for planning and decision making purposes, as evident by:                             <ul style="list-style-type: none"> <li>• Minutes of monthly and performance review meetings</li> <li>• Annual and mid-term plans</li> </ul> </li> </ul>				
(II) Performance review	a) A functional supervisory system in place	<ul style="list-style-type: none"> <li>- The monthly meeting of the unit is conducted and minutes are kept in order.</li> <li>- A supervisory staff chart is available.</li> <li>- Regular inspections of the peripheral units (if any) are conducted by supervising staff at least once in three months.</li> <li>- Reports on supervisory visits are available and updated.</li> </ul>				

		II.	Overall Management of the Unit - Cont .	Assessment		
Areas of Concern	Standards		Elements	Very good	Average	weak
	b)	Performance compiled and reviewed	<ul style="list-style-type: none"> <li>- Regular meetings to review key measurements and the organizational performance are conducted with internal and external staff members and documented.</li> <li>- Annual reports on the performance are compiled and distributed.</li> </ul>			
<b>3 Human resource management</b>						
Human resource management	a)	Staff training conducted regularly	<ul style="list-style-type: none"> <li>- A staff training annual plan is available.</li> <li>- A coordinator for staff training is assigned.</li> </ul>			
	b)	Staff deployment adequately managed	<ul style="list-style-type: none"> <li>- The cadre and the current status of the staff are displayed and updated.</li> <li>- Staff deployment record books are available for all categories of staff and updated.</li> <li>- Personal files are available for each staff and updated.</li> </ul>			
	c)	Job descriptions for all categories of staff available	<ul style="list-style-type: none"> <li>- Job descriptions for all categories of staff are available and given to relevant staff at the time of assumption of duties.</li> </ul>			
	d)	Appraisal system in place	<ul style="list-style-type: none"> <li>- A staff appraisal format is available.</li> <li>- Staff appraisal is conducted on a regular basis.</li> </ul>			
	e)	Staff welfare schemes available	<ul style="list-style-type: none"> <li>- Staff welfare schemes (e.g. annual functions, loan schemes, etc.) are available.</li> </ul>			
<b>4. Office management</b>						
I)	Office management system	a) A functional office management system in place	<ul style="list-style-type: none"> <li>- The name, designation and subject of every management assistants (MA) is available at the entrance of the office.</li> <li>- Name and subject of each MA is displayed on each MA's table.</li> <li>- All the files have identification numbers and documents in the files are numbered in a standard manner.</li> <li>- A mechanism to cover up absence of office staff is in place.</li> <li>- An inbuilt mechanism to receive and send letters and faxes is in place.</li> </ul>			
II)	Office equipment and consumables.	a)	Office equipment properly managed	<ul style="list-style-type: none"> <li>- An inventory of the office equipment is available and updated.</li> <li>- Each equipment has a separate file with maintenance records and all the other details.</li> </ul>		
		b)	Office consumables properly managed	<ul style="list-style-type: none"> <li>- Annual stock requirement is available for each consumable item.</li> <li>- Supplier information of the office consumables is available.</li> <li>- A proper process to issue consumable items to the unit on request is in place.</li> </ul>		

	II.	Overall Management of the Unit - Cont .	Assessment		
Areas of Concern	Standards	Elements	Very good	Average	weak
<b>5. Financial management</b>					
Financial management	a) Salary sheets/vouchers properly completed	- The salary sheets and vouchers are completed properly.			
	b) Overtime/allowance payment in time	- Overtime and allowance payments are done in time.			
	c) Cash and accounts managed properly	- The actual cash balance complies with the record in the cash book. - The accounts are maintained properly. - The returns of petty cash released to the institutions are collected in time.			
	d) Stock verification conducted properly (if applicable)	- Stock verification is conducted properly and annually.			
<b>6 Responsiveness</b>					
Responsiveness to customers	a) Information available for visitors	- A reception desk is available with a trained person in charge. - Essential information is provided for visitors. - A resource centre which provides brochures, leaflet and other materials is available and functioning.			
	b) Basic facilities available	- Seating facilities are available for visitors. - Basic facilities including drinking water and a clean usable toilet are available.			
	c) Public complaints and suggestions handled properly	- Customer satisfaction surveys are done regularly to find out needs of people. - A mechanism to receive public complaints is in place. - A register for public complaints and actions taken is available and maintained.			
Responsiveness to staff members	a) Staff members provided with health screening	- Staff members are provided with health screening annually. - Health records of all the staff members are available.			
	b) Staff suggestions handled properly	- A mechanism to receive and review staff suggestions is in place.			
Responsiveness to specialized groups	c) Secure access provided for the disabled and senior citizens.	- Special access at stairways and toilets is available for the disabled persons.			

## Part – III

<b>III Productivity and quality Improvement Programme</b>			Assessment		
Areas of Concern	Standards	Elements	Very good	Average	weak
<b>1) Productivity and quality improvement Programme.</b>					
Productivity and quality improvement programme	a) Quality improvement system in place	<ul style="list-style-type: none"> <li>- Quality circles or work improvement teams are established and functional.</li> <li>- Productivity and quality improvement Programmes such as 5S implementation at the unit are conducted regularly and documented</li> </ul>			
	b) Senior managers involved in quality improvement activities	<ul style="list-style-type: none"> <li>- Senior managers initiate and attend meetings to implement quality management activities.</li> <li>- Records indicating the participation of the senior managers in the above activities are available.</li> </ul>			
<b>2) Inter-sectoral coordination, public relations and community mobilization</b>					
1) Community participation	a) Community participation mechanism in place	<ul style="list-style-type: none"> <li>- A mechanism to handle donations and other assistance from the community is organized.</li> </ul>			
	b) Commendation from the public received	<ul style="list-style-type: none"> <li>- Commendation from the public are recorded.</li> <li>- A mechanism to disseminate commendations from the public to the staff members is in place.</li> </ul>			
II) Inter-sectoral coordination	c) Inter-sectoral meetings attended	<ul style="list-style-type: none"> <li>- Senior managers attend inter-sectoral meetings.</li> <li>- Minutes or records of those meetings are kept in files.</li> </ul>			

3. Provide the details of the training provided to the staff during the evaluation year.

Persons/Group involved in training	Training provided (Subject area)	Duration ( of Training)	Benefits received after training

4. What are the measures taken to provide the staff with productivity methodologies, theories, concepts and practical experience to increase the overall productivity of the Institution?

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5. Establishment of groups

Provide details of Quality Circles/ work improvement items with in the Organization.

Name of the circle	Section/Field Represented	Number of projects done during 2013

6. At least present 05 projects on priority basis. Fill the forms ( annexure I ) Separately for each project.

7. Implementation of Green Productivity

Describe the measures taken to achieve the Vision, Mission, Objectives and Targets of the organization while protecting the environment.

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 .....  
 .....

8. If a Green Productivity Circle/Group exists, provide details.

.....  
 .....  
 .....

9. Present the details of two (02) best Green Productivity Projects implemented by the Institution, during the year of evaluation as per the following chart.

Projects Implemented	Result Achieved		How the project was implemented
	Pre Condition	Post Condition	

10. Measures taken to increase the productivity of scarce resources.

.....

.....

(a) Human Resources

How utilized	Results obtained		Measures used to motivate members
	Institution	Clients	

b) Financial Resources

Problems existed	How financial resources were used	Result obtained	
		Institution	Clients

Physical Resources

Problems identified	How physical resources were used	Result obtained	
		Institution	Clients



11. Measures followed to improve Internal Official Processes and services rendered for clients.

(I) Occasions where Internal Official Procedures were made simple.

Serial Number	Problems identified	No. of work steps existed	Sections improved	No. of work steps after improving	Result obtained

(II) Occasions where procedures of services provided to for clients were improved.

Serial Number	Problems identified	No. of work steps existed	Improvements done	No. of post work steps	Difference occurred

12 Identifying standards for improving internal and external services.

(a) Internal Services

Service/Task	Problem Identified	Measures taken to solve	Standard established	
			Pre Condition	Post Condition

(b) External Services

Service/Task	Problem Identified	Measures taken to solve	Standard established	
			Pre Condition	Post Condition

13 What are the measures taken to supervise whether the improved procedures and introduced standards are maintained systematically?

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 .....  
 .....

14. How do you identify the need to simplify and improve the procedures within the Institution?

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 .....  
 .....

15. What are the measures taken to establish a good stock control?

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 .....  
 .....

16. Use of Information Technology to increase the overall productivity of the Institution (e-productivity)

Process/Services	How Information Technology is used	Result received

17. Results achieved according to the action plan of the year of evaluation and previous Year.

Basic Indicator	Expectation the Indicator	Expected Targets	Actual Performance Indicator	Source that could be confirmed

18. Benefits gained by the clients due to improvements made in providing service to clients.

Services Improved	Prevailed Level	Level After Improving	Benefits Received

19. Measures taken to minimize or prevent the waste.

Identified Waste	Index	Pre Condition	Procedure followed	Post condition	Benefits gained

20. Benefits received by clients due to improvements identified through feedbacks received from Clients/General Public/Stakeholder.

Date	Feedback received	Person/Organiza tion	Identified problem	Improvement done	Result achieved

### Quality Circle Projects

1. Name of the Quality Circle

Name of the leader of the circle :-

2. Project Duration :- From ..... To .....

3. Project engaged ( or Solved problem)

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.....

4. What are the factors which influence to select that problem as the project of the circle.

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5. Mention the reasons identified by analyzing the reasons of the relevant problem.

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6. What are the factors which influence to select that problem as the project of the circle.

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7. Mention the results obtained through relevant quality Circle Projects. ( Use criteria / indices whenever possible )

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8. Describe how the follow up action were done.

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9. Give the Quality Control Tools Techniques used for the followings steps

Steps	Tools/Techniques
Identification of Problems	
Problems Prioritization	
Problems Analysis	
Data Collection	
Generation of Solutions	
Selection of Solutions	
Implementation of Solution	
Evaluation of Solutions	

**Excellence Awards – 2013  
Eastern Province  
Application Form – I**

General Details

1. Name of the Institution	
Address	
Contact Details : Tel :..... Mobile :-..... Fax:..... E-Mail:-.....	
2. Name and Designation of the Head of the Institution :	
3. Category of Institution :according to the guideline.	
4. Number Of Employees of the Organization .	
5. Description of Institution. (Give brief description of Natures of service of the Organization / Institution – Use Separate Sheet if Necessary ..... ..... ..... ..... ..... ..... ..... ..... ..... .....	
6. Please Annex the Organization Chart	
7. Contact Person: Name..... Mobile :-..... Telephone No:..... E-Mail:.....	

Affirmation by the head of the Institution.

We hereby affirm that all facts stated in this application are true and correct to the best of our knowledge.

We understand that an expert panel will review this application and in the event our organization is selected for a site visit we agree to host the site visit and to permit a fair examination. We agree to abide by the decision of the expert committee appointed by the chief Secretary EPC.

Signature of Head of the Institution.

Name:

Date:-