Sub:-Uploading on DOT Website the Minutes on CCA Conference held on 5th & 6th July 2013 at Vigyan Bhawan, New Delhi-reg.

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Please find enclosed a hard copy on the above subject. It is requested that the soft copy of documents may please be uploaded on DOT website,TA Section.

Encl:- As stated.

(RAVISH SHUKLA)
ASSTT. DIRECTOR GENERAL(DCA)
Ph.No.23036060

Director(IT)
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Sanchar Bhawan
NewDelhi-

U.O.Note No7-23/2010/TA-I/CCA Conf./4 31   Dated 26-07-2013

GOVERNMENT OF INDIA
MINISTRY OF COMMUNICATIONS & IT
DEPARTMENT OF TELECOMMUNICATIONS
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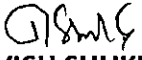NEW DELHI-110001

Dated 26-07-2013

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OFFICE MEMORANDUM

Subject:-Minutes on CCA Conference held on 5th and 6th July 2013 at Vigyan Bhawan, New Delhi

Kindly find enclosed herewith the Minutes of the Heads of CCA Conference organised on 5th & 6th July 2013 at Vigyan Bhawan, New Delhi for further necessary action at your end.

Encl:- as above.

(RAVISH SHUKLA)
ASSTT. DIRECTOR GENERAL(DCA)
Ph.No.23036060

To
1.Member(Finance),DOT(HQ), Sanchar Bhawan, New Delhi
2.DDG(Accounts & TPF), DOT(HQ), Sanchar Bhawan, New Delhi
3.DDG(FEB), DOT(HQ), Sanchar Bhawan, New Delhi
4.All Pr.CCA/CCA, for information & necessary action.

Heads of CCA Conference
05-06 July 2013, Vigyan Bhawan Main Hall 1, New Delhi

Minutes

The Heads of CsCA Conference was held on 05 & 06 July 2013 at Vigyan Bhawan, New Delhi. The Conference was inaugurated by Hon'ble Minister of Communications and IT and Law and Justice Shri Kapil Sibal. Secretary (T), Member (F), Member (Services), Member (T), Administrator (USOF) and Additional Secretary (T) also attended the inaugural function. The list of officers from DoT HQ and Pr.CsCA / CsCA who attended the conference is enclosed at Annexure-I and II respectively. The detailed schedule of the conference is enclosed at Annexure-III.

2.1 The proceedings began with the ceremonial lighting of the lamp by Hon'ble Minister, Secretary and Members of the Telecom Commission. Welcoming the Hon'ble Minister and other dignitaries to the inaugural function, Smt. Sadhana Dikshit, Member (Finance) summarized the achievements of the Finance and Accounts function in the Department of Telecom. While delineating an action plan for the future and new initiatives being taken up, Member (F) thanked the Hon'ble Minister for his continuous support and guidance. A proposal to appoint Welfare Inspector in each CCA office to expedite settlement of death cases of pensioners was also mooted.

2.2 A brief presentation was given to the Hon'ble Minister on the working of Pr. CCA/ CCA offices by Shri J K Ghai, Pr.CCA Maharashtra.

2.3 In his key note address, Shri M F Farooqui, Secretary (Telecom) stressed upon the necessity for ensuring transparency in all spheres of working of the Department. Appreciating the exemplary role played by Member (F) in leading from the front, he emphasized upon the need for continuance of a positive approach in addressing the challenges facing the telecom sector.

2.4 The inaugural address was delivered by Hon'ble MOC&IT Sh. Kapil Sibal. The Hon'ble Minister stressed upon the need for a positive approach in application of the rules. This would facilitate a healthy environment amongst all stakeholders necessary for overall development and growth of the sector. He said that the CCA offices had a vital role to play in contributing to meet the manifold challenges of the telecom sector as set out in NTP-2012.

2.5 The inaugural function ended with a vote of thanks to the Hon'ble Minister and other dignitaries.

3.1 Director (Accounts-I), DoT HQ apprised the Chair that each of the CCA Head had been requested to prepare a brief presentation summarizing the position of the Circle on the following specific performance measures -

i. Status of assessment of decentralized Licenses (upto FY 2012-13)

ii. Status of Revenue Collection (2011-12 & 2012-13)

iii. Trend analysis of GR /AGR/LF/Spectrum charges for last 3 years.

iv. LF Software.

v. Reconciliation of LF and Spectrum.

vi. PVA implementation.

vii. Status of Pension Revision.

viii. GPF implementation.

ix. e-Payment implementation.

x. Internal Audit of TERM and other offices.

xi. Space and Management

xii. Any other issues faced.

The pre and post lunch sessions of Day 1 of the conference were dedicated to presentations made by CCA Heads and discussions thereupon (Annexure III).

3.2 <u>Status of assessment of decentralized Licenses (upto FY 2012-13)</u> - Most of the Pr. CsCA /CsCA stated that the assessment process was getting delayed due to non-receipt of documents from TSPs, and process of obtaining the same was in progress. In this context, it was pointed out that license conditions provide for necessary penal provisions on the matter.

(Action by - Pr.CCA / CCA Offices)

3.3 <u>Status of Revenue Collection (2011-12 & 2012-13)</u> - From the data regarding LF collection as shown by CCA offices, it was seen that in case of Category-A circles, there was a decrease of LF collection in 2012-13 vis-à-vis the preceding year. This was mainly attributable to the decrease in rate of LF w.e.f 01.07.2012.

It was also seen that in certain service areas i.e. HP, Haryana, Chattisgarh, Kolkata and Delhi licensees were claiming deductions at a very high percentage of AGR. This needs to be analyzed by the Pr. CCAs / CsCA and reasons thereof communicated to Directorate.

(Action by – All Pr. CsCA/ CsCA)

Similarly, an increase was noticed in LF collections for Category C circles for the corresponding period. This was due to LF rate increase by 1% w.e.f 01.07.2012.

3.4 <u>Trend analysis of GR /AGR/LF/Spectrum charges for last 3 years</u> - It was seen that the increase in GR was more in proportion to increase in AGR in 2012-13 vis-à-vis 2011-12. This pattern brought out the fact that the deductions claimed by the TSPs were increasing. Further, the patterns between the growth rates of AGR and LF were not in direct relationship, which may have been due to certain adjustments carried out by the TSPs in the LF paid. The CCAs were instructed by the Chair to look into such deviations.

There was a dip noticed in License Fee Collection of some CCAs. All CCAs were requested to analyse reasons wherever there was a dip especially in B Category Circles where no change in License Fee rates had occurred i.e. West Bengal, Kerala. Further, there were cases where GR/ AGR were showing an increasing trend but License Fee collection was showing a reverse trend. The respective circles were requested to analyse their trends of revenue collection.

(Action by – All Pr. CCA/ CCA offices)

3.5 <u>LF Software</u> - CCA Chhattisgarh stated that some issues of LF software needed to be discussed with DoT HQ for clarification / guidance. CCA TN said that problems are being faced with some of the modules and the matter has already taken up with DoT HQ. CCA Rajasthan also mentioned about having problems in LF software pertaining to old Financial Bank Guarantees. It was clarified by LF wing that for modifications in LF software, a Committee was formed and matter was discussed with NIC. The CCA offices requested that more manpower, especially from NIC may be placed in each CCA office.

(Action by – DoT HQ LF II wing)

3.6 <u>Reconciliation of LF and Spectrum Charges with CAC</u> - Most of the Pr.CCA / CCA offices mentioned that reconciliation between figures reflected in LF software and CAC was being carried out and there were no major issues. However, non-reconciliation was reported by certain CCA offices, e.g. Pr.CCA Andhra Pradesh due to a problem in LF software.

(Action by – DoT HQ LF-II Wing)

3.7 <u>PVA implementation</u> - The major issues discussed were :

3.7.1 CCA Delhi stated that they were facing problems in issue of pro-rata pension. Details regarding recovery of overpayment/ vouchers are not being received from Post offices. Due to space constraints, the reconciliation work of pension vouching has become much difficult.

(Action by – PVA Implementation Committee)

3.7.2 CCA Chhattisgarh stated that certain CCA offices e.g., TN, AP, Kerala, Kolkata Phones and UP (West) have developed their own well-functional pension software packages. He requested for appointment of a committee for studying and giving recommendations on development of a Comprehensive pension software package. It was also apprised that Rs. 32 lakhs overpayment had been detected in Chhattisgarh using the software and remedial steps initiated.

(Action by – Accounts-I wing, DoT HQ)

3.7.3 CCA Tamil Nadu pointed out the issue of non-recovery of overpayment by banks and Post offices.

3.7.4 CCA Kerala stated that the input file generated through COMPACT is not compatible in PVA software. In this context, it was suggested that the requirement of PVA software may be communicated to the NIC division who has developed the COMPACT Software for making it compatible with PVA s/w.

(Action by – Accounts-I wing, DoT HQ)

3.7.5 CCA Haryana brought out the issue of non-receipt of documents from BSNL, as a result of which the updation of master data is not complete.

3.7.6 CCA Bihar stated that the details in respect of recovery of overpayments/ scrolls are not being received from post offices. It was suggested that a committee be appointed to look into the matter. In this context, CCA MH informed that over payments by post offices are centrally adjusted. It was decided that DDG (PAF), DoP may be requested to issue suitable instructions to the field units of DoP.

(Action by – Accounts-I wing, DoT HQ)

3.7.7 CCA Assam - Due to non-purchase of software, the PVA could not be implemented. It was instructed by the Chair that action in this respect be taken at the earliest.

(Action by – CCA Assam)

3.8   Status of Pension Revision

3.8.1 CCA Delhi – It was pointed out that pension cases are now subject to frequent revision. As per the minutes of Nagpur Conference, the CCA offices have been appointed as pension sanctioning authority. Also, the Service books in respect of employees who retired before 01.10.2000 are to be obtained from BSNL. These developments significantly entail a change in scope and volume

of work of CCA offices. It was stated that there is acute shortage of manpower and space in CCA office and sought guidance from DoT HQ.

(Action by – SEA wing)

3.8.2 CCA Maharashtra brought out the problems with respect to OCS pension pensioners. He apprised that the details are not available with M/s Tata. A coordination meeting for solving the issue of OCS pensioners had been held.

3.8.3 CCA Karnataka: It was discussed that the trend of pensioners is giving an indication of steady increase, and work load is also going to increase accordingly. With existing limited manpower, it would be very difficult to carry out all the revision cases of pension. It was hence necessary to plan manpower resources for the CsCA offices.

(Action by –DDG (FEB))

3.8.4 CCA Bihar apprised that all pre-2006 pending pension revision cases will be completed by end of Dec 2013. Annexure-III in pension revision cases is not being received from BSNL.

3.8.5 CCA UP (W) - Pre-2006 revision cases in respect of UP West is presently in arrears, and will complete within two month's time. In Pre-2000 cases, 42 pension revision cases pending because non-supply of documents by BSNL. It was decided that these cases be taken up with BSNL by CCA office. In case of lack of response, intervention of DoT HQ may be sought.

(Action by – CCA (UP West))

3.9 GPF implementation

3.9.1 CCA Tamil Nadu - The text files are not being received from STR Chennai due to switch over to ERP system by the BSNL unit. GPF text files compatible with COMPACT through ERP system are needed to be made available. It was decided that the complete case be sent to DoT HQ for taking up the case with BSNL Corporate office.

(Action by – CCA TN; DoT Accounts-I wing)

3.9.2 CCA Karnataka: Work is in progress. ERP system is under implementation in BSNL Karnataka and schedules are not forthcoming. It was decided that the complete case be sent to DoT HQ for taking up the case with BSNL Corporate office.

(Action by – CCA Karnataka; DoT Accounts-I wing)

3.9.3 CCA Gujarat reported similar problems with ERP patches. It was decided that DoT HQ (Accounts-I) would take up the matter with BSNL Corporate Office for sorting out the issues after getting case details from the CCA office.

(Action by – CCA Karnataka; DoT Accounts-I wing)

3.9.4 CCA West Bengal: Telecom Factory was requested for receipt of data and the same is awaited as there is no cooperation in this regard.

3.9.5 CCA Haryana reported that GPF text files are not being received from BSNL. The Chair instructed CCA Haryana to take up the issue at higher level of BSNL.

(Action by – CCA Haryana)

3.9.6 CCA NE – It was stated that COMPACT and HRMS packages are not operational in NE. Jt. CCA NE was instructed to take steps to operationalize the software at the earliest.

(Action by – CCA NE)

3.10 e-Payment implementation:

3.10.1 CCA Delhi – The issue of procurement of servers has been held up due to non-availability of the same with NIC and DGS&D. They have hence sought permission for procuring through NICSI.

3.10.2 CCA Tamil Nadu: NICSI has given different specifications in the PI and not ready to change the specifications that are provided by DoT HQ. Director (Accounts-I) clarified that the new technical specifications have been sent to Director (NIC) for examining their compatibility for the purpose for e-payment. The clarification shall be provided as early as possible.

3.10.3 CCA Gujarat- On issues like Digital Signature etc., no response is being received from local NIC office.

(Action by – DoT HQ Accounts-I wing)

3.10.4 CCA Madhya Pradesh: It was informed that 2 mbps connectivity has been provided by BSNL. However, the hardware is not yet procured from NICSI.

3.10.5 CCA Kerala informed that hardware could not be purchased due to failed tender process.

3.10.6 Pr.CCA Kolkata -The hardware has been procured and the router has been received from NICSI. 2mbps connectivity has also been obtained. E-payment will be operationalized by end of July 2013.

3.10.7 CCA Himachal Pradesh: 2 mbps connectivity has been established and hardware is procured. However, the router is yet to be received. Digital signatures have also been obtained. The SQL server is also received.

3.10.8 CCA Haryana - BSNL is yet to provide connectivity of 2 mbps.

3.10.9 Pr. CCA Andhra Pradesh - Sanction for 2 mbps connectivity is still awaited from CMD BSNL.

3.10.10 CCA J&K - Hardware and software is ready for e-Payment implementation. It was suggested that training was necessary for officials to work on the application.

(Action by – Director, NICF; Accounts-I wing)

3.10.11 CCA Assam - Hardware and software have not been purchased. However, digital signature has been obtained.

3.10.12 CCA NE - Hardware has not been procured. The request for digital signature has been sent to NIC.

3.10.13 CCA UP (East) - Called for PI from NICSI and process is on.

3.10.14 Uttarakhand - Order has been placed for Router on NICSI and the same is yet to be received.

3.11 Internal Audit of TERM and other offices

It was stated by some of the CCA offices that certain TERM Cells are not extending due cooperation during internal audit. Such TERM Cells are not providing requisite documents, not responding to audit memos, and not furnishing penalty details. Such problems were reported by CCA Office(s) Gujarat, MP, Punjab, HP, AP, UP (East) and UP (West). Jt. CCA North East mentioned that audit could not be carried out due to staff shortage.

3.12 Space and Manpower

3.12.1 Majority of CCA offices have expressed the need for more accommodation. Almost all of them cited the constraint of manpower for carrying out the official work smoothly. The requirement for more accommodation was projected by Maharashtra, West Bengal, Himachal Pradesh, Haryana, J&K, Assam and Uttarakhand.

3.12.2 On manpower shortage CCA Chhattisgarh suggested that requirement may be met through Staff Selection Commission recruitment. For carrying out computerized projects, posting of technical personnel from NIC was proposed.CCA Karnataka also suggested that exam may be conducted for AAOs appointment. All the Circles strongly expressed the need for more workforce.

(Action by – DOT HQ FEB wing)

3.13 Any other issues faced

3.13.1 CCA Rajasthan stated that P&T audit parties are doing concurrent audit for unusually long periods of time. Their continual demands for records / documents provision is taking up much of time of staff. Few CCA offices have also expressed the same concern on audit issue stating that audit is going on for almost 8 months continuously in their offices, leaving them with little time to do their own work.

3.13.2 CCA West Bengal requested for guidelines on provision of canteen in CCA office and welfare related services and suggested for issue of recruitment rules for various cadres including Departmental examinations. Enhancement of financial powers to CCA offices was requested by CCA Jammu & Kashmir, CCA North East and CCA Haryana.

3.13.3 CCA MP cited problems in undertaking maintenance works due to inadequate delegation of financial powers.

(Action by – DoT HQ FEB wing)

3.14 Member (F), in her concluding remarks on close of first day of the conference, thanked the Pr. CsCA/ CsCA for the presentations and discussions. She commented upon the desirability of developing an MIS format which could reflect the key indicators in respect of Finance and Accounts function for information of top level management in DoT. Accordingly, she instructed the CsCA to work on such a format, which would be taken up for discussion the next day.

4.1 The proceedings for the second day started with opening remarks by Pr. CCA Delhi, Ms. Nirmala Pillai. She urged all CsCA to work together so that common issues/ problems faced by CCA offices could be effectively addressed. A draft 'Charter of Duties and Channel of Submission in CsCA Offices' prepared by Pr. CCA, Delhi office was circulated. It was decided that all Pr. CCA/ CCA/ DDGs at DoT HQ shall provide their feedback on the draft within two weeks.

(Action by – All Pr.CCA / CCA/ DDGs at DoT HQ)

During the forenoon and afternoon session, Sr. DDG/ DDGs from DoT HQ took up issues concerning their divisions. Clarifications sought by Pr. CCA/ CCA offices on the first day of conference and discussions thereon were also taken up (Annexure III).

4.2 Sr. DDG (WPF) gave a brief presentation on the working of WPC section. She discussed issues relating to Auction of spectrum, Finance Advice on Policy formulation for spectrum usage charges and Assessment of spectrum charges in respect of various categories of licenses. She also apprised the participants on the key license agreement provisions relating to Spectrum User Charges. In addition, her presentation analyzed the growth of spectrum revenue collection.

The participants were also apprised of the current status and pendency of court cases in respect of spectrum usage charges. The targets for 2013-14 were summarized as computerization of FBG module, decentralization and putting in place an appropriate monitoring mechanism.

4.3 DDG (LF-I) deliberated upon issues related to Unified License and changes in financial conditions in his presentation. It was mentioned that the UL had the concept of minimum license fee which was based on the entry fee and presumptive AGR. He also indicated that there was an imminent need to organize workshop on legal cases in the wake of large number of court cases.

4.4 In his presentation, DDG (LF-II) discussed about a number of problems including slow system, difficulty in inputting data in various modules etc. in respect of LF software. He informed the participants that a committee to look into all issues raised by CCAs had been formed and based on its recommendation the LF-II wing was in the process of preparing a core group consisting of two senior programmers from NICSI to carry out the modifications suggested by the Committee of CsCA on review of LF software. The core group will also form a help desk at DoT Headquarter. DDG LF-II also informed that in order to initiate a meaningful and regular trend analysis, the LF II Section was in the process of acquisition of a Business Intelligence (BI) software tool through NIC that would be available to DoT Headquarter as well as CCAs.

4.5 Jt. Administrator, USO (F) discussed the ongoing initiatives of USO wing. He also explained the future schemes of USO (F) along with aspects such as Green Technology implementation. The Major Scheme is NOFEN through which 250 lakh panchayats are to be provided the link. Payment and financial powers of the scheme shall be at the level of Pr.CCA / CCA and USO (F) shall provide the subsidy. Operational aspects related to implementation of Sanchar Shakti, a pilot project were discussed in detail.

4.6.1 DDG (FEB) in his presentation stated that there is considerable shortage of officers in JAG grade. Absorption issue is being contemplated. He cited non-availability of APARs as a major constraint in promoting STS / JTS grade officers to STS grade. On Group 'C' staff requirement, it was stated that Department was trying to appoint staff through SSC as an immediate measure. In this context, the recruitment to be undertaken from SSC was discussed in detail. It was decided that the CCA offices would immediately forward demand to DDG (FEB) for taking up the matter with SSC for necessary action.

<div align="right">(Action by - Pr.CCA / CCA Offices)</div>

4.6.2 Other aspects relating to Cadre Review of IP&TAFS Group A and provisions regarding maintenance of office / residential accommodation were also discussed.

4.6.3 The issue of delegation of Financial Powers for purchase of pension vouching hardware / software was deliberated. It was decided that DDG (Accounts) and DDG (FEB) shall finalize an appropriate strategy on the issue and intimate CCA offices after taking due approval of competent authority.

<div align="right">(Action by – DDG (Accounts); DDG (FEB))</div>

4.6.4 On the issue of hiring of DEOs for pension vouching, DDG (Accounts) stated that DEO issue had also been deliberated at Nagpur conference. The case is under reference to FEB wing for appropriate delegation in order to enable CCA offices to engage DEOs. The issue of stipulation put in by NICSI regarding 100% advance payment was also discussed. The Chair instructed that the issue may be settled by FEB wing after consultation with NICSI.

<div align="right">(Action by – DoT HQ FEB wing)</div>

4.6.5 On hiring of vehicles and enhancement of financial powers for house-keeping in CCA offices, it was decided that CCA offices may write to DoT HQ on this issue citing justification.

<div align="right">(Action by – Pr. CCA/ CCA Offices; DDG (FEB))</div>

4.7 DDG(PAF) in his presentation shared the details about staff shortage both on DoT side and DoP. Pending finalization of RR, DoPT is not issuing permission to hold exam and hoped that by end Dec 2013, exam will be held on old pattern. It was mentioned that in DoP, Sr. Accountants were moved up by

adhoc promotions. However, the same is not being carried out in DoT resulting in huge shortage of AAOs. To address the issue of shortage, it was suggested that DoP pattern of promotion may also be considered in DoT.

4.8.1 DDG (Accounts) clarified issues relating to drawal of salary and other allowances in respect of ITS officers attached with TERM cells.

4.8.2 In respect of provisional cases, CCA offices were requested to send the complete details along with the ageing analysis and the nature of case. In death cases also, the ageing analysis was sought in order to consider the appointment of welfare officer in CCA offices as per Member (F) recommendation in her inaugural address. It was decided that CCA offices will submit these reports within 15 days. DDG also clarified that in respect of provisional pension cases, there were instructions to make the payment through ECS.

(Action by - Pr. CCA/ CCA offices)

4.8.3 The issue of installing a Toll free no. at CCA offices for Pensioners' grievance settlement was also discussed. It was observed that the case had been unnecessarily delayed. It was decided that the matter would be considered afresh in entirety and requisite instructions would be issued with due approval of competent authority.

(Action by – DoT HQ Accounts-I wing)

4.8.4 The need for development of a comprehensive pension package as a long term objective was deliberated in detail. A committee would be appointed to study pension packages currently operational in some CCA offices (as remarked by CCA Chattisgarh on the previous day) and submit its recommendations on adoption/ development of a comprehensive pension package for DoT.

(Action by – DoT HQ Accounts-I wing)

4.8.5 On the issue of targets for implementation of e-Payment system in the Department, all the Pr. CsCA /CsCAs were requested to decide on a consensus date for full implementation of e-Payment system and to intimate the same to DoT HQ. It was decided that all CCA offices should ensure that e-payment software is fully functional by end of October.

(Action by – All Pr. CCA/ CCA offices)

4.8.6 On GPF implementation, it was mentioned that issue will be taken up with Director (F) for provision of GPF text files for its speedy implementation, as delay in receipt of text files is hampering the work. It was further stated that full PVA implementation would be completed by end of July 2013.

(Action by – DoT HQ Accounts-I wing)

4.8.7 Regarding SWR reports, it was stated certain common discrepancies were being noticed. CsCA were requested to check the data prior to dispatch to DoT HQ. On CAC submission CsCA were advised to ensure submission of accounts latest by 12th of every month to avoid delay in submission of the same to O/o CGA.

(Action by – DoT HQ Accounts-I wing)

4.8.8 The total pendency in respect of revision of pre-2006 pension cases was discussed. It was observed that there are discrepancies in the total pendency figures furnished to the Directorate from time to time. It was decided that the CCA offices shall confirm the pendency in respect of their circles and furnish the final figures to DoT HQ by 31.07. 2013.

(Action by – All Pr. CCA/ CCA offices)

4.8.9 The progress made in respect of implementation of PVA software was also discussed. It was decided that a user manual for the PVA software shall be prepared and circulated to all the CCA offices.

(Action by – DoT HQ Accounts-I wing)

5. Pr.CCA Maharashtra summed up the proceedings of the two days. He highlighted the Key Result Areas which DoT HQ/ CCA offices need to focus upon. Expressing satisfaction over the progress/ clarity achieved through discussions over the course of two days, he emphasized upon the need for organizing such conferences at regular intervals.

6. CCA, Bihar and Kolkata had jointly prepared a MIS format which was presented before the house. The Chair instructed that the format of MIS be considered and put up after modifications required (if any), for approval.

(Action by – DoT HQ Accounts-I wing)

7. Director NICF shared the feedback received from the participants w.r.t the conference arrangements. He informed that most of the participants had given excellent grading to the arrangements made for the conference. He thanked all the participants for their cooperation.

8. DDG (Accounts) delivered the vote of thanks. He thanked Member (F) for her gracious presence throughout the Conference and for her guidance and inspiration. He also thanked all the senior officers of DoT HQrs, Pr.CscA /CsCA, and all other participants who actively contributed to make the Heads of CCA Conference successful.

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