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Final Report

**Study on
Assessment of Manpower Requirement
Of
National Pharmaceutical Pricing Authority**



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Foreword

It was a pleasure to conduct the study on ***Assessment of Manpower Requirement of National Pharmaceutical Pricing Authority.***

The methodology, involving organizational study, procedure study and work study, is explained in the text of the body. Besides making recommendations in the end, we have also provided an executive summary for a quick glance. We would like to put on record we too have benefited from the study.

We would like to thank the officers and officials who extended their willful cooperation at every stage of study. After submission of the draft report, we solicited observations, comments and suggestions for improvement. I must confess that in couple meetings that we had with the Chairman and Member-Secretary along with the Director (Administration) for finalization of report, we received valuable inputs, some of which have been incorporated in the final version.

On behalf of the research team, I would like to sincerely thank officers and staff alike for making our task easier through their fullest cooperation.

P.K. Chaubey
Project Director

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Executive Summary

IIPA has taken up this study on the reference received from National Pharmaceutical Pricing Authority (NPPA), Department of Pharmaceuticals. The IIPA has taken up the study for assessment / review of the staff strength in NPPA considering its increasing workload. The monitoring and enforcement related work has increased manifold. Economic / Drug Policy Division is almost non-existent in NPPA.

- Against the sanctioned strength of 54 in the Authority, 84 persons were working at the time of study. Out of 84 persons, 41 were on regular basis, (leaving 13 vacancies of the sanctioned posts), 01 consultant from IDPL, 02 Young Professionals and 6 Data Entry Operators on contract basis and 10 daily wagers for general duties on daily wage basis were there. In addition 07 Young Professionals and 17 Data Entry Operators were engaged by NPPA through outsourcing.
- The IIPA study team has assessed the total staff strength of 90 required at various levels.
- It has been observed that posts were upgraded when the person occupying the post was due for promotion in NPPA or in parent cadre. It has further been observed that the post remained upgraded even when the person had left the organization. This permanent up-gradation of post has created an imbalance in the structure. The study team therefore

recommends that no posts should be upgraded on permanent basis hereafter. However, considering merits of each case, individuals could be promoted purely on personal basis (which implies that the post gets temporarily upgraded for the present incumbent). But when a person holding such a post leaves the organization (at the time of retirement or transfer), new incumbent should join against the post originally sanctioned.

- Most of the officials in NPPA are from different services. There should be a fixed tenure in the NPPA in view of the sensitive nature of work.
- Post of Member Secretary is pivotal in the NPPA. He is responsible for over all Administration in NPPA, liaise with the Ministries, Industries, other agencies and also assist the Authority in the task of price fixation. All communications emanating from the Ministries / Departments and Industry are addressed to Member Secretary. Keeping this fact in view it would be desirable that all the Divisional Heads shall be under the administrative control and report through the Member Secretary to ensure well coordinated action by NPPA.
- Out of 21 Group-A officers, 3 officers are from NPPA's own cadre. These officers have the background of pharmacy/chemistry. It is recommended that a suitable promotional policy should be framed for these officers, with appropriate strengthening of the technical division.

- Important posts lying vacant since quite long, viz. Director (Technical), Director (Administration), Assistant Director (Technical) and Senior Investigator should be filled up at the earliest possible.
- Against 2 DDs with Cost Accountancy background, there should be at least 1 DD with Pharmacy/Chemistry/Medical background. Likewise against 2 ADs with Cost Accountancy background there should be 1 AD with Pharmacy/Chemistry/Medical background.
- Young Professionals (YPs) are qualified professionals and are working on contractual basis. It was observed that turnaround/attrition rate of these YPs is very high viz. 67% per year. After getting the training in the NPPA, they leave the organization mainly because of low wages. Efforts should be made to utilize their services for longer duration by revising their remuneration/salaries from time to time.
- As per the Govt. policy DEOs are working on contractual basis and should continue to be appointed in this manner. It was observed that some of them have been working since quite long time in this organization. IIPA study team is of the view that the DEOs who have completed more than ten years service in this organization and have good service record may be considered for a regular scale of LDC.

- As per the government policy, new recruitments of peons/messengers should be made on contractual basis and this practice should be continued in the NPPA also. However, those persons who have completed 10 years of service on daily basis as peon in the NPPA with satisfactory performance may be regularized on these posts.
- If at any point of time, the NPPA feels that there is a plenty of pending work in the organization and it is not sensitive in nature, the work can be outsourced to other competent agencies.
- Because of large number of RTI Cases in the organization transparency in work needs to be increased. Appropriate report need to be placed on the web-site.
- Economic / Statistical Cell which is collecting various statistics relating to bulk drugs and formulations should be strengthened and renamed as Economic Division where people with background in Economics and/or Statistics could be appointed.
- The office of NPPA is only in Delhi and with limited staff strength recommended by IIPA will not be able to deal with monitoring, enforcement and legal matters across the country effectively. Therefore, it is of utmost importance that NPPA has

its cells in various states as already proposed by the Department of Pharmaceuticals. The proposal is pending approval of the Planning Commission. The proposed scheme envisages a State Level Committee headed by Principal Health Secretary / Health Secretary of the State, (in their absence Chairmanship of the representative nominated for that specific meeting, not below the rank of Special Secretary / Additional Secretary of the State Health Department). This cell would also co-ordinate with the State Drug Controllers.

- Till the implementation of the recommendations of the study for permanent position takes place, the NPPA may be allowed to hire personnel on contract basis, at various levels.

Chapter 1: The Study

1.1 Introduction

The Essential Commodities Act, 1955 was enacted by Parliament with the objective to provide, in the interest of the general public, for control of production, supply, distribution, trade and commerce in commodities, which are specified in the said Act. The item 'drugs' finds a place in the list of Essential Commodities and the Act confers power upon the Central Government to control production, supply, distribution, price etc. of Essential Commodities.

The Drugs (Price Control) Order (DPCO '95) in relation to drugs was promulgated by the Govt. of India in 1995 in exercise of the powers conferred under the Essential Commodities Act. Seventy six bulk drugs (subsequently reduced to 74) were included in its First Schedule. These bulk drugs are therefore called scheduled bulk drugs. Formulations containing any of scheduled bulk drugs are also covered under the order.

The National Pharmaceutical Pricing Authority (NPPA) was formed by the Govt. of India in the year 1997 as an independent body of experts in the Ministry of Chemicals and Fertilizers (now under the newly created Department of Pharmaceuticals since 2008) to fix/revise the prices of scheduled bulk drugs and formulations containing any of the bulk drugs under DPCO '95 and

enforce the prices of scheduled drugs and monitor the prices of non-scheduled drugs to ensure that medicines are available to the public at reasonable and affordable prices. It has also to secure adequate availability of the medicines. All the matters relating to fixing/revising the prices of scheduled bulk drugs/formulations go to the Authority for its approval. The Authority consists of the following:

- (i) Chairman – In the rank of the Secretary to the Government of India.
- (ii) Member Secretary, NPPA - In the rank of the Joint Secretary to the Government of India.

Ex-Officio Members:

- (iii) Principal Adviser, Ministry of Finance,
- (iv) Additional Chief Adviser (Cost), Ministry of Finance, &
- (v) Drug Controller General of India, Ministry of Health.

The work entrusted to the NPPA was earlier being attended to by the then Bureau of Industrial Cost & Prices (BICP) and Department of Chemicals & Petrochemicals. The main objective of formation of NPPA was to have less interference of the Govt. in price fixation of drugs and ensure abundant availability of good quality essential and life saving medicines at reasonable and affordable prices.

It may not be out of place to record that our pharmaceutical and drug industry is doing pretty well by producing drugs worth over Rs.80000 crore a year, contributing about 8 percent of the total

world volume. However, by value its contribution is just 1.5 percent, which suggests that our industry is quite competitive and, in fact, our exports have risen in last five years (2001-02 through 2007-08) from around Rs.10000 crore to over Rs.35000 crore. In such a scenario, the role of the National Pharmaceutical Pricing Authority, given its mandate of ensuring availability and affordability without killing incentive for the industry, becomes important. It has been observed that workload of the organization has increased tremendously during the last few years whereas manpower strength has not been increased commensurately.

Keeping this factor in view, the NPPA has requested the Indian Institute of Public Administration (IIPA) to carry out a detailed study on the manpower requirement of the NPPA on priority basis, so that if there is a mismatch, between the staff strength and the work it has to handle, the same could be addressed on scientific basis.

1.2 Objectives

Accordingly the IIPA conducted a study on "Manpower Requirements of NPPA" from 15.6.2009 to 31.8.2009, with the following objectives:

- (i) to assess the manpower requirements with reference to existing levels of work-load and activities in terms of number, levels and skills;

- (ii) to review the work-norms/staffing standards already in vogue and suggest necessary modifications: and
- (iii) to develop work-norms/staffing standards, where feasible for activities/units which do not have any prescribed norms/ standards at present

1.3 Functions of NPPA

The basic role of the NPPA is to ensure availability of medicines at affordable prices to consumers while incentive for producers is retained. The importance of its work— which is to regulate, fix and monitor drug prices, has increased on account of new obligations undertaken by India as a member the World Trade Organization. The NPPA implements and enforces the provisions of the Drugs (Price Control) Order in accordance with the power delegated to it: The main provisions are:

- To fix and revise the prices of scheduled drugs and formulations containing any of the scheduled drugs as per the provisions of DPCO, 1995.
- Deal with all legal matters arising out of decisions of the Authority;
- Monitor the availability of drugs;
- Identify shortage, if any and take remedial steps;
- Collect./maintain data on production, exports and imports, market share of individual companies (and their profitability)

engaged in production of scheduled bulk drugs and their formulations;

- Undertake and/or sponsor relevant studies in respect of pricing of drugs/pharmaceuticals; and
- Render advice to the Central Government on changes/revisions in the drug policy and provide assistance to the Central Government in the Parliamentary matters relating to the drug pricing.

In order to effectively carry out above-mentioned functions, the Authority is authorized to recruit/appoint officers and other staff members, under the rules and procedures as laid down by the Government.

Number of Bulk Drugs and Formulations for which the price has been fixed/revised by the NPPA has increased to about three times during the five year period 2004-2009 as compared to the five year period 1998-2003. Number of Bulk Drugs, including 74 scheduled bulk drugs, for which the prices have been fixed/revised during the two periods were 294 and 98 respectively. Similarly number of formulations for which the price has been fixed/revised during these two periods were 5914 and 1984 respectively. This shows the increase in the amount of work.

Technology has improved in ten years since its establishment but administrative procedures have not. There is scope for

outsourcing some works which are not sensitive in nature. Yet, there is need for increase in the base strength of the organization.

1.4 Organizational Structure

As per the existing organizational structure NPPA is headed by the Chairman who is in the rank of Secretary to Govt. of India. He is assisted at present by a Member Secretary in the rank of Joint Secretary to the Govt. of India. At present there are six divisions in NPPA. Member Secretary supervises the work of all the divisions. The existing organizational chart of the NPPA is shown in **Annexure-I**.

The overall sanctioned strength of the organization is **54**, out of which **41** posts were in position at the time of the study. In addition to **10** daily wagers for general duties on Daily Wage basis, **01** Consultant from IDPL, **02** Young Professionals and **06** Data Entry Operators were also working in the organization on contract basis. Also 07 Young Professionals and 17 Data Entry Operators were engaged by NPPA through outsourcing.

Out of the 41 posts in position, 21 were held by Group-A Officers (Assistant Director and above). 17 Officers belong to different all India services, out of which, 13 are only from Indian Cost Accounts Service and one from Indian Economic Service. Remaining 3 Officers are of NPPA cadre and they have pharmacy/chemistry as their background.

The sanctioned and existing staff strength of the NPPA is shown in **Annexure II**.

1.5 Approach and Methodology

The study was conducted during the period between June 16, 2009 and August 31, 2009.

After having acquainted itself with the existing organizational structure and various types of activities performed in different sections/divisions, the JIPA study team collected the data related to work assessment. Also a five-day work sample of all the employees' up to the rank of Director was under taken.

During the course of the study, detailed analysis of all items of work performed by the personnel working in the NPPA was carried out. This included collection and analysis of data on disposal of various items of work. Workload on other items of work was computed on the basis of per unit time obtained from actual performers through direct observation, discussion and analytical estimation. The positional and statutory requirements were also kept in view. The team also held discussions with the individual heads of Divisions as also the individual performers.

After computation of annual work load of all functionaries belonging to a distinct category on account of jobs/activities handled

by them, manpower requirement was calculated by applying the norm of 1900 Annual Man Hours (AMH) per person. The basis of using this norm is explained in **Annexure III**.

Finally a meeting was held with the chairman NPPA to have the benefit of his views about the organization. In the meeting Member Secretary and Director (Administration) were also present. Keeping in view the suggestions received from them, IIPA Study Team finalized the report.

Chapter 2: Assessment of Manpower and Organizational Structure

2.1 Divisions

The NPPA is headed by the Chairman in the rank of Secretary to Govt. of India with fixed pay of Rs. 80,000/- per month. The Member Secretary is in the Pay Band of Rs. 37,400-67,000 plus Grade Pay of Rs. 10,000, in the rank of Joint Secretary, to the Govt. of India. Keeping in view the size of the organization and functional requirements, the Chairman has been provided with one PPS (Pay Band of Rs. 15,600-39,100 plus Grade Pay Rs. 6,600) and one PA (Pay Band of Rs. 9,300-34,800 plus Grade Pay Rs. 4,200) and Member Secretary with one PS (Pay Band of Rs. 9,300-34,800 plus Grade Pay Rs. 5,400).

Six Divisions are recommended and as per the existing practice each Division should be headed by a Director or an Advisor. These six divisions are:

- (i) Bulk Drugs Division,
- (ii) Formulations Division,
- (iii) Monitoring Division,
- (iv) Enforcement Division,
- (v) Legal Division,
- (vi) Administration Division, and

In addition to these six divisions there shall be an an Economic Cell which shall be responsible for matters relating to Policy, Analysis of economic trends of production and prices etc. under the Advisor (Formulation).

2.2 Imbalance in Structure

During the past few years some posts of Assistant Directors have been upgraded to the posts of Deputy Directors. Similarly, some posts of Directors having Junior Scale (Pay Band of Rs. 15,600-39,100 plus Grade Pay of Rs. 7,600) have been upgraded to the posts of Directors having senior scale (Pay Band of Rs. 37,400-67,000 plus Grade Pay of Rs. 8,700) and the Directors having senior scale to the posts of Advisors in the scale of Joint Secretary. This has made the organization not only top heavy but has also created some imbalance in the structure. In addition, the way these promotions/up-gradations have been carried out, this has disturbed the ratio of "the officers with the background of cost accountancy to "the officers with the background of pharmacy/chemistry".

At present there are 13 Group-A officers with cost accountancy background against only 3 Group-A officers with pharmacy/chemistry background. Officers have generally complained about the shortage of personal staff in the office.

It is a good practice that an individual's career is kept in view when his/her promotion is due and the policy should be continued in future also. But organizational interest has also to be kept in view; it has to be seen that the basic purpose for which an organization is created, is not defeated. Therefore, when a person of the level of Assistant Director (Senior level) or Deputy Director leaves the organization, at the time of retirement or transfer, new incumbents should be recruited at the level of Assistant Director (Junior level), which is the original position sanctioned by the Ministry. Similarly when a person of the level of Director (Senior Scale) leaves the organization due to retirement or transfer, new incumbent should be of the level of Director (Junior Scale) if that was the original position. When a person of the level of Advisor level leaves the organization, the new incumbent should be appointed at the level of Director (Senior Scale). If an officer is promoted on a personal basis, as his/her promotion was due in this organization or in his/her parent cadre, position should be reverted back for fresh recruitment / posting. However, while filling up these posts by the incumbents, level of the posts, sanctioned by the Ministry of Chemicals and Fertilizers may be kept in view. This will save the organization from becoming top heavy and skewed in structure, creating problems of hierarchy and need for unnecessary personal staff.

Most of the officials in NPPA are from different services. There should be a fixed time limit to their tenure/posting in NPPA. This will lead to the balanced growth in the organization at different levels and will not create a vacuum at the level of Assistant Director

and other junior scales. It will also infuse the young blood in the organization.

2.3 Proposed Structure

Proposed structure of NPPA is given at **Annexure-IV**.

The study Team is of the view that the post of Member Secretary is pivotal in NPPA set up and all the divisional heads shall report to the Member Secretary.

The divisional heads should be at the level of Director though they could be promoted to Advisor position, purely on personal basis, if their promotion becomes due.

In the proposed organization structure six posts of Advisors/Directors have been recommended. Out of these six posts one post is of Director (Admn.), one post is of Director (Tech) and the remaining four posts are of Advisor (Cost)/Director (Cost)/Director (Economic). As per the existing practice, Director (Cost) should have the background of cost and accounts and Director (Tech) should have the background of Pharmacy/Chemistry. Director (Admn.) should be appointed under the central staffing scheme of DOP&T.

NPPA Cells in States – It is noted by the study team that strengthening of the enforcement and monitoring is required in the

NPPA. Accordingly, it has been proposed to create NPPA cells in each state. The main objective of the cell is to look after all matters relating to pricing, availability, all violations of DPCO, enforcement and overcharging of prices, legal matters and any other work assigned to the cell by NPPA. The proposed scheme envisages a State Level Committee headed by Principal Health Secretary / Health Secretary of the State, and consisting of following members. This cell would also co-ordinate with the State Drug Controllers. NPPA has already proposed funding to each state to enable them to meet the cost of data collection, analysis, training, seminar and management etc. The approval of planning commission is awaited.

- State Drug Controller – Convener
- Representative of NPPA
- Any other State Government Officer concerned with Health & Drug Administration and co-opted by the Committee

An annual impact assessment of working of the State Level Committee based on Quarterly Reports to NPPA viz a viz targets and other pre-determined parameters will be undertaken every year. This along with the utilization certificate for funds would form basis for the continuance of the cell and release of funds by NPPA.

Chapter 3: Division-wise Assessment of Manpower

Division-wise assessed strength of the staff has been obtained on the basis of nature of activities performed and their work load in those divisions.

Staffing norms used for estimating the personal staff (i.e. PS, PA, Stenos) and Group D staff are given in **Annexure V** and **VI** respectively. First, the assessment of these posts of personal staff and Group D was made at the level of NPPA. Then these posts were distributed among different divisions. Some time they have to work on sharing basis in the two divisions. While distributing these posts in different divisions such posts were shown in those divisions where relatively workload was more in comparison to the other.

Nature of Work and Profile of YPs, DEOs, and Group D Staff

YPs are qualified professionals working on contract basis as well as through outsourcing. It was observed that turnover of these YPs is very high viz. 67% per year. After getting the training they leave the organization mainly because of low wages. Efforts should be made to utilize their services for somewhat longer duration by revising their salaries from time to time so that NPPA do not become only a training institute for them. YPs and DEOs on contract basis are qualified but are getting Rs. 300/- per day and Rs. 200/- per day

respectively and their salaries have not been revised since long. When everybody's salary has been revised in nominal terms in 2008, they deserve a little better deal.

As per the Govt. policy DEOs are working on contractual basis as well as hired through outsourcing and should continue to be engaged in this manner. It was observed that some of them have been working since quite long time in this organization. They are doing the work relating to data entering, typing and other clerical activities. IIPA study team is of the view that the DEOs who have completed at least ten years service in this organization and have good service record may be considered for a regular scale of LDC with suitable designation. This will help the NPPA to build up institutional base at the lower level. However proper selection procedure may be followed in filling up such type of posts.

As per the Govt. policy staff car drivers should be appointed on contractual basis but they are working on regular basis in the organization. It is recommended that after the present incumbent retire on superannuation or leave the organization, the posts may be contractualized.

As per the government policy, new recruitments of peons/messengers should be made on contractual basis and they should be continued to be appointed in this manner. It was however, observed that some of them have been working in NPPA since long. The Study Team is of the view that those who have been working in

NPPA for more than ten years with satisfactory performance may be regularized against the post of peon/messenger.

3.1. Bulk Drugs Division:

3.1.1 Activities

Main activity of this division is to fix/revise the price of 74 scheduled bulk drugs under para 3, para 3 (5) and para 11 of Drug Price Control Order 1995 (DPCO' 1995) as discussed below:

- (i) Fixing the price of Bulk Drugs under para 3 of DPCO' 1995:** In order to fix the price of a bulk drug under para 3, a detailed Cost Price Study (CPS) is undertaken by issuing the questionnaires to all known manufacturers. After getting the data, a team of technical and cost accountancy officers of the division visit the plants to understand the production process and carry out necessary verification of data. Cost of production and price of bulk drug is worked out as per the guidelines given in para 3 of DPCO' 1995.

- (ii) Revising the price of bulk drugs under para 3 (5) of DPCO' 1995:** Prices of drugs fixed under para 3 are revised under para 3 (5) of DPCO'1995. For this, no detailed Cost Price Study (CPS) is undertaken. The prices are revised by applying the price adjustment formula used in some previous Cost Price Study of related Bulk Drug.

(iii) **Fixing or Revising the Price of Bulk Drugs under para 11 of DPCO 1995:** Whenever the manufactures fail to submit the requisite data for price fixation/revision of any bulk drug under para 3 and para 3(5) of DPCO'1995, as the case may be, this division fixes/revise the price of the drug based on available data as per the guidelines given in Para 11.

(iv) **To review the prices fixed by NPPA under para 22 of DPCO' 1995:** In case manufacturers of bulk drugs are not satisfied with the prices fixed/revised by NPPA, they have the option to file a review application under para 22 of DPCO'1995 with the Department of Pharmaceuticals. Bulk Drugs Division provides all the necessary details to the department and justifies the price fixed by NPPA.

After fixing or revising the price of bulk drugs by the division, it is submitted as an agenda item for consideration of the NPPA Authority. Prices approved by the Authority are notified in the Extraordinary Gazette of India.

Authority also fixes and revises the price of the medicines containing any of the scheduled bulk drugs.

Designation-wise working and assessed strength of staff of this division is given in **Table1**.

Table 1: Designation-wise Working and Assessed Strength of Bulk Drugs Division.

S.No.	Designation	Working strength	Assessed strength	Gap
1	D.D. (Cost)	2	2	-
2	D.D. (Tech).	1	1	-
3	Technical Assistant	-	1	1
4	Steno Grade-D	-	1	1
5	Y.P	2*	2*	-
6	D.E.O	3*	3*	-
7	Peon/Messenger	1	1+1*	1
	Total	4+5*=9	6+6*=12	3

*Contractual/Outsource basis

3.2. Formulations Division:

“Formulation” means a medicine processed out of, or containing one or more bulk drugs with or without the use of any pharmaceutical aids, for internal or external use for or in the diagnosis, treatment, mitigation or prevention of disease in human beings or animals, but shall not include:

- i) Any medicine included in any bona fide, Ayurvedic (including Sidha) or Unani (Tibb) systems of medicines; and
- ii) Any medicine included in the Homeopathic System of medicine.

3.2.1 Functions of the division

As per DPCO'1995, a manufacturer using a scheduled bulk drug in his formulation is required to apply for fixation of price of formulation within a time limit. This Division fixes/revises the prices of those formulations which contain scheduled bulk drugs.

The retail price of a formulation is calculated in accordance with the formula, suggested in para 7 of DPCO'1995 and includes a ceiling price. Details of the formula are given in **Annexure-VII**

Non-ceiling price is the price fixed for a particular formulation of a particular manufacturer. It is fixed in cases where the formulation is a unique combination, or imported, or under review order passed by Department of Pharmaceuticals. Ceiling price is also fixed for a particular formulation. This price operates as a ceiling price for all such packs including those packs which are sold under generic name and for every manufacturer of such formulations.

When a manufacturer or an importer fails to submit application for revision of the price of its formulation, NPPA fixes the price through this division on suo-moto basis. This is done on the basis of best information available.

Whenever there is change in excise duty, customs duty, value added tax, change in the norms of conversion cost, packing

charges, and packing material as notified by the NPPA, manufacturers can apply for the revision of price of the formulation. If there is a revision in a notified price of bulk drug, prices of all formulations containing that bulk drug are revised on suo-moto basis in case no application is received from the manufacturer, within the stipulated time.

Once the prices of formulation are revised/fixed, the Division gets those prices notified in the official gazette for the information of manufacture as well as the public. Any person aggrieved by any notification issued by the NPPA may apply to the Government for a review of the notification within 15 days of the date of publication of the notification in official gazette or the receipt of the order by him from the NPPA.

Another main activity of this division is to monitor the availability of drugs and to identify shortage, if any, and to take remedial steps to make the drugs available. This division gets monthly field reports and other relevant information from the State Drugs Controllers (SDCs).

While assessing the manpower requirement of this division, study team also took into consideration the pending work. At the time of the study it was observed that price fixation work of 100 formulations were pending, out of which 30 cases were to be decided on suo-moto basis while in the remaining 70 cases applications have been received in the prescribed formats. Keeping

this fact in view and the work load of last one year in the division, additional posts of one Assistant Director (Tech.) and one Technical Assistant have been provided in the division. Technical Assistant should have a minimum qualification of graduate in Pharmacy from a recognized university.

Designation-wise working and assessed strength of staff of this division (other than Economical Cell) is given **Table 2A**.

Table 2A: Designation-wise Working and Assessed Strength of Formulations division

1	D.D. (Cost)	1	1	-
2	D.D. (Tech.)	1	1	-
3	A.D. (Tech.)	-	1	1
4	Technical Assistant	-	1	1
5	Steno Grade-D	-	1	1
6	Y.P	5*	3*	(-)2
7	D.E.O	3*	2*	(-)1
8	Peons /Messenger	1*	2*	1
	Total	2+9*=11	5+7*=12	1

*Contractual/Outsource basis

3.2.2 Economic Cell

There is a "Statistical / Economic Cell" under the supervision of Advisor (pricing). It collects various types of statistics relating to

bulk drugs and formulations. It needs to be strengthened to deal with the policy matters relating to economic trends of production, prices, exports, customs / excise duty, dumping, transfer pricing etc. This cell may be renamed as Economic Division and should function under the supervision of Director / Adviser having economics background. It needs to be strengthened. Some of the cost priced studies conducted by NPPA are based on ORG-IMS data, which is not a very reliable source. This division should have following functions :

- i) To collect data on domestic production, export and import, domestic sales and international prices, customs / excise duty, dumping, transfer pricing etc and relating to scheduled bulk drugs and their formulations.
- ii) To analyze the economic trends of production, prices etc of scheduled bulk drugs and their formulations and drug policy related issues.

Keeping this in view, designation wise strength of Economic Division is given in Table 2B. Deputy Director (Economics) and Asst. Director (Statistics) posts recommended for the Division may be filled up from the Indian Economic Service and Indian Statistical Service respectively

Table 2B Designation wise working and assessed strength of Economical Division.

Sr. No.	Designation	Working Strength	Assessed Strength	Gap
1	Dy. Director (Economics)	-	1	1
2	Asst. Director (Statistics)	-	1	1
3	Sr. Investigator	-	1	1
4	Jr. Investigator	1	1	-
5	Personal Assistant	0	1	1
6	DEO	2*	-	(-)2
	Total	1+2*=3	5+0*=5	2

(*) denotes contractual/Outsource staff

3.3 Monitoring Division

Main activities of the division are:

(a) Monitoring of prices of scheduled formulation cases detected on the basis of examination of price list in form V of DPCO' 95.

The price list of the company is examined with reference to:

- (i) **Marketing of scheduled formulations at a price higher than the notified price:** when the case is established (after issuing show cause notice and reminder to the Company with a copy to concerned SDC) and the Company furnishes document in support of overcharging, the case is forwarded to legal division for initiating action under para 13 of DPCO'95 to recover the overcharged amount along with interest.

(ii) **Marketing of scheduled formulations without prior price approval:** when the case is established (after issuing show cause notice and reminder to the company with a copy to concerned SDC) the case is first referred to formulation division for fixation of price under para 9 of DPCO' 95. If the Moving Average Turnover (MAT) value of the formulation is more than Rs. 3 crores, the case is referred to legal division also for initiating action under para 8 of DPCO' 95.

(b) Monitoring of prices of scheduled formulations (formulations containing any of the scheduled bulk drugs) cases received from different state drugs controllers are examined as above and forwarded to legal division for further action.

(c) Monitoring of prices of scheduled formulations cases detected on the basis of complaints received from general public and consumer forums are examined as above and referred to legal division for further necessary action.

(d) **Monitoring of prices of non scheduled formulations:** On the basis of approved internal guidelines, the prices of non-scheduled formulations are monitored. ORG-IMS data are used to monitor the prices. A list of formulations and their manufacturers are shortlisted where there is an increase in price of more than 10% in a year and the annual turnover of the formulation pack exceeds Rs. 1 crore. Further, the share of formulations in that segment of the formulation is required to be at least 20% of the market or the medicine is one of the top

3 medicines of that group. The manufacturer and distributor are asked to give justification for increase of more than 10% per annum. If no information is received even after reminder or if the reply of the company is not found satisfactory, show cause notice is issued to the manufacturer, why action should not be initiated for price fixation under para 10 (b) of DPCO'95 in larger public interest. If the manufacturer voluntarily reduces the price of the subject medicine to below 10% of the price increase level, the case is considered for closure. If not, then the case is transferred to formulation division for taking action for price fixation under para 10 (b) of DPCO'95.

Designation-wise working and assessed strength of staff of this division is given in **Table 3**.

Table 3: Designation-wise Working and Assessed Strength of Staff of Monitoring Division.

S.No.	Designation	Working strength	Assessed strength	Gap
1	D.D. (Cost)	2	1	(-)1
2	D.D. (Tech).	-	1	1
3	Steno Grade-C	-	1	1
4	UDC	1	-	(-)1
5	Y.P	2*	1*	(-)1
6	D.E.O	2*	2*	-
7	Peons/Messenger	1	1	-
	Total	4+4*=8	4+3*=7	(-)1

*Contractual/Outsource basis

3.4 Enforcement Division

This Division is working in NPPA since March 2007. Main activities of this Division are:

i) Identification of violation of various provisions under DPCO 1995 with respect to implementation of notified sealing / non-sealing price.

ii) Implementation of notified norms of sealing price in respect of non- scheduled formulations which is notified under paragraph 10b of DPCO 1995.

The above two activities result in assessment of the over charged amount by manufacturers/companies in a more realistic manner and has been helping in faster recovery of the amount from the defaulters.

iii) Director of this division who is having technical background, renders the technical advice in matters relating to bulk drugs, formulations and any other matter as and when required by the Authority

iv) The division also attends to the complaints and grievances received from individuals, NGOs and other organizations under RTI Act, and takes the appropriate action. Designation wise working and assessed strength of staff of this division is given in table 4

Table 4 Designation wise working and assessed strength of Enforcement and RTI Division

Sr. No.	Designation	Working Strength	Assessed Strength	Gap
1	Dy. Director(cost)	1	1	-
2	Asst. Director (Tech.)	-	1	1
3	Steno grade 'D'	-	1	1
4	YP	-	1*	1
5	DEO	2*	1*	(-)1
6	Peon/ Messenger	1*	1*	-
	Total	1+3*=4	3+3*=6	2

(*) denotes contractual staff

3.5. Legal Division

The main activities of Legal Division are given as under :

Para 13 of the DPCO'95 empowers the NPPA to recover the amount overcharged in the case of scheduled formulations. Para 13 is quoted for ready reference.

Para 13: notwithstanding anything contained in this order, the Government shall by notice, require the manufacturers, importers or distributors, as the case may be, to deposit the amount accrued due to charging prices higher than those fixed or notified by the Government under the provisions of DPCO, 1987 and of DPCO'95.

In overcharging cases, legal division issues notice to the company for furnishing the following information within 21 days.

- (a) Production and sales details from the date of notification till date in the prescribed format duly certified by Chartered Accountant /Cost Accountant;
- (b) Consolidated price list in form V;
- (c) Specimen samples (strip/pack) of the formulations for all batches manufactured and sold during that period;
- (d) Reasons for non compliance of ceiling prices.

Further, in case of non-receipt of the information, two reminders are issued to the company. The matter is also referred to the concerned SDC for follow up with the company. Recovery is made in case of overcharging. If company is not depositing the said amount with the Government, two reminders are issued to the company by updating the amount along with interest.

Cases wherein demand notices have been issued and the amount of overcharging along with interest has not been received within a period of 3 to 4 months, are referred to collector, New Delhi for initiating recovery proceedings.

Para 10 (b) is applicable only in respect of non-scheduled formulation, which stipulates that " The Government may, if it considers necessary so to do in public interest, after calling for such information by order, fix or revise the retail price of any formulation including a non-scheduled formulation".

Action is taken by legal division, if any company increases the price more than 10% of existing price.

As per existing guidelines action is taken in such cases wherein Moving Average Turnover (MAT) value available from ORG-MIS data is more than Rs. three crores. Legal division issues show cause notice. After follow up reminders, cases are referred to State Drug Controller.

Legal division deals with court cases both at Supreme Court and High Courts.

Broadly, a substantial amount of time of the officers in the legal division is spent on the following activities.

- Preparing papers on policy matters,
- Rendering legal advice,
- Clarifications solicited by other divisions,
- References to the Ministry on matter on policy
- Filing of replies/affidavits in various court matters
- Quantifications of overcharging.

In addition to the above, the Legal Division also handles the RTI references and Parliament Questions relating to this division.

While assessing the manpower requirement of this division, the issue of huge pendency of unresolved cases (i.e.1051) has also been kept in mind. Out of the total number of 1051

unresolved/pending cases at the of the study, 635 cases (60.4 percent) were those for which quantitative details was awaited from pharmaceutical companies, 273 cases (26.0 percent) were cases of overcharging, and were under process. Remaining 103 cases (15.6 percent) were of other categories. Keeping this pendency and existing activities, additional post of Joint Director (Legal) and one AD (Tech.) have been provided in this division. One consultant with law background working in this division should also continue.

Designation-wise working and assessed strength of staff of this division is given in **Table-5**.

Table 5: Designation-wise Working and Assessed Strength of Staff of Legal Division.

S.No.	Designation	Working strength	Assessed strength	Gap
1	Deputy Secretary (Legal)	-	1	1
1	D.D. (Cost)	1	1	-
2	A.D. (Tech.)	-	1	1
3	Consultant	1*	1*	-
4	Section Officer	1	-	(-)1
5	Steno Grade-C (PA)	-	1	1
6	Steno Grade-D	1	1	-
7	UDC	-	1	1
8	D.E.O	6*	4*	(-)2

9	Peons /Messenger	1*	1*	-
	Total	3+8*=11	6+6*=12	1

*Contractual/Outsource basis

3.6. Administration Division

3.6.1 Activities of Administration Division

Main activities performed by Administration Division are as follows:

- Work relating to purchase of stationery, consumables, capital items, computer, furniture etc,
- Coordination of computerization work with NIC and NPPA officials,
- Coordination / preparation of budget for plan and non plan,
- Quarterly report on thrust area,
- General administration,
- Payment of salary and personal claims of the officers and Staff of NPPA
- Appointment of new DEOs/YPs,
- Payment of telephone bills, internet bills, airlines bills etc. maintenance of staff car etc.
- Implementation of official language,
- Work relating to advertisement through print and electronic media,
- Preparation of the salary of the staff, officers, daily wagers, DEOs and YPs etc.

Establishment matters relating to earned leave, casual leave, study leave transfer and posting, pay fixation, annual confidential report, grant of GPF advance, grant of medical advance/reimbursement of medical claim LTC advance, LTC claims maintenance of service book, probation/confirmation, long term advance payment, retirement benefits etc. It also looks after the parliament questions relating to administration and vigilance matters etc.

3.6.2 Opening up of a Tiffin Room in the NPPA office

NPPA has neither a canteen nor a Tiffin Room in the office which can cater to the refreshment needs (Tea, coffee etc) of its employees. At present the employees are facing great difficulty and they have to go far away to get tea/ coffee etc.

As per the administrative instructions on departmental canteens in Govt. offices, a central govt. office which has the total strength of 50-99 personnel is entitled to have an 'A' type Tiffin Room. NPPA's present staff strength is 84.

Study Team is of the view that there should be a Tiffin Room of 'A' type in the NPPA office with the staff component as per rules. The services of the personnel to be deployed in the Tiffin Room should be outsourced. However, pay and allowances of the employees of the Tiffin Room and cost of other infrastructure

required to open it maybe born by the administration by making budgetary provisions.

Designation-wise working and assessed strength of staff of Administration Division is given in **Table 6**.

Statements showing designation wise sanctioned, working and assessed strength of staff of NPPA is given in **Annexure II** and designation-wise division-wise working and assessed strength of staff of NPPA is given in **Annexure VIII**.

Table 6: Designation-wise Working and Assessed Strength of Staff of Administration Division.

S.No.	Designation	Working strength	Assessed strength	Gap
1	D.D. (Cost)	1	-	(-)1
2	Under Secretary	1	1	-
3	Section Officer	2	2	-
4	Assistant	1	2	1
5	Steno Grade-C (PA)	1	-	(-)1
6	Hindi Translator	1	2	1
7	Steno Grade-D	1	1	-
8	UDC	2	2	-
9	LDC/Typist	-	2	2
10	D.E.O	5*	-	(-)5*
11	Staff car driver	2	2	-

12	Daftari	1	1	-
13	Peon/Messenger	2+2*	2+2*	-
14	Safaiwala (daily wages)	3*	2*	(-)1
	Total	15+10*=25	17+4*=21	(-)4

*Contractual/Outsource basis

Chapter 4 : Observations and Recommendations

1. Against the sanctioned strength of 54 in the Authority, 84 persons were working at the time of study. The IIPA study team has assessed total staff strength of 90, which includes 60 persons on regular basis, remaining 30 on daily wage, contractual / outsourcing basis.
2. In the last few years, some posts of the level of Director (senior scale) have been upgraded to the posts of Advisor, Directors (junior scale) have been upgraded to the posts of Directors (senior scale) and Assistant Directors have been upgraded to the posts of Deputy Directors. It is a good practice that individual's career is kept in view and that practice should be continued. The Study Team is of the view that, posts should not be upgraded but only individuals could be promoted on personal basis, which implies that the post gets temporarily upgraded for the present incumbent. But when a person holding these posts leave the organization at the time of retirement or transfer, new incumbent should join on the post originally sanctioned. This will help in containing imbalance in the structure and issues of hierarchy that arise.
3. Most of the officials in NPPA are from different services. There should be a fixed tenure/posting in NPPA because of sensitive nature of work.

4. Post of Member Secretary is pivotal in the NPPA. He is responsible for over all Administration in NPPA, liaise with the Ministries, Industries, other agencies and also assist the Authority in the task of price fixation. All communications emanating from the Ministries / Departments and Industry are addressed to Member Secretary. Keeping this fact in view it would be desirable that all the Divisional Heads shall be under the administrative control and report through the Member Secretary to ensure well co-ordinated action by NPPA.

5. Out of 21 Group A officers, 3 officers are from NPPA's own cadre. These officers have the background of pharmacy/chemistry. There is no suitable promotional policy for these officers. It is recommended that a suitable promotional policy should be framed for these officers.

6. Important posts lying vacant since quite long time viz. Director (Technical), Director (Admn.), A.D. (Tech.), Senior Investigator and Technical Assistant should be filled up at the earliest possible.

7. Keeping in view the nature of work in NPPA, it is recommended that for 2 DDs with cost accountancy background there should be 1 DD with Pharmacy/Chemistry background. Similarly for 2 ADs with cost accountancy background there should be 1 AD with Pharmacy/Chemistry background.

8. YPs are qualified professionals working on contract basis as well as through outsourcing. It was observed that turnover of these YPs is very high viz. 67% per year. After getting the training they leave the organization mainly because of low wages. Efforts should be made to utilize their services for somewhat longer duration by revising their salaries from time to time so that NPPA do not become only a training institute for them. YPs and DEOs on contract basis are qualified but are getting Rs. 300/- per day and Rs. 200/- per day respectively and their salaries have not been revised since long. When everybody's salary has been revised in nominal terms in 2008, they deserve a little better deal.

9. As per the Govt. policy DEOs working on contractual basis as well as hired through outsourcing should continue to be engaged in this manner. It was observed that some of them have been working since quite long time in this organization. They are doing the work relating to data entering, typing and other clerical activities. IIPA study team is of the view that the DEOs who have completed at least ten years service in this organization and have good service record may be considered for a regular scale of LDC with suitable designation. This will help the NPPA to build up institutional base at lower level. However proper selection procedure may be followed in filling up such type of posts.

10. There are two staff car drivers who were working on regular basis. It is recommended that after the present incumbent retire on

superannuation or leave the organization, the posts may be contractulized.

11. As per the government policy, new recruitments of peons/messengers should be made on contractual basis and they should be continued to be appointed in this manner. It was however, observed that some of them have been working in NPPA since long. The Study Team is of the view that those who have been working in NPPA for more than ten years with satisfactory performance may be regularized against the post of peon/messenger.

12. After detecting the cases of higher price being charged or overprice charged by the companies manufacturing different Scheduled Drugs, Monitoring and Enforcement Divisions inform such cases to Formulation division and Legal divisions, as the case may be, for further action. In other words, number of such cases detected have a direct bearing on the number of cost price studies to be conducted by the formulations division and the number of cases to be filed in the court by the legal division. Keeping this in view NPPA should fix from time to time a range of cases to be examined by monitoring and enforcement division. It will lead to a balanced flow of work load in other divisions.

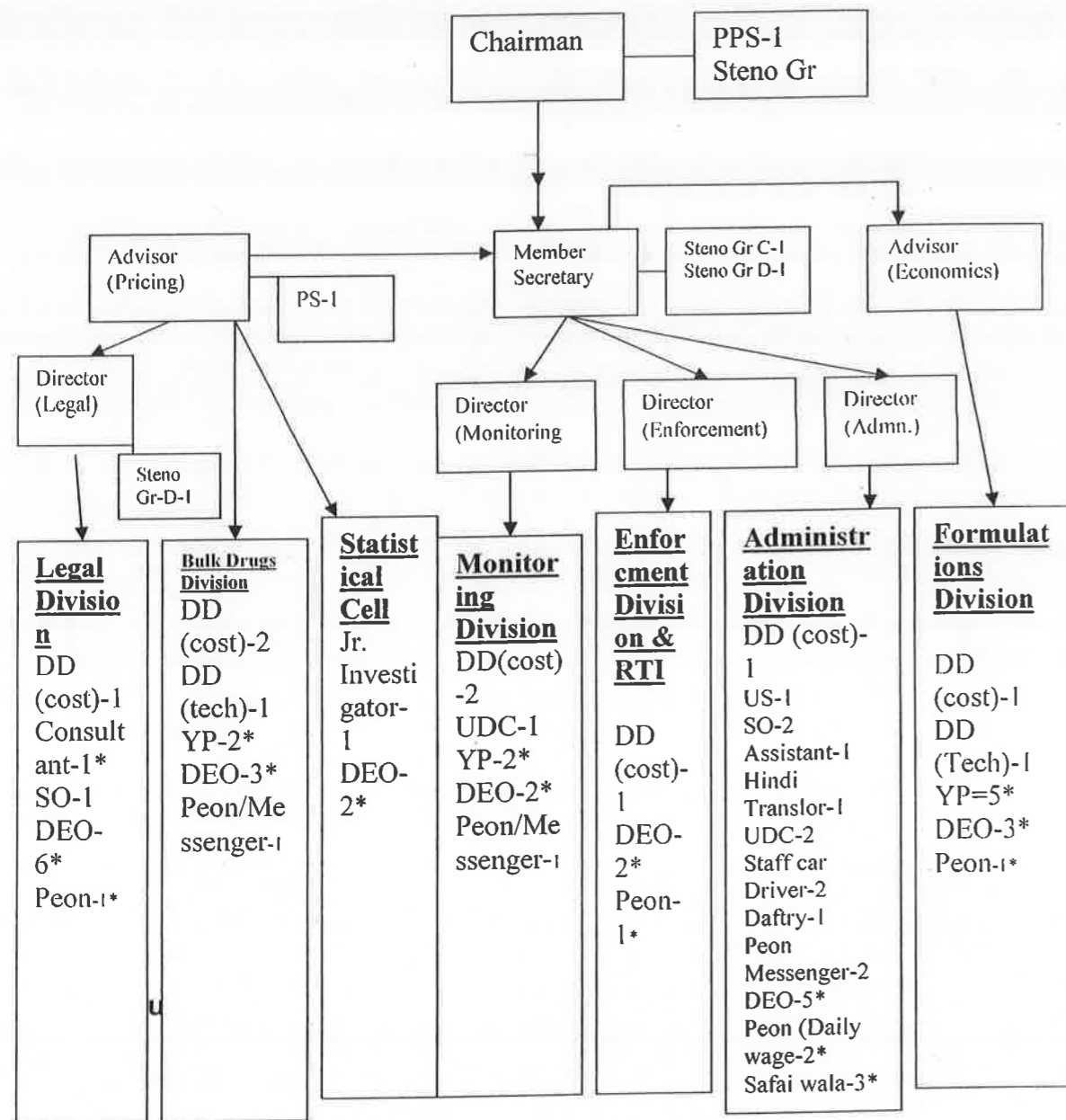
13. If at any point of time NPPA feels that there is a plenty of pending work in the organization and it is not sensitive in nature, the work can be outsourced to some outside agency.

14. Because of large number of RTI Cases in the organization transparency in work needs to be increased and the reports prepared need to be placed on the website.

15. Some of the cost price studies conducted by NPPA are based on ORG-IMS data, which is not very reliable. The Economic / Statistical Division functioning under the supervision of Advisor (Cost) needs to be strengthened. Besides collecting required data it should also analyze the trends of production, prices of bulk drugs and formulations. It may be renamed as Economic / Statistical Division.

Annexure I

Existing Organization Chart of NPPA
(as per July 2009)



*Contractual/Ousource Staff

Annexure II

Statement showing Sanctioned, Working and Assessed Staff Strength (including Contractual Staff) of National Pharmaceutical Pricing Authority.

Sl. No	Designation of Post	Pay structure (pay band)	Grade pay	Sanctioned Strength	Working Strength	Assessed Strength
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Group A					
1	Chairman	80,000 (fixed)		1	1	1
2	Member Secretary	37,400-67,000	10,000	1	1	1
3	Advisors	37,400-67,000	10,000	2	2	2
4	Directors/Deputy Secretary:					
	Director (Admn.)	37,400-67,000	8,700	1	-	1
	Director (Cost)	37,400-67,000	8,700	2	3	1
	Director (Cost)	15,600-39,100	7,600	-	-	1
	Director (Tech)	15,600-39,100	7,600	1	1	1
	Deputy Secretary (Legal)	15,600-39,100	7,600	0	0	1
5	Deputy Directors					
	Dy. Director (Cost)	15,600-39,100	6,600	8	8	6
	Dy. Director (Tech)	15,600-39,100	6,600	3	2	3
	Dy. Director (Economics)	15,600-39,100	6,600	-	-	1
6	Under Secretary	15,600-39,100	6,600	1	1	1
7	P.P.S	15,600-39,100	6,600	1	1	1
8	Asstt Director (Tech.)	9,300-34,800	5,400	1	-	3
	Asstt. Director (Statistics)	9,300-34,800	5,400	-	-	1
	Group B (Gazetted)					
9	Private Secretary	9,300-34,800	5,400	1	1	3
10	Section Officers	9,300-34,800	4,800	4	3	2
11	Senior Investigator	9,300-34,800	4,200	1	-	1
	Group B (Non-Gazetted)					
12	Assistant	9,300-34,800	4,200	1	1	2
13	Technical Assistant	9,300-34,800	4,200	2	-	2
14	Steno Grade- C (PA)	9,300-34,800	4,200	3	2	4
	Group C					

15	Junior Investigator	9,300-34,800	4,200	1	1	1
16	Hindi Translator	9,300-34,800	4,200	1	1	2
17	Steno Grade- D	9,300-34,800	2,400	5	2	5
18	UDC	5,200-20,200	2,400	1	3	3
19	LDC/Typist	5,200-20,200	1,900	2	-	2
20	Staff Car Driver	5,200-20,200	1,900	2	2	2
	Group D					
21	Daftry	4,400-7,440	1,650	2	1	1
22	Peon/Messenger	4,400-7,440	1,300	5	4	5
23	Safai wala	4,400-7,440	1,300	1	-	-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	Contractual Staff					
24	Consultant			-	1*	1*
25	Young Professional			-	9*	7*
26	Data Entry Operators			-	23*	12*
28	Peon (Daily Wages)			-	7*	8*
29	Daily Wages (Safai wala)			-	3*	2*
	Total			54	41+ 43*	60+ 30*
	* Contractual/Outsource Staff					

Annexure III

Basis of calculation of Annual Man Hours

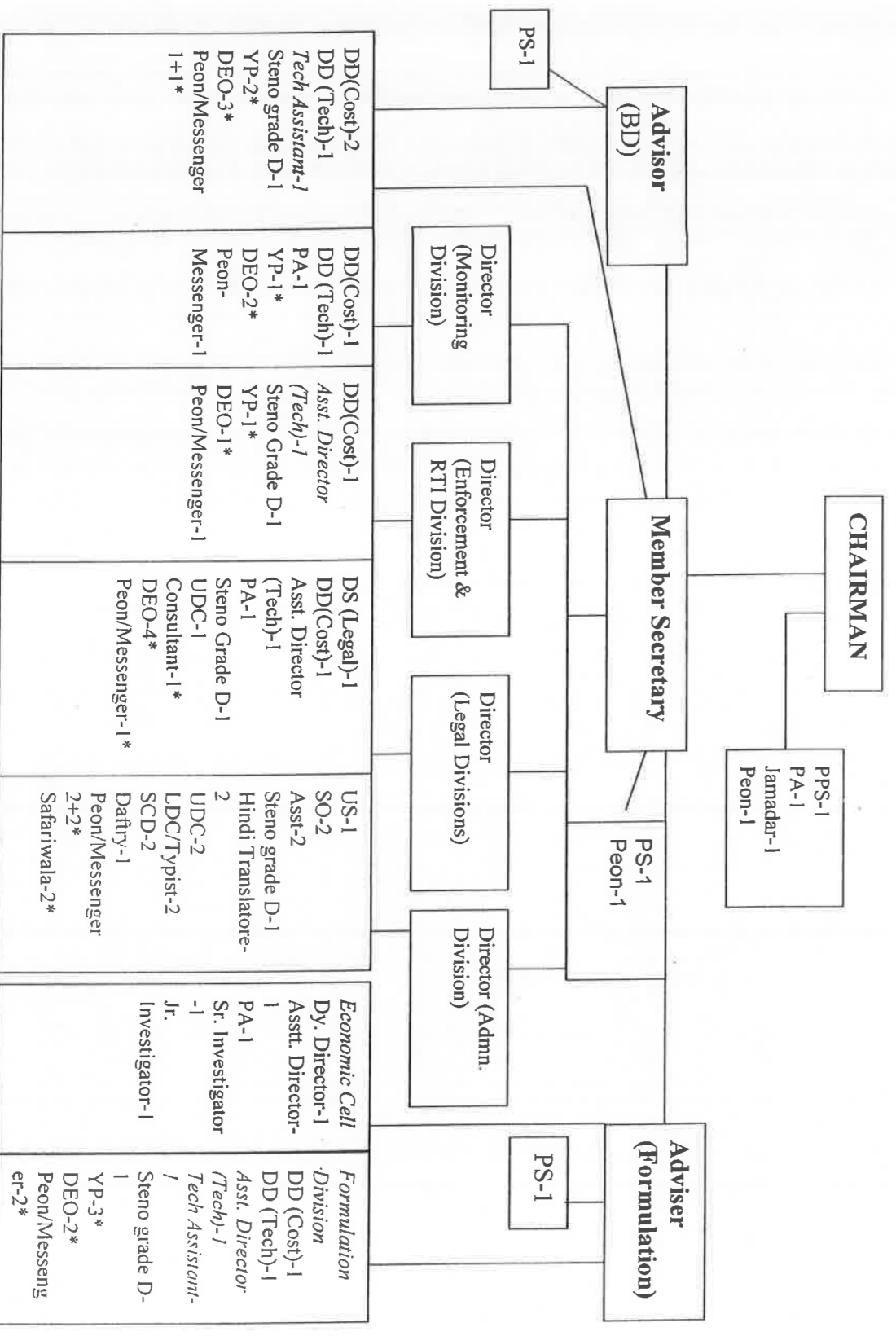
	Number of days in a year	365
(a)	<u>Holidays</u>	
	1. Sundays	52
	2. Saturdays	52
	3. Restricted Holidays	2
	4. Other closed holidays	12*
	5. Casual Leave	6**
	Total	124
(b)	<u>Working days</u>	365-124= 241
(c)	<u>Working hours</u>	241x8=1928 hrs. or say 1900 hrs.

*There are 16 holidays, which are fixed and they are not changed. On an average, 4 holidays fall on Sundays or Saturdays, and hence only 12 holidays will fall on working days.

** It was considered that an employee who is allowed CL should be expected to make up for his absence by a more concentrated effort or by working longer hours on returning to duty and even if is considered that CL can affect the work to some extent, a margin of 6 days should be sufficient.

Source: Staff Inspection Unit, Ministry of Finance, Govt. of India (2003), "A Hand Book on Staff Inspection Unit". P-10

Annexure IV



*indicate contractual/outsourced staff

Proposed Staffing Norms of Personal Staff

S.No.	Designation	Personal Staff
1	Chairperson	One PPS and one PA
2	Joint Secretary and Advisors	One PS per person
3	Director (Senior Scale)	One PA per person
4	Director (Junior Scale) and Under Secretary	One steno grade D for two persons on sharing basis
5	DDs and ADs	One steno grade D for three persons on sharing basis

Note: (i) Ratio of PS, PA and steno grade D in the total assessed strength of personnel staff in NPPA should be 20:40:40

(ii) Pay structure of steno grade D, PA, PS and PPS is as follows:

Steno grade D: Pay band of Rs. 5,200-20,200 plus grade pay of Rs. 2,400

PA : Pay band of Rs. 9,300-34,800 plus grade pay of Rs. 4,200

PS : Pay band of Rs. 9,300-34,800 plus grade pay of Rs. 5,400

PPS : Pay band of Rs. 15,600-39,100 plus grade pay of Rs. 6,600

Annexure VI

Proposed Staffing Norms of Group D Staff

S.No.	Designation	Group D Staff
1	Chairperson	Two
2	Member Secretary and Advisors	One per person
3	Director and Under Secretary	One for two persons
4	Deputy Directors, Assistant Directors and Section Officers	One for three persons
5	Cashier	One person
6	Central Registry	One person

Calculation of retail price of formulation

The retail price of a formulation shall be calculated by the Government in accordance with the following formula, namely,-

$$R.P.=(M.C.+C.C.+P.M.+P.C.)\times(1+MAPE/100)+ED.$$

Where-

“R.P.” means retail price;

“M.C.” means material cost and includes the cost of drugs and other pharmaceutical aids used including overages, if any plus process loss thereon specified as a norm from time to time by notification in the Official Gazette in this behalf;

“C.C.” means a conversion cost worked out in accordance with established producers of costing and shall be fixed as a norm every year by notification in the Official Gazette in this behalf;

“P.M.” means cost of the packing material used in the packing of concerned formulation, including process loss, and shall be fixed as a norm every year by notification in the Official Gazette in this behalf;

“P.C.” means packing charges worked out in accordance with established procedures of costing and shall be fixed as a norm every year by notification in the Official Gazette in this behalf.

“MAPE” (Maximum Allowable Post, manufacturing Expenses) means all costs incurred by a manufacturer from the stage of ex-factory cost to retailing and includes trade margin and margin for manufacturer and it shall not exceed one hundred per cent for indigenously manufactured scheduled formulations;

“E.D.” means excise duty;

Provided that in the case of an imported formulation, the landed cost shall form the basis for mixing its price along with such margin to cover selling and

distribution expenses including interest and importer's profit which shall not exceed fifty percent of the landed cost.

Explanation- For the purpose of this proviso, "landed cost" means the cost of import of formulation inclusive of customs duty and clearing charges.

Annexure VIII

Statement Showing Division-wise Working and Assessed Staff Strength
(including Contractual Staff) of National Pharmaceutical Pricing Authority

S.No.	Designation of Post	Bulk Drugs		Formulations (including Economic Cell)		Monitoring		Enforcement and RTI	
		W (3)	A (4)	W (5)	A (6)	W (7)	A (8)	W (9)	A (10)
(1)	(2)								
1	Chairman	-	-	-	-	-	-	-	-
2	Member Secretary	-	-	-	-	-	-	-	-
3	Advisors	1	1	1	1	-	-	-	-
4	Directors/Deputy Secretary:								
	Director (Admn.)	-	-	-	-	-	-	-	1
	Director (Cost)	-	-	-	-	1	1	-	-
	Director (Tech)	-	-	-	-	-	-	-	-
	Deputy Secretary (legal)	-	-	-	-	-	-	-	-
5	Deputy Directors								
	Dy. Director (Cost)	2	2	1	1	2	1	1	1
	Dy. Director (Tech)	1	1	1	1	-	1	-	-
	Dy. Director (Economics)	-	-	-	1	-	-	-	-
6	Under Secretary	-	-	-	-	-	-	-	-
7	P.P.S	-	-	-	-	-	-	-	1
8	Asstt Director (Tech.)	-	-	-	1	-	-	-	-
	Asstt. Director (Statistics)	-	-	-	1	-	-	-	-
9	Private Secretary	1	1	-	1	-	-	-	-
10	Section Officer	-	-	-	-	-	-	-	-
11	Senior Investigator	-	-	-	1	-	-	-	-
12	Assistant	-	-	-	-	-	-	-	-
13	Technical Assistant	-	1	-	1	-	-	-	-

	(PA)								
15	Junior Investigator	-	-	1	1	-	-	-	-
16	Hindi Translator	-	-	-	-	-	-	-	-
17	Steno Grade- D	-	1	-	1	-	-	-	1
18	UDC	-	-	-	-	1	-	-	-
19	LDC/Typist	-	-	-	-	-	-	-	-
20	Staff Car Driver	-	-	-	-	-	-	-	-
21	Daftry	-	-	-	-	-	-	-	--
22	Peon/Messenger	1	1	-	-	1	1	-	-
23	Safai wala	-	-	-	-	-	-	-	-
	Contractual Staff								
24	Consultant	-	-	-	-	-	-	-	-
25	Young Professional	2*	2*	5*	3*	2*	1*	-	1*
26	DEO	3*	3*	5*	2*	2*	2*	2*	1*
28	Peon (Daily Wagers)	-	1*	1*	2*	-	-	1*	1*
29	Safai wala (Daily Wagers)	-	-	-	-	-	-	-	
	Total	6+5*	8+6*	4+11*	12+7*	6+4*	5+3*	1+3*	4+3*

.....Annexure VIII ..continued

Annexure VIIIContinued

Sl. No.	Designation of Post	Legal		Administration		Total (including Chairman's Personnel Staff)		
		W (11)	A (12)	W (13)	A (14)	s (15)	W (16)	A (17)
1	Chairman	-	-	-	-	1	1	1
2	Member Secretary	-	-	1	1	1	1	1
3	Advisors			-	-	2	2	2
4	Directors/Deputy Secretary:	-	-					
	Director (Admn.)	-	-	-	1	1	-	1
	Director (Cost)	1	1	1	-	2	3	2
	Director (Tech)			-	--	1	1	1
	Deputy Secretary (Legal)	-	1	-	--	-	-	1
5	Deputy Directors							
	Dy. Director (Cost)	1	1	1	-	8	8	6
	Dy. Director (Tech)	-	-	-	-	3	2	3
	Dy. Director (Economics)	-	-	-	-	---	-	1
6	Under Secretary	-	--	1	1	1	1	1
7	P.P.S	-	-	-	-	1	1	1
8	Asstt Director (Tech.)	--	1	--	-	1	-	3
	Asstt. Director (Statistics)	-	-	-	-	-	--	1
9	Private Secretary	-	-	-	1	1	1	3
10	Section Officer	1	-	2	2	4	3	2
11	Senior Investigator	-	-	-	--	1	--	1
12	Assistant	-	-	1	2	1	1	2
13	Technical Assistant	-	-	-	-	2	-	2

14	Steno Grade- C (PA)	-	1	1	-	3	2	4
15	Junior Investigator	-	-	-	-	1	1	1
16	Hindi Translator	-	-	1	2	1	1	2
17	Steno Grade- D	1	1	1	1	5	2	5
18	UDC	-	1	2	2	1	3	3
19	LDC/Typist	-	-	--	2	2	-	2
20	Staff Car Driver	-	-	2	2	2	2	2
21	Jamadar					1	-	1
22	Daftry	-	-	1	1	2	1	1
23	Peon/Messenger			2	2	5	4	5
24	Safai wala			-	-	1	-	-
	Total Regular Staff							60
	Contractual Staff							
25	Consultant	1*	1*	-	--	--	1*	1*
26	Young Professional	-	-	--	-	--	9*	7*
27	DEO	6*	4*	5*	--	-	23*	12*
28	Peon (Daily Wagers)	1*	1*	2*	2*	-	7*	8*
28	Safai wala (Daily Wagers)	-	-	3*	2*	-	3*	2*
	Total	4+8*	7+6*	17+10*	20+4*	54	41+43*	60+30*

*indicate contractual/outsourced staff

Notes:

- (i) "S" stands for sanctioned "W" stands for working and "A" stands for assessed strength of staff.
- (ii) Member Secretary post and his personal staff is shown in administration division.
- (iii) Row-wise totals may not tally, because Chairman's office staff comprising of PPS, PA, and peons are shown in Total staff (Col. 15 to Col. 17).