

MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES AND PENSIONS

(DEPARTMENT OF PERSONNEL AND TRAINING)

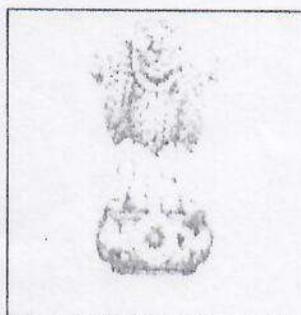
ESTIMATES AND PERFORMANCE REVIEW OF ALL INDIA SERVICES

**[Action taken by Government on the recommendations contained
in Twenty Sixth Report (Sixteenth Lok Sabha) of the Committee on
Estimates]**

**COMMITTEE ON ESTIMATES
(2020-2021)**

THIRD REPORT

(SEVENTEENTH LOK SABHA)



**LOK SABHA SECRETARIAT
NEW DELHI**

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Twenty Sixth Report (Sixteenth Lok Sabha) of the Committee on Estimates]

(Presented to Lok Sabha on 23-09-2020)

LOK SABHA SECRETARIAT
NEW DELHI

September, 2020/ Bhadrapada, 1942(Saka)

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COMPOSITION OF THE COMMITTEE ON ESTIMATES (2020-21)

Shri Girish Bhalchandra Bapat – Chairperson

Members

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3. Shri Kalyan Banerjee
4. Shri Pradan Baruah
5. Shri Sudharshan Bhagat
6. Shri Ajay Bhatt
7. Shri P.P. Chaudhary
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30. Shri Parvesh Sahib Singh Verma

SECRETARIAT

- | | | | |
|----|---------------------|---|---------------------|
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| 2. | Smt. B. Visala | - | Director |
| 3. | Smt. A. Jyothirmayi | - | Additional Director |
| 4. | Shri R.S. Negi | - | Deputy Secretary |
| 5. | Shri Rajesh Jinagal | - | Committee Officer |

INTRODUCTION

I, the Chairperson of the Committee on Estimates, having been authorized by the Committee to submit the Report on their behalf, present this Third Report on the action taken by the Government on the Observations/Recommendations contained in the Twenty-Sixth Report of Committee on Estimates(Sixteenth Lok Sabha) on the subject 'Estimates and Performance Review of All India Services' pertaining to the Ministry of Personnel, Public Grievances and Pensions(Department of Personnel and Training).

2. The Twenty-Sixth Report (Sixteenth Lok Sabha) was presented to Lok Sabha on 21.12.2017. The Ministry of Personnel, Public Grievances and Pensions(Department of Personnel and Training) furnished their replies indicating action taken on the Observations/Recommendations contained in the Twenty-Sixth Report (Sixteenth Lok Sabha) on 08.05.2018 and 15.01.2019. The Draft Report was considered and adopted by the Committee on Estimates (2020-2021) at their sitting held on 21.09., 2020.

3. An analysis of the action taken by the Government on the Observations/Recommendations contained in the Twenty-sixth Report of the Committee on Estimates (Sixteenth Lok Sabha) is given in Appendix-II.

NEW DELHI
22 September, 2020
Bhadrapada 31, 1942 (saka)

GIRISH BHALCHANDRA BAPAT
Chairperson,
Committee on Estimates

CHAPTER - I

REPORT

This Report of the Committee deals with the action taken by the Government on the Observations/Recommendations contained in the Twenty Sixth Report (Sixteenth Lok Sabha) on the subject 'Estimates and Performance Review of All India Services' pertaining to the Ministry of Personnel, Public Grievances and Pensions (Department of Personnel and Training)..

1.2 The Twenty Sixth Report was presented to Lok Sabha on 21.12.2017. It contained 23 Observations/Recommendations. Action Taken Replies on all these Observations/Recommendations were received from the Ministry of Personnel, Public Grievances and Pensions(Department of Personnel and Training) .

1.3 Replies to the Observations and Recommendations contained in the Report have broadly been categorized as under:-

(i) Observations/Recommendations which have been accepted by the Government:

Sl. Nos. 1,6,10,11,13,14,18,19,,22 (Total 9)

(Chapter-II)

(ii) Observations/Recommendations which the Committee do not desire to pursue in view of Government's reply:

Sl. Nos. 4,15,20,23 (Total 4)

(Chapter-III)

(iii) Observations/Recommendations in respect of which Government's replies have not been accepted by the Committee:

Sl. Nos. 2,3,5,7,8,9,12,16,17,21 (Total 10)

(Chapter-IV)

(iv) Observations/Recommendations in respect of which final reply of Government is still awaited:

Sl. Nos. -Nil- (Total Nil)

(Chapter-V)

1.4 The Committee desire that response to the comments contained in Chapter I of this Report should be furnished expeditiously.

1.5 The Committee will now deal with the action taken by the Government on some of their Recommendations.

Observations/Recommendations(Para Nos. 2, 3 & 5)

1.6 The Committee noted that the authorised cadre strength of IAS during 1951 was 1232, which grew to 4599 during 1981 and in 2016 the sanctioned strength has further risen to 6396. With regard to IPS officers, as on 1 January, 2017 total authorised strength is 4863. Total cadre strength of IFS is 3152. So far as the cost of functioning of All India Services was concerned, the Ministry was not able to furnish the specific data with regard to expenditure met on salary, allowances, pension, perks as well as cost incurred on creating infrastructure like offices, furniture etc. of these Civil Servants. However, the Government furnished scattered data of salary and allowances of these officers in respect of some of the Ministries/Departments as well as percentage share of emoluments (Salary, Pension, Allowances) of Government employees at the Centre and in the States in GDP at Current Price, according to which the percentage share in this regard which was 7.97 percent during 2011 increased to 8.15 percent during 2014-15. From the overall position of expenditure met on Government employees, it could be stated that huge expenditure was met on wages of All India Services Officers besides the expenditure that would have been met on other infrastructure like offices etc. for bureaucracy. The Committee expressed their strong displeasure for not providing the details of total expenditure incurred on salary and allowances of the officers of All India Services in States and Centre. The Committee desired that the Government should furnish year-wise data with regard to expenditure met on officers of All India Services by Centre and State Governments within a period of three months. The Committee were dismayed to note that no efforts on the part of the Government have been made to assess the contribution of these services as is apparent from the replies of DoPT wherein it is stated that no such study had been carried out in this regard. Not only that no study in this regard had ever been made even by some outside agency. The Committee took exception for not having any mechanism to find out the expenditure incurred on officers of All India Services by the Central as well as State Governments and their contribution towards GDP growth of the country commensurating the cost incurred on their functioning. The Committee were of the strong view that the officers of All India Services should be fully committed to the citizens' concern and public good and reflect the hopes and aspirations of the public they serve and as such they should be held accountable for accomplishment of the projects/programmes/policy issues being handled as per their specific assignments particularly when they were being paid from the exchequer's money. The Committee, therefore, strongly emphasized to evolve an effective mechanism having various parameters which are primarily outcome oriented and citizen centric so as to assess the contribution of the All India Services to the extent it has contributed to national growth.

They also recommended that if needed, experts from premier institutions like IIMs, IITs etc. might either be involved or outsourced to carry out such assessment for evolving effective mechanism in this regard. The concrete action on the suggested lines be taken and the Committee be apprised accordingly.

1.7 The Department of Personnel and Training vide its Action Taken Replies has furnished the Statement (Annexure-I) of average expenditure on Salary of IAS Officers based on in position data as per Civil List, 2018. The Department vide their subsequent Action Taken Replies dated 15.01.2019 furnished the updated statements (Annexure-II) showing the expenditure incurred on salary & allowances of AIS officers during the last 03 years and average expenditure on Salary of IPS Officers and IFS Officers based on in position data as per Civil List, 2018. The Department stated that this expenditure might be taken into account for calculating the salary and allowances in respect of AIS officers for a particular period. As regards the evolving of an outcome oriented and citizen effective mechanism having various parameters which are primarily citizen centric so as to assess the contribution of the All India Services to the extent it has contributed to national growth, the Department of Personnel and Training stated that with the approval of competent authority, a committee headed by EO & AS has been constituted to examine this issue and suggest an appropriate course of action. Further, a Committee of Secretaries (CoS), constituted with the approval of competent authority will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

1.8 The Committee noted that there are cadre rules to determine the strength and composition of the cadres and the cadre review is carried out every five years by the Central Government in consultation with the State Governments (in case of Joint Cadre) as the case may be, to assess the cadre strength and composition of each cadre and new encadrement according to the functional requirements of the State and the cadre strength is notified accordingly. The Committee were also apprised that cadre review is being done in a transparent and judicious manner through the Cadre Review Committee (CRC). The Department stated that the cadre review for any specific State is done as uniformly as possible. As stated in the earlier part of the Report, authorized cadre strength of the All India Services has grown from 1232 during 1951, at the time of initial constitution of the service to 6396 during the year 2016. So far as State-wise sanctioned strength is concerned, the Committee noted that maximum sanctioned strength i.e. 621 is in Uttar Pradesh and minimum i.e. 48 is in Sikkim. The Committee recommended that they be apprised about the criteria/rationale for enhancement in the cadre strength over the years. Besides, the Committee liked to be apprised about the State-wise increase in cadre strength over the years along with the demand/request received from States, so as to understand the growth pattern in various States. The Committee also recommended to explore the feasibility of associating experts from premier institutions like IIM while undertaking the cadre review study. The cadre review should be undertaken in an objective and transparent manner and with due consultations with State Governments and other stakeholders. The Committee further recommended to

undertake study by some independent agency to review the cadre strength in various States keeping in view the responsibilities/workload and challenges particularly the security concerns/difficult terrains in various States.

1.9 The Department of Personnel and Training vide its Action Taken Replies has also stated that the strength and composition of each cadre is fixed as per Rule 4(2) of IAS(Cadre) Rules, 1954 and similar rules for IPS/IFS which specifies that :-

"The Central Government shall ordinarily at the interval of every five years, re-examine the strength and composition of each such cadre in consultation with the State Government or the State Governments concerned and may make such alterations therein as it deems fit."

DoPT being the nodal agency, after scrutinizing the Cadre Review proposal, submits the proposal for the approval of Cadre Review Committee Members. The composition of CRC is as follows:

- (i) Cabinet Secretary - Chairman
- (ii) Secretary of the Ministry controlling the Cadre- Member
- (iii) Secretary, DoPT - Member
- (iv) Secretary, Dept. Of Expenditure - Member
- (v) Chief Secretary of the State - Member

The proposal is examined/scrutinized by the Cadre Review Committee keeping in view the functional requirements, vacant posts, ex-cadre/temporary posts being operated and factors such as population, area and budget. Further, yardsticks which are to be followed for encadrement of posts at the time of cadre review are that there should be a long-term requirement of the post, the post should carry duties and responsibilities of cadre posts. Further, the increase in strength should be reasonable i.e. whether it would be reasonably practicable to fill the vacancies including the authorized vacancies and also the vacancies, which will arise as a result of proposed additions to the cadre and prevailing stagnation should not be accepted as a fresh reason.

The Department also apprised about the state-wise increase in cadre strength over the years (**Annexure-III**).

The Department of Personnel and Training in its subsequent Action Taken Replies informed the Committee that they have constituted a committee headed by EO & AS to examine this issue of exploring the feasibility of associating experts from premier institutions like IIM while undertaking the cadre review study. The Department

further stated that a Committee of Secretaries (CoS) constituted will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

1.10 The AIS Officers are initially posted at the District/Tehsil level to deal with field assignments. On promotion to Super Time Scale(STS) after completion of 16 years, they are posted as Commissioner and Secretary of Departments in the State Government to deal with policies and as Joint Secretary in the Government of India after empanelment by DoPT. On promotion to higher administrative grade after completion of 25 years, they are posted as Principal Secretary in the State Government and as Additional Secretary in the Government of India. Further, they are posted as Chief Secretary in the State Government and as Secretary in Government of India on promotion to Apex level after completion of 30 years of service. The Committee understand that despite clear cut uniform rules issued by MoPPGP (DoPT) in this regard, there has been instances where violation of promotion rules by many States are noticed as stated by the representative of the Ministry during the course of oral evidence. This has led to anomaly in the overall cadre of the same batch. The Committee are of the view that when the All India Services are recruited through UPSC under uniform rules framed by the Central Government and their Cadre Controlling Authority is Union Government, there should not be any violation of promotion rules by the respective States whatever may be their functional requirement. The Committee, therefore, recommend that the Union Government should keep a constant check on these violations and issue necessary instructions to the concerned State Governments to invariably adhere to the uniform promotion rules issued by DoPT.

1.11 The Department of Personnel and Training in its Action Taken Replies has stated that with the approval of competent authority, a committee headed by EO&AS has been constituted for suggesting various ways and means to ensure compliance of promotion rules by the State Government through various agencies viz. Accountant General of States. Further, a Committee of Secretaries will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

1.12 The Committee are dismayed to note from the Action Taken Replies that the Department of Personnel & Training (DOPT) being a cadre controlling/administrative Department has not been able to furnish complete information regarding year-wise data relating to the expenditure incurred on Officers of All India Services by Central and State Governments within the stipulated time period of 03 months from the date of presentation of the Report.

Though the Department of Personnel & Training have apprised the Committee about the criteria/rationale for enhancement in the cadre strength over the years and State-wise increase in cadre strength, but the Committee have taken a serious view of the fact that they have not been apprised about the State-wise increase in cadre strength of IPS & IFS officers as well as demand/request received from States for All India Service Officers. Further, as

per the reply furnished by the Department, the growth pattern in various States is not clearly comprehensible.

The Committee also note that the Rule 4 (2) of IAS (Cadre) Rules, 1954 has not been properly followed and there has been no uniformity in Cadre Review undertaken, as there are States like erstwhile Jammu & Kashmir and Punjab where cadre review was undertaken in 15 and 11 years respectively and on the other side, there are States like Haryana, Telangana, Andhra Pradesh, Manipur in which cadre review had been undertaken within 1, 2, and 3 years respectively.

Furthermore, the Committee take serious note that the Department of Personnel & Training (DOPT) has not informed about the composition, time frame and terms of reference of the two Committees constituted by them for keeping a constant check on violations of promotion rules by the State Governments.

In view of the foregoing, the Committee desire that the Department furnish details about the status including composition, time frame and terms of reference of the two Committees constituted to examine the aforesaid concerned issues and also intimate the action taken in the following matters :-

- i) Evolving an effective mechanism having various parameters which are primarily outcome oriented and citizen centric so as to assess the contribution of the All India Services to the extent it has contributed to national growth, by also considering the involvement of experts from premier institutions like IIMs, IITs etc.
- ii) Exploring the feasibility of associating experts from premier institutions like IIMs while undertaking the cadre review study of All India Services.
- iii) Keeping a constant check on violations of promotion rules by the State Governments and issuing necessary instructions to the concerned State Governments to invariably adhere to the uniform promotion rules issued by DoPT.

Observations/Recommendations(Para No.6)

1.13 The Committee noted that the frivolous complaints just before the promotion lead to unnecessary hardships and delay in the promotion of an officer. To obviate such a situation, the Committee recommended that such complaints should be examined judiciously and disposed off expeditiously. If it was found that the complaint had been made intentionally with the purpose to block the promotion, there should be some provision for taking action against the complainant which would definitely have a deterrent effect.

1.14 The Department of Personnel and Training in its Action Taken Replies stated that Complaints against AIS officers working in Central Government are examined as per complaint handling guidelines issued vide DoPT OM No. 104/76/2011-AVD-I dated 18.10.2013. The Department of Personnel and Training also stated that the matter regarding promotion of IAS officers is in the domain of the State Governments concerned and not the Central Government. The Vigilance Clearance in respect of IAS officers working in the Central Government is examined as per guidelines issued vide DoPT OM No 104/33/2005-AVD.I dated 29.10.2007. These guidelines will apply for vigilance clearance in respect of inclusion in the offer list, empanelment, any deputation for which Central Government clearance is necessary, including deputation, appointments to sensitive posts, assignments to training programmes (except mandatory training), and premature repatriation to the cadre. As per the guidelines, vigilance clearance of an IAS officer shall not be withheld due to filing of a complaint and if preliminary inquiry takes more than three months to be completed. The Department of Personnel and Training further stated that as per Central Vigilance Commission's guidelines, no cognizance should be taken of any complaint which is received six months prior to the initiation of selection process for senior post.

1.15 The Committee note from the Action Taken Replies that complaints against AIS officers working in Central Government are examined as per complaint handling guidelines issued vide DoPT OM No.104/76/2011-AVD-I dtd. 18.10.2013 and the matter regarding promotion of IAS officers is in the domain of the State Governments concerned and not the Central Government. The Committee also note that the Vigilance Clearance in respect of IAS officers working in the Central Government is examined as per guidelines issued vide DoPT OM No 104/33/2005-AVD.I dated 29.10.2007 and these guidelines will apply for vigilance clearance in respect of inclusion in the offer list, empanelment, any deputation for which Central Government clearance is necessary, including deputation under Rule 6(1) and 6(2)(ii) of AIS (Cadre) Rules, appointments to sensitive posts, assignments to training programmes (except mandatory training), and premature repatriation to the cadre. As per the guidelines, vigilance clearance of an IAS officer shall not be withheld due to filing of a complaint and if preliminary inquiry takes more than three months to be completed. As per Central Vigilance Commission's guidelines, no cognizance should be taken of any complaint which is received six months prior to the initiation of selection process for senior post. Taking into consideration all the above-mentioned aspects, the Committee desire that the Department should issue instructions to all State Governments to strictly comply with the relevant provisions/rules of CVC guidelines while dealing with such cases.

Observations/Recommendations(Para Nos.7 & 8)

1.16 The Committee noted that AIS cadre rules were violated by respective State Governments by promoting officers in various scales without the concurrence of vacancies by Central Government, a mandatory provision, by creating excess ex-cadre

posts/temporary posts in State Government and by posting of non-cadre officers against cadre posts. The Committee had been informed that DoPT took action against such violations by State Government, whenever such instances come to their notice. The Committee were dismayed to note that foolproof mechanisms to obviate such instances did not exist due to lack of transparency and absence of digitised records. To maintain the independence and objectivity of All India Service, the Committee felt that there was a need to evolve a system of digitised monitoring by DoPT so that such violations by the State Governments were immediately noticed and corrective action taken thereon.

1.17 The Committee noted with concern that proper updated records of deployment, deputation, resignation, retirement, in-service death, switch-over to other service etc. are neither being maintained at the Cadre Controlling Ministry level nor at the State level. Due to lack of such integrated and crystal clear record system, it becomes quite difficult sometimes to assess the actual requirement/vacancy vis-a-vis sanctioned cadre strength of officers in the respective States/Union Territories. Digital records in this regard may help to know the exact position of cadre strength. Therefore, the Committee were of the considered view that a comprehensive digital record of cadre strength of All India Services State/ UT-wise be maintained invariably to assess actual requirement and effective deployment, which would go a long way in enhancing the desired level of efficiency and economy in the administration. The Committee also recommended to make suitable budgetary support for the purpose and the action taken in this regard should be intimated to the Committee within three months from the presentation of this report to the House.

1.18 The Department of Personnel and Training in its Action Taken Replies stated that the issue relating to digitization of records/monitoring in real-time has been considered and NIC has been entrusted with the task to evolve a digitized mechanism to monitor the violations by the State Governments and take corrective action thereon.

1.19 The Committee note from the Action Taken Replies that the Department of Personnel and Training has entrusted NIC the task of digitization of records/monitoring in real-time for evolving a digitized mechanism to monitor the violations by the State Governments and for taking corrective action thereon. However, the Committee are dismayed to note that the Department has not informed about the time frame within which NIC has to complete the task assigned to them. The Committee desire that the Department fix a time frame within which NIC will complete the same and the Committee be apprised of it within three months from the date of presentation of this Report.

Observations/Recommendations(Para No.9)

1.20 The Committee noted that officers of All India Services serve the Central Government on deputation, when their services are borrowed by the Central

Government. The deputation under Central Staffing Scheme is through open advertisement wherein nominations for appointment under the scheme are invited from all State Cadres to have a wider pool of officers. While deputation under Central Government is voluntary, the States were impressed upon to recommend large number of officers for deputation under Government of India so that every eligible officer has an opportunity to serve at the Centre at least once at the middle management level. It had come out during the course of deliberations that various Pay Commissions in their reports had observed that while the Central Deputation Reserve (CDR) was 40% of the Senior Duty Posts of a State cadre of the AIS, practically CDR utilised by State Cadre was less than 20%. This was even less for certain bigger cadres where the general tendency was not to send officers on Central deputation. Further State Civil Service officers promoted to All India Services by promotion were reluctant to go to Centre, other States or PSUs on deputation.

1.21 The Department of Personnel and Training in their Action Taken Replies stated that being general observation, no comments required.

1.22 The Committee note that the Department of Personnel & Training has considered the recommendation of the Committee as general observation and have offered no comments. However, the Committee reiterate to impress upon the State Governments to recommend large number of officers for deputation under Government of India so that eligible officers get an opportunity to serve at the Centre at least once at the middle management level.

Observations/Recommendations(Para No.12)

1.23 The Committee noted that despite shortage of Indian Police Service Officers, they were sent on deputation for postings in Departments like Railway Protection Force, CRPF, BSF etc. who have their own Cadre. Sometimes IPS Officers were also on deputation in the Personal Staff of Ministers. The Committee found that with regard to deputation of IPS to Railway Protection Force, the matter was pending in the Supreme Court. Besides the Committee under the Chairmanship of Cabinet Secretary had been formed to look into the matter. While emphasising for early resolution of the dispute with regard to deputation of IPS with Railways, the Committee recommended to re-look the rules and guidelines of deputation of IPS Officers to the Offices/Organisations which have their own cadre as such practices besides squeezing the already scarce resources invited unnecessary confrontation between the dedicated cadre of an organisation and the IPS deputationists.

The Committee found that the tenure of deputation of AIS officers was for five years after which the officer had to go back to State Government. The Committee had also been apprised that under some circumstances, the deputation period could be upto 7 years. The Committee noted that on the one hand there was general reluctance on

the part of AIS Officers to go on deputation to the Central Government postings, on the other hand the officers allocated Cadres of States which were confronting the menace of insurgency, extremism, terrorism and militancy, sometimes managed their deputation for their convenient posting at other places. The Committee in this regard recommended to review the situation and wanted some stringent guidelines for postings in difficult areas in the country particularly the regions affected by terrorism/militancy.

1.24 The Department of Personnel and Training in its Action Taken Replies has stated that in order to review the situation and having some stringent guidelines for postings in difficult areas in the country particularly in the regions affected by terrorism/militancy, with the approval of competent authority, a committee headed by EO & AS has been constituted to examine this issue and suggest an appropriate course of action. Further, a Committee of Secretaries (CoS), constituted with the approval of competent authority will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

1.25 The Committee note from the action taken reply of DoPT that in order to review the situation and for some stringent guidelines for postings in difficult areas in the country, 02 Committees (one Committee headed by EO&AS and another Committee of Secretaries) have been constituted to examine the issue and suggest an appropriate course of action. The Committee, however, are dismayed to note that the Department of Personnel & Training (DOPT) has not furnished details about the Committees so constituted with regard to its composition, time frame, terms of reference and also the present status thereof. Hence, the Committee desire the Department to apprise about the composition of the Committees, time frame, terms of reference, status and also to intimate about the action taken in the matter within three months of presentation of this Report.

Observations/Recommendations(Para No.13)

1.26 The Committee noted that presently there was a training schedule for IAS, IPS and IFS Probationers comprising of 103, 104 and 80 weeks respectively. The training consisted of foundation training at respective Training Institutes and on the job training. IAS Officers were given training at Lal Bahadur Shastri National Academy of Administration(LBSNAA), IPS Officers are trained at National Police Academy, Hyderabad and IFS Officers are given Training at Indira Gandhi National Forest Academy, Dehradun. The Department of Personnel & Training (DoPT) under various schemes also provided in-service training to such officers in foreign Universities/Institutes in the areas of better Governance and Public Policy. The Committee note that National Training Policy lays down the operational guidelines for the development of the human resources of the Government and Training Division of DoPT was the nodal agency for the implementation of the National Training Policy and issuing guidelines to amplify and facilitate its implementation. For AIS Officers, the respective Training institutes formulated policies and implemented their training programme.

The Committee noted that for improving the working of All India Services, 2nd Administrative Reforms Commission had made several recommendations. As per the information made available, most of the recommendations made by ARC with regard to capacity building of Officers of All India Services had been agreed to by the Government. Such recommendations included mandatory training for all Government Servants at induction stage as well as at mid-career, to design a plan scheme to strengthen training institutions, giving autonomy and operational flexibility to National Training Institutes and setting up a National Institute of Good Governance. The Committee found from the replies furnished by the Government that on some of the recommendations action has already been taken. National Centre for Good Governance had been established in 2014 by upgrading and expanding the mandate of National Institute of Administrative Research (NIAR), an autonomous society under LBSNAA, Mussoorie. Besides the national level strong network of Central Training Institute already established by the Cadre Controlling Authorities, at the State level, every State has a State Training Institute at the Apex level. Then there were Regional and District Training Centres in the States to meet the training needs of all levels of the Government employees. For monitoring the implementation and taking appropriate steps to facilitate recommendations of NTP, a Committee under the Chairmanship of Secretary, Ministry of Personnel, Public Grievances and Pensions had been constituted. The Committee in this regard liked to be apprised of the action taken on each of the recommendations of ARC and the impact thereto. The Committee also liked to be apprised of the year-wise budgetary allocations made as well as expenditure met for strengthening the training institutions particularly with regard to the plan scheme which was to be designed to support training organisations as stated above.

1.27 The Department of Personnel and Training in its Action Taken Replies has stated that under the scheme "Training for All", there were seven components for which the allocations are utilized. However, these seven components are not shown in the DDG whereunder the allocations were available under "Professional Services". Out of seven components, the allocation was utilized for Augmenting the Capacity of Training Institutes. During the last five years, the money spent on augmenting the capacity were as under:-

AUGMENTATION OF CAPACITY OF TRAINING INSTITUTIONS		
Sl. NO.	Year	Financial Deliverable (Expenditure incurred in lakhs)
1.	2012-13	238.00
2.	2013-14	400.00
3.	2014-15	388.00
4.	2015-16	160.00
5.	2016-17	105.00
	Total	1291.00

As regards other issues of this recommendation, the Department of Personnel and Training vide their Action Taken Replies has furnished following inputs on the action taken on each of the issues of this recommendation:-

Sl. No.	Recommendations made by Administrative Reforms Commission	Action Taken by DoPT
(a)	Every government servant should undergo a mandatory training at the induction stage and also periodically during his/her career. Successful completion of these trainings should be a minimum necessary condition for confirmation in service and subsequent promotions. Mandatory induction trainings should be prescribed for Group D staff also before they are assigned postings.	<p>Induction Training Foundation Course is imparted by LBSNAA, Mussoorie to the officers who are selected by UPSC.</p> <p>ISTM being cadre training institute for Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS), conducts mandatory training at the induction stage and also periodically before promotion to the next level. The details are at Annexure-IV.</p> <p>Mandatory induction training is also imparted to Multi Tasking Staff nominated by Department of Personnel & Training.</p>
b)	A monitoring mechanism should be set up for overseeing the implementation of the National Training Policy (1996).	<p>ISTM is training Institute imparting training on National Training Policy (1996). The details of the training programmes conducted during last ten years are at Annexure-V.</p> <p>The Plan Scheme of Training For All (TFA) sponsored by DoPT has been in operation since 1992. The Scheme has been approved for the next three years beyond 12th Five Year Plan (31.03.2017). TFA is an umbrella scheme containing following programmes:-</p> <ul style="list-style-type: none"> ▪ State Category Training Programme. ▪ Trainer Development Programme. ▪ Intensive Training Programme. ▪ Induction Training Programme. ▪ Faculty Development Scheme.

		<ul style="list-style-type: none"> ▪ Augmentation of Capacity of Training Institutions. ▪ Comprehensive Online Modified Modules on Induction Training.
(c)	<p>The practice of having a 'Common Foundation Course' for all Group 'A' Services – generalist, specialized and technical, should continue. For Group 'B' and 'C' Services, the Institute of Secretarial Training and Management (ISTM) may be developed as the nodal agency for design and delivery of common Foundation Courses.</p>	<p>The Fifteen- week Foundation Course is the flagship course of Induction training and is intended for fresh entrants to the All-India Services, i.e. the Indian Administrative Service, the Indian Police Service and the Indian Forest Service, and the various Central Services (Group-A) of the Union.</p> <p>ISTM conducts foundation courses not only for Group B and Group C officers of CSS and CSSS but also Group 'A' services. The details of foundation courses for Group 'B' and Group 'C' are at (Annexure-VI). Details of foundation courses for Group 'A' officers of Office of RGI, DGCA, ICAR, etc. are at Annexure-VII</p>
(d)	<p>All civil servants should undergo mandatory training before each promotion and each officer/official should be evaluated after each training programme. Successful completion of the training programmes should be made mandatory for promotions.</p>	<p>The LBSNAA imparts training to the officers of different levels of seniority i.e. Mid-Career Training Program for:</p> <ul style="list-style-type: none"> ▪ IAS (Phase III) for 4 weeks duration targets the officers of 7-9 years of seniority ▪ The Phase IV Course targets middle level officers (of 14-16 years seniority) with a thrust on Public policy ▪ ▪ The Phase V Course aims at developing strategic leadership skills in senior level IAS Officers (26-28 years seniority) for effective inter-sectoral policy formulation and strategic leadership in government

		ISTM being cadre training institute for Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS), conducts training courses before promotion to the next level. The details are at Annexure-IV.
(e)	The objective of mid-career training should be to develop domain knowledge and competence required for the changing job profile of the officer. To this end, mid career learning opportunities relevant to specific domains or specializations should be made available for officers.	Mid-Career training is imparted to the officers of 7-9 years of seniority; 14-16 years of seniority and 26-28 years of seniority. The main focus of these is to provide domain knowledge. Session plans of mid-career training programmes are designed to take care of domain specific knowledge requirements as well as competence required for the changing job profile of the officers. In addition, theme based training programmes are regularly conducted by ISTM in which officers working in specific domain areas participate. ISTM is also proactive to introduce new training programmes to cater to the continuously changing training needs of officials. Year-wise details of the new training programmes introduced are at Annexure-VIII.
(f)	Public servants should be encouraged to obtain higher academic qualifications and to write papers for reputed and authoritative journals.	ISTM is in the process of launching a bi-annual journal titled "ISTM Journal of Training, Research and Governance" during the current year. As part of some training programmes, participants are required to prepare Syndicate Reports/Papers on Public Policy Analysis and Formulation with the objective of developing the analytical and writing capabilities.
(g)	A strong network of training institutions at the Union and State levels needs to be built up to cater to the training requirements of civil servants. However, instead of spreading resources over a large number of institutions, a few institutions should be identified for capacity building and upgradation.	The LBSNAA takes pro-active steps in forging partnership with institutions of repute both within and outside the country. ISTM has developed a strong network with other institutes as it collaborates with ATIs and SIRDs for conducting State Attachment, Village Attachment of various training programmes as well as Foundation Training Programme.

		<p>ISTM also conducts Trainer Development Programmes sponsored by DoPT for the capacity building of trainers across all Training establishments, including State/UT training establishments.</p> <p>A Blended Training programme called Comprehensive Online Modified Modules on Induction Training (COMMIT) was launched by Hon'ble MoS (PP) in June 2017 on pilot basis for 6 States of Assam, Haryana, Maharashtra, Tamil Nadu, Telangana and West Bengal for the capacity building of frontline functionaries of these States. Subsequently, as per the interest shown by State ATIs of Gujarat, Jammu & Kashmir and Punjab, the COMMIT was extended in these three States as well. Thus currently the programme is catering to more than 80,000 officials in 9 states as a closed programme.</p>
(h)	<p>The composition of governing bodies of the national training institutions such as the LBSNAA, SVPNPA, IGNSA and also the State Administrative Training Institutes should be broadened by inducting eminent experts. The governing bodies should be adequately empowered to enable them to discharge their functions efficiently.</p>	<p>The LBSNAA plays a leadership role with respect to Co-ordinating among State ATIs.</p> <p>DoPT (TFA) sends the Master Trainers to the State Administrative Training Institutes to train the trainers at regular basis under the Trainers Development Programme (TDP).</p>
(i)	<p>A national institute of good governance may be set up by upgrading one of the existing national/state institutes. This institute would identify, document, and disseminate best practices and also conduct training programmes.</p>	<p>National Centre for Good Governance (NCGG) has been constituted as an autonomous body in February, 2014 under the administrative control of Department of Personnel & Training which was later transferred to DARPG.</p>

1.28 The Committee note that as per the Action Taken Replies, the Department has taken action on each of the recommendations of ARC. However, the Department has not mentioned anything about the impact of the action taken on the recommendations of ARC. The Committee further note that the Department has merely provided the details of year-wise expenditure incurred on

augmentation of the capacity of training institutions from the year 2012-13 to 2016-17 and have not given year-wise budgetary allocations as well as expenditure met for strengthening the training institutions particularly with regard to the plan scheme which was designed to support training organizations. The Committee desire that the Department furnish complete replies to the recommendations at the earliest.

Observations/Recommendations(Para No.14)

1.29 The Committee noted from the data furnished in Annual Report (2015-16) of DoPT that Rs. 95.46 crore under Revenue and Rs. 196.61 crore were allocated under Capital Head for 12th Plan under the Scheme Improvement of Infrastructure and upgradation of Essential facilities at LBSNAA and Upgradation of LBSNAA to the Centre of Excellence respectively. From the data it was noted that the allocations made during Annual Plan 2015-16 and 2016-17 did not commensurate proportional year-wise allocation. Not only that the allocations at BE stage were reduced at RE stage but also that even the reduced allocations could not be utilised fully. With regard to item 'Setting up of National Centre for Good Governance', out of Rs.85 crore of allocations under Capital Head for 12th Plan, the expenditure met has been shown as nil. The Committee failed to understand setting up of National Centre for Good Governance at no cost. The utilisation of outlay under the aforesaid two programmes indicates dismal financial performance under the training programmes. The Committee liked the Government to furnish details of financial and physical achievements under each of the Head of Training during each year of 12th Plan and under the current year 2017-18 so as to analyse the position.

1.30 The Department of Personnel and Training in its Action Taken Replies has stated that the EFC allocation in respect of Capital and Revenue Schemes of LBSNAA under the nomenclature, upgradation of infrastructure and essential facilities at LBSNAA containing the allocation as per Revised Estimates and actual expenditure incurred during the EFC plan period 2012-13 to 2016-17 along with the SFC approval has been annexed at **Annexure-IX**.

1.31 The Committee note that although the DoPT has provided information relating to the EFC allocation in respect of Capital and Revenue Schemes of LBSNAA under the nomenclature, upgradation of infrastructure and essential facilities at LBSNAA, but the action taken replies do not have any clarifications with regard to the item 'Setting up of National Centre for Good Governance' at no cost. The Committee are of the considered view that the Department furnish the status regarding the 'Setting up of National Centre for Good Governance' at no cost.

Observations/Recommendations(Para Nos.16 & 17)

1.32 The Committee noted that officers of All India Services were recruited through competitive examination conducted by Union Public Service Commission. The selected officers come from different educational background both technical as well as non-technical and also come from different socio-economic background. With the growing complexities of law making/policy formulation due to various factors like ever evolving technologies, competition, globalisation and inter-dependence of countries, new and emerging fields, there was an urgent need for domain expertise at middle and higher level and involvement of specialist/technocrats/scientists particularly in the Ministries involving technical/technology related issues such as Ministries/Departments of Environment, Forests & Climate Change, Defence, Finance, Health, Power, Information Technology, Shipping etc.

1.33 The Department of Personnel and Training in its Action Taken Replies stated that the Central Staffing Scheme O.M. No. 61/77/194-EO(SM-I) dated 5.1.1996 provides that to the extent possible, postings in Government of India are done keeping in view the educational qualifications, service, experience and special training required for effective performance of the job and suggestions of the Ministry/Department as to the field of consideration of persons for the job. However, the specific technical expertise which might be required in decision making was provided by technical units/directorates in vital sectors. The option to engage consultants/experts in the respective fields for specific time periods and with defined objectives, as per extant guidelines, is also available.

1.34 The Committee found that second ARC had recommended that domain should be assigned by the Central Civil Services Authority to all officers of the All India Services and the Central Civil Services on completion of 13 years of service. While the Government had agreed in principle to the recommendation of ARC, it was decided that domain assignment should be done at completion of 18 years of service as it might not be possible to identify domains during the first 13 years of service as most of the officers are on the field assignments in the first 10 years of career. The Committee noted the recommendations of the Standing Committee on Personnel, Public Grievances, Law and Justice in their Ninety-second Report as quoted below-

"xxx Government should classify their entire SAG/Joint Secretary level posts according to their functional domains and officers possessing required domain knowledge and experience in the field should only be appointed in those positions. It would be desirable that the empanelment may be done by inviting applications for the empanelment at SAG/Joint Secretary and above level posts from interested and eligible persons of AIS and Central Services possessing domain expertise prescribed for the post. This will also create a healthy competition among various participating services and will bring best among them."

The Committee while concurring with the recommendation of the Standing Committee emphasized for taking urgent steps for classification of various senior posts according to the requisite domain expertise and empanelment thereto. For developing the domain expertise of the officers, it is imperative to identify the domains where specialisation is needed and domain assigned to an officer according to his aptitude and choice.

1.35 The Department of Personnel and Training in its Action Taken Replies stated that the Central Staffing Scheme O.M. No. 61/77/194-EO(SM-I) dated 5.1.1996 provides that to the extent possible, postings in Government of India are done keeping in view the educational qualifications, service, experience and special training required for effective performance of the job and suggestions of the Ministry/Department as to the field of consideration of persons for the job. However, the specific technical expertise which may be required in decision making is provided by technical units/directorates in vital sectors. The option to engage consultants/experts in the respective fields for specific time periods and with defined objectives, as per extant guidelines, is also available.

1.36 The Committee note with concern that the action taken replies provided by the Government merely elaborate the Central Staffing Scheme O.M. No. 61/77/194-EO(SM-I) dated 5.1.1996 which provides for postings of All India Service Officers in Government of India. Whereas, the thrust of the recommendations by the Committee was on the following points, for which the Department has not given any specific reply :-

- i) Urgent need for domain expertise at middle and higher level and involvement of specialist/technocrats/scientists particularly in the Ministries involving technical/technology related issues such as Ministries/Departments of Environment, Forests & Climate Change, Defence, Finance, Health, Power, Information Technology, Shipping, etc.
- ii) Taking urgent steps for classification of various senior posts according to the requisite domain expertise and empanelment thereof. Further, it was also desired that domains where specialisation is needed be identified and domain assigned to an officer according to his aptitude and choice.

The Committee, therefore, reiterate their earlier recommendations and desire that the Department take action considering these parameters and apprise the Committee of the action taken thereon.

Observations/Recommendations(Para No.21)

1.37 The Committee noted that there were 4926 IAS officers against the authorised cadre strength of 6396 during 2016 thus having 1470 vacancies. Besides in IPS there are 956 vacancies as on 1 January 2017 and in IFS 2591 officers were in position against the total cadre strength of 3152, thus having 561 vacancies. Though the Ministry had not indicated about the attrition rate of IAS and IPS, under IFS the attrition rate had been stated as 8 to 10 per cent. The Committee noted from the Annual Report of the UPSC that there were 349 cases, as on 31 March 2016 where offers of appointment to the candidates recommended by the Commission on the basis of results of various Examinations were delayed by the Ministries/Departments for more than one year. Of these cases, 156 cases were such where offers of appointments were yet to be made even though period of more than one year had elapsed since the recommendations were made. Of the remaining 193 cases, 191 were cases where the offer had been delayed by one year and above but less than two years, one case was where the offer had been three years and in one case offer had been delayed by three years and above but less than four years.

The Committee took exception to the manner the offer of appointments by the Ministries were being delayed to the extent of one to four years even when a number of vacancies existed in all the three services. The Committee liked Ministry/Department-wise details in this regard. Besides the concerns of the Committee adequately be conveyed to the concerned Ministries to expedite offer of appointments, time limit be fixed within which the offer of appointments should be made to the candidates.

1.38 The Department of Personnel and Training in its Action Taken Replies has furnished the following information :-

Reply i/r/o IAS

The appointment letters to candidates who have been allocated to IAS are issued within one year from the date of declaration of final result by UPSC.

Reply i/r/o IPS

As per information received from Ministry of Home Affairs, the in-position strength of Indian Police Service (IPS) officers as on 01.01.2017 is 3905 against authorized cadre strength of 4843. As such 938 posts are vacant in Indian Police Service. The vacancies in the service are caused due to factors such as retirement, resignation, death, removal from service etc.,

all these factors are recurring in nature and relative with the rate of recruitment. To fill up the vacant posts in Indian Police Service, the batch-wise of IPS (direct recruit) has been increased from 88 to 103 from CSE 2005 to 130 from CSE, 2008 and to 150 from CSE, 2009. Besides this, the process of appointments to the Indian Police Service by promotion from State Police Service has been accelerated.

As regards DR officers recruited in the Indian Police service through Civil Service Examination is concerned, as of now total 150 candidates are being recruited in the Indian Police Service, all the candidates who are recommended for appointment to IPS by DoP&T are given offer of appointment before the commencement of the Basic Training Course at the SVP National Police Academy. There is no delay in giving offer of appointments to the IPS.

Reply i/r/o IFS

As per information received from MOEF&CC, there has been no delay in issue of appointment orders in respect of IFS officers. As soon as all the pre-appointment requirements are completed, the letters are issued immediately.

1.39 The Committee note that the Department has merely elaborated on the offer of appointments being issued to the candidates by the concerned Ministries for appointment to All India Services. The Department has not mentioned anything regarding fixing time limit within which the offer of appointments are to be made to the candidates. The Committee also note that no specific time period has been prescribed for issuing offer of appointment to the candidates recommended by DoPT for appointment to All India Services and as a result of this, the offer of appointments are delayed even when a number of vacancies exist in all the three services. The Committee further note that the Department has not furnished the requisite details sought in this regard. The Committee deprecate such indifferent attitude of the Government and reiterate their earlier recommendation.

CHAPTER - II

RECOMMENDATIONS/OBSERVATIONS WHICH HAVE BEEN ACCEPTED BY GOVERNMENT

Observations/Recommendations(Para No.1)

Introductory to the Recommendations/Observations made by the Committee in the Report.

Reply by the Government

Being introductory part, no action is required.

Observations/Recommendations(Para No.6)

Frivolous complaints just before the promotion leads to unnecessary hardships and delay in the promotion of an officer. To obviate such a situation, the Committee would like to recommend that such complaints should be examined judiciously and disposed off expeditiously. If it is found that the complaint has been made intentionally with the purpose to block the promotion, there should be some provision for taking action against the complainant which would definitely have a deterrent effect.

Reply by the Government

Complaints against AIS officers working in Central Government are examined as per complaint handling guidelines issued vide DoPT OM No. 104/76/2011-AVD-I dtd. 18.10.2013.

The matter regarding promotion of IAS officers is in the domain of the State Governments concerned and not the Central Government.

The Vigilance clearance in respect of IAS officers working in the Central Government is examined as per guidelines issued vide DoPT OM No 104/33/2005-AVD.I dated 29.10.2007. These guidelines will apply for vigilance clearance in respect of inclusion in the offer list, empanelment, any deputation from which Central Government clearance is necessary, including deputation under Rule 6(1) and 6(2)(ii) of AIS (Cadre) Rules, appointments to sensitive posts, assignments to training programmes (except mandatory training), and premature repatriation to the cadre. As per the guidelines, vigilance clearance of an IAS officer shall not be withheld due to filing of a complaint and if preliminary inquiry takes more than three months to be completed.

As per Central Vigilance Commission's guidelines, no cognizance should be taken of any complaint which is received six months prior to the initiation of selection process for senior post.

Comments of the Committee

(Please see Para No. 1.15 of Chapter-I)

Observations/Recommendations(Para No.10)

The Civil Servants in their career initially serve in the district and are given field assignments through their posting in cutting edge posts in the districts starting from SDM to ADM/PD DRDA/CDO/CEO, Zilla Parishad and finally as DM/CEO, Municipal Commissioner. During the middle and senior level these officers occupy senior positions in Centre and States. The Committee observe that the basic idea behind creating the All India Services was to have a pool of officers who during their tenure may work in States as well as in the Central Government. While being posted at the middle/ senior level in the Centre, they bring their experience of working at various crucial positions in the District Administration and other senior positions in the States and vice-versa thereby fulfilling the requirement of our federal structure. The Committee are concerned to note that not only the State Civil Service Officers promoted to AIS, but also the AIS officers recruited through UPSC are not willing to work in the Centre. In this scenario, the Committee are unable to judge the effective contribution of All India Services in framing laws and policy formulation on the subjects listed in Union and Concurrent Lists under the Seventh Schedule of the Constitution. The Committee, therefore, while concurring to the recommendations made by various Pay Commissions, would like to recommend that deputation of AIS officers to Central Government from all Cadres should be made mandatory. Besides the Committee would also like to recommend to have some mechanism to ensure uniform dispersion of AIS officers across the States at the time of cadre allocation itself and representation of officers from far flung areas like North East, in conformity with All India Character of the Services.

Reply by the Government

The Department of Personnel and Training allocate cadre to IAS officers who are selected through Civil Services Examination conducted by UPSC and allocated to IAS based on their merit, preferences. The Central Government has issued revised policy (**Annexure-IX**) on 05.09.2017 for the allocation of cadres to the members of All India Services which will come into effect from Civil Services Examination-2017/ Indian Forest Service Examination-2017. In this policy, all the cadres have been divided into five zones and a candidate may give preference for these zones in the order of descending priority as well as preference for cadres within each Zone in descending order.

Observations/Recommendations(Para No.11)

The Committee further note that under CCS, extension in deputation period may be considered after an officer receives Proforma promotion in his Cadre. The Committee have been apprised that there is no such provision for All India Service officers currently for extension in deputation period after receiving of Proforma promotion which is disadvantageous to AIS officers. The matter is being considered for extending this provision to All India Service officers on par with Central Civil Service Officers. The Committee would like to recommend for expeditious decision in this

regard. Besides the Committee would also like the Government to devise some incentives for posting of AIS officers in the Central Government so as to attract the talent which is urgently required for sound and effective policy formulation/ programmes for the Country.

Reply by the Government

Central deputation guidelines have already been issued and proforma promotion guidelines have been modified for AIS officers in line with CCS.

As regards the recommendation relating to the devising of some incentives for posting of AIS officers in the Central Government, the major reasons for disinclination of officers to come to Government of India on posting is majorly due to non availability of housing and lack of admission in schools of Delhi.

Various incentives have recently been provided to members of AIS as well as Central Group A service coming at cutting edge level of DS/ Director. Some of the incentives are as indicated below

- (i) Allotment of Car at level of DS/ Director for pickup and drop and use by Section.
- (ii) Priority allotment of accommodation under General Pool Residential Accommodation in Pragati Vihar hostel immediately on joining Central Staffing Scheme.
- (iii) Priority for admission to Sanskriti School for members of AIS and Central Group A service on their posting in Central Staffing Scheme.

Observations/Recommendations(Para No.12)

The Committee note that despite shortage of Indian Police Service Officers, they are sent on deputation for postings in Departments like Railway Protection Force, CRPF, BSF etc. who have their own Cadre. Sometimes IPS Officers are also on deputation in the Personal Staff of Ministers. In this context, the Committee find that with regard to deputation of IPS to Railway Protection Force, the matter is pending in the Supreme Court. Besides the Committee under the Chairmanship of Cabinet Secretary has been formed to look into the matter. While emphasising for early resolution of the dispute with regard to deputation of IPS with Railways, the Committee recommend to re-look the rules and guidelines of deputation of IPS Officers to the Offices/Organisations which have their own cadre as such practice besides squeezing the already scarced resources invite unnecessary confrontation between the dedicated cadre of an organisation and the IPS deputationists.

The Committee find that the tenure of deputation of AIS officers is for five years after which the officer has to go back to State Government. The Committee have also been apprised that under some circumstances, the deputation period can be upto 7

years. The Committee note that on the one hand there is general reluctance on the part of AIS Officers to go on deputation to the Central Government postings, on the other hand the officers allocated Cadres of States which are confronting the menace of insurgency, extremism, terrorism and militancy, sometimes manage their deputation for their convenient posting at other places. The Committee in this regard would like to recommend to review the situation and have some stringent guidelines for postings in difficult areas in the country particularly the regions affected by terrorism/militancy.

Reply by the Government

In order to review the situation and having some stringent guidelines for postings in difficult areas in the country particularly the regions affected by terrorism/militancy, with the approval of competent authority, a committee headed by EO & AS has been constituted to examine this issue and suggest an appropriate course of action. Further, a Committee of Secretaries (CoS), constituted with the approval of competent authority will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

Comments of the Committee

(Please see Para No. 1.25 of Chapter-I)

Observations/Recommendations(Para No.13)

The Committee note that presently there is a training schedule for IAS, IPS and IFS Probationers comprising of 103, 104 and 80 weeks respectively. The training consists of foundation training at respective Training Institutes and on the job training. IAS Officers are given training at Lal Bahadur Shastri National Academy of Administration, IPS Officers are trained at National Police Academy, Hyderabad and IFS Officers are given Training at Indira Gandhi National Forest Academy, Dehradun. The Department of Personnel & Training (DoPT) under various schemes also provide in-service training to such officers in foreign Universities/Institutes in the areas of better Governance and Public Policy. The Committee note that National Training Policy lays down the operational guidelines for the development of the human resources of the Government and Training Division of DoPT is the nodal agency for the implementation of the National Training Policy and issuing guidelines to amplify and facilitate its implementation. For AIS Officers, the respective Training institutes formulate policies and implement their training programme.

The Committee note that for improving the working of all India Services, 2nd Administrative Reforms Commission has made several recommendations. As per the information made available, most of the recommendations made by ARC with regard to capacity building of Officers of All India Services have been agreed to by the Government. Such recommendations include mandatory training for all Government Servants at induction stage as well as at mid-career, to design a plan scheme to strengthen training institutions, giving autonomy and operational flexibility to National

Training Institutes and setting up a National Institute of Good Governance. The Committee find from the replies furnished by the Government that on some of the recommendations action has already been taken. National Centre for Good Governance has been established in 2014 by upgrading and expanding the mandate of National Institute of Administrative Research (NIAR), an autonomous society under LBSNAA, Mussoorie. Besides the national level strong network of Central Training Institute already established by the Cadre Controlling Authorities, at the State level, every State has a State Training Institute at the Apex level. Then there are Regional and District Training Centres in the States to meet the training needs of all levels of the Government employees. For monitoring the implementation and taking appropriate steps to facilitate recommendations of NTP, a Committee under the Chairmanship of Secretary, Ministry of Personnel, Public Grievances and Pensions has been constituted. The Committee in this regard would like to be apprised of the action taken on each of the recommendations of ARC and the impact thereto. The Committee would also like to be apprised of the year-wise budgetary allocations made as well as expenditure met for strengthening the training institutions particularly with regard to the plan scheme which was to be designed to support training organisations as stated above.

Reply by the Government

The Department of Personnel and Training have stated that under the scheme "Training for All", there are seven components for which the allocations are utilized. However, these seven components are not shown in the DDG whereunder the allocations are available under "Professional Services". Out of seven components, the allocation is utilized for Augmenting the Capacity of Training Institutes. During the last five years, the money spent on augmenting the capacity is as under:-

AUGMENTATION OF CAPACITY OF TRAINING INSTITUTIONS		
Sl. NO.	Year	Financial Deliverable (Expenditure incurred in lakhs)
1.	2012-13	238.00
2.	2013-14	400.00
3.	2014-15	388.00
4.	2015-16	160.00
5.	2016-17	105.00
	Total	1291.00

Following are the inputs on the action taken on each of the recommendations of ARC :-

Sl. No.	Recommendations made by Administrative Commission	made by Reforms	Action Taken by DoPT
(a)	Every government servant should undergo a mandatory training at the induction stage and also periodically during his/her career. Successful completion of these trainings should be a minimum necessary condition for confirmation in service and subsequent promotions. Mandatory induction trainings should be prescribed for Group D staff also before they are assigned postings.		<p>Induction Training Foundation Course is imparted by LBSNAA, Mussoorie to the officers who are selected by UPSC. ISTM being cadre training institute for Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS), conducts mandatory training at the induction stage and also periodically before promotion to the next level. The details are at Annexure-III.</p> <p>Mandatory induction training is also imparted to Multi Tasking Staff nominated by Department of Personnel & Training. ISTM is training Institute imparting training on National Training Policy (1996). The details of the training programmes conducted during last ten years are at Annexure-IV.</p>
(b)	A monitoring mechanism should be set up for overseeing the implementation of the National Training Policy (1996).		<p>The Plan Scheme of Training For All (TFA) sponsored by DoPT has been in operation since 1992. The Scheme has been approved for the next three years beyond 12th Five Year Plan (31.03.2017). TFA is an umbrella scheme containing following programmes:-</p> <ul style="list-style-type: none"> (i) State Category Training Programme. (ii) Trainer Development Programme (iii) Intensive Training Programme (iv) Induction Training Programme (v) Faculty Development Scheme. (vi) Augmentation of Capacity of Training Institutions. (vii) Comprehensive Online Modified Modules on Induction Training

The Fifteen- week Foundation Course is the flagship course of Induction training and is intended for fresh entrants to the All-India

The practice of having a 'Common Services, i.e. the Indian Administrative Foundation Course' for all Group 'A' Service, the Indian Police Service and the Services – generalist, specialized Indian Forest Service, and the various and technical, should continue. For Central Services (Group-A) of the Union.

- (c) Group 'B' and 'C' Services, the Institute of Secretarial Training and ISTM conducts foundation courses not only Management (ISTM) may be for Group B and Group C officers of CSS developed as the nodal agency for and CSSS but also Group 'A' services. The design and delivery of common details of foundation courses for Group 'B' and Group 'C' are at **(Annexure-V)**. Details of foundation courses for Group 'A' officers of Office of RGI, DGCA, ICAR, etc are at **Annexure-VI**.
Foundation Courses.

The LBSNAA imparts training to the officers of different levels of seniority i.e. Mid-Career Training Program for:

IAS (Phase III) for 4 weeks duration targets the officers of 7-9 years of seniority

- (d) All civil servants should undergo mandatory training before each promotion and each officer/official should be evaluated after each training programme. Successful completion of the training programmes should be made mandatory for promotions.

The Phase IV Course targets middle level officers (of 14-16 years seniority) with a thrust on Public policy

The Phase V Course aims at developing strategic leadership skills in senior level IAS Officers (26-28 years seniority) for effective inter-sectoral policy formulation and strategic leadership in government

ISTM being cadre training institute for Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS), conducts training courses before promotion to the next level. The details are at **Annexure-III**.

- (e) The objective of mid-career training should be to develop domain knowledge and competence years of seniority; 7-9 years of seniority; 14-16 years of seniority and 26-28 years of seniority. The main focus of these is to of the officer. To this end, mid career provide domain knowledge. learning opportunities relevant to Session plans of mid-career training

specific domains or specializations programmes are designed to take care of should be made available for domain specific knowledge requirements officers.

as well as competence required for the changing job profile of the officers. In addition, theme based training programmes are regularly conducted by ISTM in which officers working in specific domain areas participate. ISTM is also proactive to introduce new training programmes to cater to the continuously changing training needs of officials. Year-wise details of the new training programmes introduced are at **Annexure-VII**.

- (f) Public servants should be encouraged to obtain higher academic qualifications and to write papers for reputed and authoritative journals.

ISTM is in the process of launching a bi-annual journal titled "ISTM Journal of Training, Research and Governance" during the current year. As part of some training programmes, participants are required to prepare Syndicate Reports/Papers on Public Policy Analysis and Formulation with the objective of developing the analytical and writing capabilities.

The LBSNAA takes pro-active steps in forging partnership with institutions of repute both within and outside the country. ISTM has developed a strong network with other institutes as it collaborates with ATIs and SIRDs for conducting State Attachment, Village Attachment of various

- (g) A strong network of training institutions at the Union and State levels needs to be built up to cater to the training requirements of civil servants. However, instead of spreading resources over a large number of institutions, a few institutions should be identified for capacity building and upgradation.

training programmes as well as Foundation Training Programme. ISTM also conducts Trainer Development Programmes sponsored by DoPT for the civil servants. However, instead of spreading resources over a large number of institutions, a few training establishments. A Blended Training programme called Comprehensive Online Modified Modules on Induction Training (COMMIT) was launched by Hon'ble MoS (PP) in June 2017 on pilot basis for 6 States of Assam, Haryana, Maharashtra, Tamil Nadu, Telangana and West Bengal for the capacity building of frontline functionaries of these States. Subsequently, as per the

interest shown by State ATIs of Gujarat, Jammu & Kashmir and Punjab, the COMMIT was extended in these three States as well. Thus currently the programme is catering to more than 80,000 officials in 9 states as a closed programme.

- The composition of governing bodies of the national training institutions such as the LBSNAA, SVPNPA, IGNFA and also the State Administrative Training Institutes should be broadened by inducting eminent experts. The governing bodies should be adequately empowered to enable them to discharge their functions efficiently.
- (h) The LBSNAA plays a leadership role with respect to Co-ordinating among State ATIs. DoPT (TFA) sends the Master Trainers to the State Administrative Training Institutes to train the trainers at regular basis under the Trainers Development Programme (TDP).
- (i) A national institute of good governance may be set up by upgrading one of the existing national/state institutes. This institute would identify, document, and disseminate best practices and also conduct training programmes.
- National Centre for Good Governance (NCGG) has been constituted as an autonomous body in February, 2014 under the administrative control of Department of Personnel & Training which was latterly transferred to DARPG.

Comments of the Committee
(Please see Para No. 1.28 of Chapter-I)

Observations/Recommendations(Para No.14)

The Committee note from the data furnished in Annual Report (2015-16) of DoPT that Rs. 95.46 crore under Revenue and Rs. 196.61 crore were allocated under Capital Head for 12th Plan under the Scheme Improvement of Infrastructure and upgradation of Essential facilities at LBSNAA and Upgradation of LBSNAA to the Centre of Excellence Report respectively. From the data it is noted that the allocations made during Annual Plan 2015-16 and 2016-17 do not commensurate proportional year-wise allocation. Not only that the allocations at BE stage have been reduced RE stage and even the reduced allocations could not be utilised fully. With regard to item 'Setting up of National Centre for Good Governance' out of Rs.85 crore of allocations under Capital Head for 12th Plan, the expenditure met has been shown as nil. The Committee fail to understand setting up of National Centre for Good Governance at no cost. The utilisation of outlay under the aforesaid two programmes indicates dismal financial performance under the training programmes. The Committee would like the Government to furnish details of financial and physical achievements under each of the Head of Training during each year of 12th Plan and under the current year 2017-18 so as to analyse the position.

Reply by the Government

The EFC allocation in respect of Capital and Revenue Schemes of LBSNAA under the nomenclature, upgradation of infrastructure and essential facilities at LBSNAA containing the allocation as per Revised Estimates and actual expenditure incurred during the EFC plan period 2012-13 to 2016-17 along with the SFC approval has been annexed at **Annexure-VIII**.

Comments of the Committee (Please see Para No. 1.31 of Chapter-I)

Observations/Recommendations (Para No.18)

Once an officer has acquired domain expertise through rigorous training and experience, he should be assigned the post for which domain expertise has been developed. Not only that he should be allowed to continue in the specialised post for a reasonable period in the interest of the institution as well as the officer.

Reply by the Government

Various ministries/ departments/ state governments have been requested to ensure that officers having specific domain expertise after undergoing specialised training should preferably be posted in the areas where the knowledge and skill acquired is best utilised

Observations/Recommendations (Para No.19)

The 6th Central Pay Commission has recommended lateral entry at SAG/HAG levels in identified posts not encadred into any services. Though the DoPT does not seem to be in agreement with the lateral entry as is indicative in the written reply, the Secretary during the course of oral evidence stated that under Central Staffing, the posts can be occupied by officer of any organised service and outsider can also come. The Committee while considering the issue of lateral entry also take note of the fact that Civil Services are the elite services of the country and selection is made through a very tough competition, lateral induction may to some extent affect the promotional avenues of the officers and demotivate them besides affecting the attraction it has being the top level career. Taking note of both the sides of issue, the Committee would like to recommend for minimal lateral entry at the senior level to meet the need of expertise besides bringing the freshness and competition in the Services. While recommending for minimal lateral induction, the Committee take note of the existing rules which do not permit Civil Servants to go to private sector on deputation. The Committee are of the view that there is a need to revisit the provision to permit both ways deputation/lateral induction so as to bring the experience and professionalism of the private sector in the Government service and vice-versa. The Committee would like the Government to take concrete initiatives on the suggested lines and apprised the Committee accordingly.

Reply by the Government

The Govt. of India (DOPT) has issued notification for lateral entry for 10 posts at Joint Secretary level in various Ministries / Departments of Govt. of India. The Consolidated Deputation Guidelines for All India Services, issued vide DOPT's letter no. 14017/33/2005-AIS-II(Pt.I) dated 28.11.2007, under rule 6(2) (ii) of IAS/IPS/IFS (Cadre) Rules deals with the deputation to International and to an autonomous body, trust, society, etc. not controlled by the Government, or a private body.

Relevant provisions are as under:

Rule 6(2)(ii)

"A Cadre officer may also be deputed for service under an international organization, an autonomous body not controlled by the government, or a private body, by the central Government in consultation with the state government on whose cadre she/he is borne."

Deputation under Rule 6(2)(ii) to International Organizations.

Posts that are to be covered:

1. UN Organization
2. International financial institutions like World Bank IMF, ADB, etc.
3. Multilateral organization, of which India is a member, like IAEA, WTO, Commonwealth Organization, International Court of justice, SAARC etc.
4. Bilateral Bodies set up under the Vienna conventioner Embassies and Bodies set up under them, like USAID, DFID, NORAD, etc.
5. International NGOS or funding Organization form which India receives technical/financial assistance like international red cross society, Action Aid, Aga khan foundation, food Foundation, etc.

Procedure to be followed for appointment:

With The approval of the committee under the chairmanship of the cabinet secretary compressing secretary (p) and finance secretary (with PM's approval for JS and above):

Provided that for appointment to posts listed at (iv), the foreign secretary to the MEA secretary concerned shall also be a member of the committee.

Provided further that for appointment to posts listed at (v), the concurrence of MHA shall be taken.

Tenure to be applicable: Maximum of 5 years at a stretch.

Note: All other conditions laid down in DOPT guidelines contained in F.NO 11144077/33/2005-AIS (II) Part i) dated 27/12/2006 and PMO ID dated 01/05/2007 shall be applicable.

Deputation under Rule 6(2) (ii) to an autonomous or non-profit organization or controlled by the Government, or a private body.

Posts that are to be covered:

- Registered Societies OR Trusts of foundations or non-profit organization or NGOs or cooperatives;
- Apex bodies of industries and commerce;

Provided that such autonomous or private bodies fulfill all four of the following criteria:

- They are functionally autonomous of the central and state Governments
- They are not substantially funded by the central and state government
- The central or state government of not have powers to give them directions: and
- They are not companies registered under the Registration of Companies Act.

Procedure to be followed for appointment:

- With the approval of the committee under the chairmanship of the cabinet Secretary comprising Secretary (p) and Finance Secretary (With PM's approval for JS and above)

Tenure to be applicable: Maximum of 5 years at a stretch.

Provided that total period of deputation under all categories under Rule 6(2)(ii) shall not exceed a maximum of 7 years in the entries services.

Observations/Recommendations(Para No.22)

The Committee note that as per Section 34 of 'The Rights of Persons with Disabilities Act, 2016' made effective on 28th December, 2016, every appropriate Government shall appoint in every Government establishment, not less than four per cent. of the total number of vacancies in the cadre strength in each group of posts meant to be filled with persons with benchmark disabilities. The Committee in this regard would like to be apprised as to whether the posts in the All India Services have been identified as per Section 33 of the Act. The position in this regard may be intimated to the Committee. Besides the Committee would like to emphasize for expeditious implementation of the provisions contained in Section 34 in the context of All India Services, after identification of these posts.

Reply by the Government

As per the provisions of RPwD Act, 2016, DoPT has increased the vacancies in IAS for Physically Handicapped Candidates from 3% to 4% for Civil Services Examination-2018 for which Rules are notified on 07.02.2018. Besides this DoPT has decided to include some new category (ies) of disability (ies) for appointment to IAS as per the provisions of RPwD Act, 2016 and the recommendations of the Expert Committee of the Cadre Controlling Authority for IAS.

CHAPTER-III

RECOMMENDATIONS/OBSERVATIONS WHICH THE COMMITTEE DO NOT DESIRE TO PURSUE IN VIEW OF GOVERNMENT'S REPLIES

Observations/Recommendations(Para No.4)

The Committee have been informed that the guidelines for promotion were last revised in April, 2016 to introduce 360 Degree Feedback i.e. also known as Multi Source Feedback (MSF) from all the stakeholders (i.e. Seniors, Peers, Subordinates, customers/beneficiaries etc.). The Committee also note that 2nd ARC in its 10th report however cautioned that in the context of India where strong hierarchal structures exist and for historical and social reasons it may not be possible to introduce this system unless concerns of integrity and transparency are addressed. Notwithstanding of the concerns expressed by 2nd ARC, the Committee are of the view that there is a need for periodic evaluation of the performance of the officers. An expert who deposed before the Committee has suggested that after 20 years of service, the performance of officers should be reviewed every five years. The Committee recommend the Government to consider to have some mechanism for having the periodic evaluation as suggested by the expert. Besides there should be a system of incentives/awards for excellency in public administration in various areas of governance.

Reply by the Government

The recommendation regarding periodic reevaluation every 5 years after 20 years of service may not be accepted as Government of India had amended Rule 16(3) of AIS (DCRB) Rules, 1958, vide notification No.25013/02/2005-AIS-II dated 31.01.2012 and had issued detailed guidelines for intensive review of service records of AIS officers vide OM No.25013/02/2005-AIS-II dated 28.06.2012. The said rule provides well defined mechanism to conduct period reviews and State Govt. has to conduct review (i) on completion of 15 years of qualifying service or (ii) 25 years of qualifying service or on attaining of 50 years of age. If review is not conduct as stated, Centre Govt. if deems fit may conduct review at any time after review time limits as mentioned above. Further, State Govt. shall set committee to be headed by Chief Secretary and four members to conduct such review. The review is to be carried out twice in a year, i.e. (i) in January to June in respect of officers who has completed qualify time of review during July to December of previous year; (ii) July to December in respect of officers who has completed qualify time of review during January to July of the same year. Thus, the State Governments are required to carry out periodic evaluation of the performance of the officers as per aforesaid time schedule.

As regards the recommendation to consider having some mechanism for periodic evaluation as suggested by the expert, the Department of Personnel and Training stated that this recommendation is under active consideration of this Department as recommended by 7th Central Pay Commission.

Regarding the having of a system of incentives/awards for excellency in public administration in various areas of governance, the Department of Personnel and Training stated that as per information received from D/o Administrative Reforms and Public Grievances, they have introduced Prime Minister's Awards Scheme

in 2007. The purpose of the scheme is to reward the officers of Central, State Governments, Autonomous Bodies, Urban Local Bodies, Panchayats, Zila Parishads for their extraordinary and innovative work in implementing the Government policy and programmes.

Observations/Recommendations(Para No.15)

With continuous and rapid change in technology and emerging new fields it is imperative to continuously review and modify the modules of training imparted by various training institutes to AIS Officers as per the needs of the country in various fields. Besides an exercise be undertaken at probation level itself to incorporate specialised training in different domains to develop domain specific expertise. While appreciating the need for foreign training of Officers of AIS, the Committee would like to emphasise for ascertaining the usefulness of these programmes. With regard to domain specific training, the Committee recommend that an Officer trained in a specific area should be given the domain specific posting and be retained for reasonably a good period to take the benefit of his training. For the purpose of transparency, the data of training should be in public domain. The Committee would also like to know the details with regard to specialized training given to All India Service Officers during the last five years and their place of posting after undertaking the training.

Reply by the Government

The curriculum for training of IAS at LBSNAA is governed by IAS (Probation) Rules. The syllabus for training has also been reviewed by different Committees appointed by Govt. from time to time and submitted their reports for acceptance. The committees are as follows:

UC Agarwal Committee(1986), PK Patnaik, S Ramesh and P K Lahiri Committee (1996), B.N. Yugandhar Committee (2000), RVV Ayyar Committee (2005), Kiran Aggarwal Committee (2012).

The Training Division, DOPT, implements the scheme of Domestic Funding of Foreign Training (DFFT), under which eligible officers, including AIS officers, are sent for foreign training, both under fully funded component and partially funded component. Under fully funded component, officers are nominated for courses in thematic areas namely public policy management, health, urban development, finance, taxation, international relation, Anti-corruption, Leadership etc. The list of programmes offered under DFFT during last 5 years is given at **Annexure -X**.

Since the nominations for foreign training are chosen from among the officers serving in different cadres and, after completion of training, they report to their respective cadres, post-training posting of such officers is not available with this Department. However, various ministries/ departments/ government have been requested to ensure that such officers are posted in areas where the knowledge and skill acquired through foreign training are best utilised. Under partial funding, officers are given flexibility to choose courses appropriate to their working environment. Details of different training given to AIS officers in last five years and expenditure incurred is at **Annexure -XI**.

Observations/Recommendations(Para No.20)

After cadre allocation and completion of training, civil servants are deployed by State/UT Governments keeping into account their requirement and convenience. The Committee note that while deploying such officers, their aptitude and academic background are not accorded due consideration. They also note that these officers are not allowed to complete their minimum tenure prescribed and frequently transferred without allowing them to contribute their best. In this regard, the Committee have been apprised that there is no maximum tenure prescribed for a post. However, in pursuance of Hon'ble Supreme Court's judgement dated 31.10.2013 in the matter of TSR Subramanian and Ors Vs. Uoi & Ors, amendments were carried out under rule 7 of the IAS, IPS and IFS (Cadre) Rules vide notification dated 28.01.2014., thereby fixing a minimum tenure of two years for all cadre posts and mandating formation of Civil Services Board. As far as IPS is concerned, the matter is currently sub-judice.

The Committee are of the view that there is an urgent need to prescribe minimum and maximum period of tenure for each of cadres viz. IAS, IPS & IFS to enable an officer to give his best without fear of being transferred. To address the issue of frequent transfers due to various reasons including political interference, the Committee recommend for having an institutional mechanism by way of forming a Committee of Secretaries which may be headed by Chief Secretary at State level and Cabinet Secretary at Centre level, for looking into transfers/postings of AIS officers. Besides as stated above the Government should consider prescribing some minimum and maximum period of tenure say two and five years respectively.

Reply by the Government

Hon'ble Supreme Court vide judgment dated 31.10.2013 in the matter of TSR Subramanian & Ors., issued directions to the Centre, State Governments and the Union Territories to constitute Civil Services Boards with high ranking serving officers, who are specialists in their respective fields, within a period of three months, which will take care of postings/transfers of all civil servants. In compliance of Supreme Court's directions, relevant amendments have been carried out in rule 7 of the IAS, IPS and IFS (Cadre) Rules and **notified on 28.01.2014**, thereby fixing a minimum tenure of two years for all cadre posts and also mandating formation of Civil Services Board which will take care of the posting/transfer of AIS officers. All the State Governments/UTs were informed of the

same for compliance and formation of Civil Services Board accordingly. In respect of IPS officers, the matter is sub-judice in Apex Court.

Observations/Recommendations(Para No.23)

The Committee are concerned to note the degradation of value system and corruption at the higher levels of bureaucracy. Although there are provisions in the service rules, the Committee note that their implementation is the cause of concern. Experts who deposed before the Committee were of the view that there are too many rules which have again several provisions which makes the implementation difficult. Not only that the officers of DoPT are too busy to look into the issue of ethics for the officers. The expert suggested for having a code of ethics for officers and setting up of Ethics Commission one each at Central and State level. The Committee while acknowledging the concerns and concurring with the suggestions of the expert strongly recommend for setting up of Ethics Commission at Centre and in States to look into the issues of corruption and malpractices in governance by All India Service Officers.

Reply by the Government

There are provisions already present under AIS (Conduct) and AIS (D&A) Rules to check the corruption and malpractices wherever present in AIS. The AIS (Conduct) Rules clearly and objectively defines the conduct of a member of Service in different scenarios. These rules are also being amended from time to time as per the requirements. Also, action is initiated against the defaulting officers under AIS (D&A) Rules. Further, there is already a mechanism in place to deal with complex cases of corruption and malpractices at the Centre i.e. Central Vigilance Commission (CVC). Functions of CVC include inquire or cause an inquiry or investigation to be made on a reference made by the Central Government wherein it has been alleged that public servant has committed an offence under the Prevention of Corruption Act, 1988 or an offence with which a public servant may, under the Code of Criminal Procedure 1973, be charged at the same trial, to inquire or cause an inquiry or investigation to be made into any complaint received against any official belonging to members of All-India Services serving in connection with the affairs of the Union, Tender advice to the Central Government and its organizations on such matters as may be referred to it by them, CVC Shall have all the powers of a Civil court while conducting any inquiry. Therefore, it may not be prudent to setup an alternate mechanism in the form of Ethics Commission, for the work which is already being done by Administrative vigilance departments where the officers are posted and CVC. CVC is of the view that setting up of a separate Central Ethics Commission for AIS officers and the same for every state for issues of corruption and malpractice through legislative and elaborate administrative study may not be required. In recent years, CVC has been proactively taking preventive and participative initiatives through various programmes in order to raise awareness of citizens to enable them to fight corruption. Steps taken include implementation of value education and integrity clubs in Kendriya Vidyalayas and CBSE affiliated schools. It has further been suggested that a separate division within CVC with adequate manpower and infrastructure could be considered.

CHAPTER - IV

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH REPLIES OF GOVERNMENT'S REPLIES HAVE NOT BEEN ACCEPTED BY THE COMMITTEE

Observations/Recommendations(Para Nos.2,3 & 5)

The Committee note that the authorised cadre strength of IAS during 1951 was 1232, which grew to 4599 during 1981 and in 2016 the sanctioned strength has further risen to 6396. With regard to IPS officers, as on 1 January, 2017 total authorised strength is 4863. Total cadre strength of IFS is 3152. So far as the cost of functioning of All India Services is concerned the Ministry was not able to furnish the specific data with regard to expenditure met on salary, allowances, pension, perks as well as cost incurred on creating infrastructure like offices, furniture etc. of these Civil Servants. However, the Government furnished scattered data of salary and allowances of these officers in respect of some of the Ministries/Departments as well as percentage share of emoluments (Salary, Pension, Allowances) of Government employees at the Centre and in the States in GDP at Current Price, according to which the percentage share in this regard which was 7.97 percent during 2011 increased to 8.15 percent during 2014-15. From the overall position of expenditure met on Government employees, it can be stated that huge expenditure is met on wages of All India Services Officers besides the expenditure that would have been met on other infrastructure like offices etc. for bureaucracy. The Committee express their strong displeasure for not providing the details of total expenditure incurred on salary and allowances of the officers of All India Services in States and Centre. The Committee desire that the Government should furnish year-wise data with regard to expenditure met on officers of All India Services by Centre and State Governments within a period of three months. The Committee are dismayed to note that no efforts on the part of the Government have been made to assess the contribution of these services as is apparent from the replies of DoPT wherein it is stated that no such study has been carried out in this regard. Not only that no study in this regard has ever been made even by some outside agency. The Committee take exception for not having any mechanism to find out the expenditure made on officers of All India Services by the Central as well as State Governments and their contribution towards GDP growth of the country commensurating the cost incurred on their functioning. The Committee are of the strong view that the officers of All India Services should be fully committed to the citizens' concern and public good and reflect the hopes and aspirations of the public they serve and as such they should be held accountable for accomplishment of the projects/programmes/policy issues being handled as per their specific assignments particularly when they are being paid from the exchequer's money. The Committee, therefore, strongly emphasise to evolve an effective mechanism having various parameters which are primarily outcome oriented and citizen centric so as to assess the contribution of the All India Services to the extent

it has contributed to national growth. They also recommend that if need be experts from premier institutions like IIMs, IITs etc. may either be involved or outsourced to carry out such assessment for evolving effective mechanism in this regard. The concrete action on the suggested lines should be taken and the Committee apprise accordingly.

The Committee note that there are cadre rules to determine the strength and composition of the cadres and the cadre review is carried out every five years by the Central Government in consultation with the State Governments (in case of Joint Cadre) as the case may be, to assess the cadre strength and composition of each cadre and new encadrement according to the functional requirements of the State and the cadre strength is notified accordingly. The Committee have also been apprised that cadre review is being done in a transparent and judicious manner through the Cadre Review Committee (CRC). It has also been stated that the cadre review for any specific State is done as uniformly as possible. As stated in the earlier part of the Report, authorized cadre strength of the All India Services has grown from 1232 during 1951, at the time of initial constitution of the service to 6396 during the year 2016. So far as State-wise sanctioned strength is concerned, the Committee note that maximum sanctioned strength i.e. 621 is in Uttar Pradesh and minimum i.e. 48 is in Sikkim. The Committee in this regard would like to be apprised about the criteria/rationale for enhancement in the cadre strength over the years. Besides, the Committee would also like to be apprised about the State-wise increase in cadre strength over the years along with the demand/request received from States, so as to understand the growth pattern in various States. The Committee would also like to recommend to explore the feasibility of associating experts from premier institutions like IIM while undertaking the cadre review study. The cadre review should be undertaken in an objective and transparent manner and with due consultations with State Governments and other stakeholders. The Committee would also like to recommend to undertake study by some independent agency to review the cadre strength in various States keeping in view the responsibilities/workload and challenges particularly the security concerns/difficult terrains in various States.

The AIS Officers are initially posted at the District/Tehsil level to deal with field assignments. On promotion to Super Time Scale(STS) after completion of 16 years, they are posted as Commissioner and Secretary of Departments in the State Government to deal with policies and as Joint Secretary in the Government of India after empanelment by DoPT. On promotion to higher administrative grade after completion of 25 years, they are posted as Principal Secretary in the State Government and as Additional Secretary in the Government of India. Further, they are posted as Chief Secretary in the State Government and as Secretary in Government of India on promotion to Apex level after completion of 30 years of service. The Committee understand that despite clear cut uniform rules issued by MoPPGP (DoPT) in this regard, there has been instances where violation of promotion rules by many States are noticed as stated by the representative of the Ministry during the course of oral

evidence. This has led to anomaly in the overall cadre of the same batch. The Committee are of the view that when the All India Services are recruited through UPSC under uniform rules framed by the Central Government and their Cadre Controlling Authority is Union Government, there should not be any violation of promotion rules by the respective States whatever may be their functional requirement. The Committee, therefore, recommend that the Union Government should keep a constant check on these violations and issue necessary instructions to the concerned State Governments to invariably adhere to the uniform promotion rules issued by DoPT.

Reply by the Government

The Department of Personnel & Training have furnished a statement of average expenditure on Salary of IAS Officers based on in position data as per Civil List, 2018 as annexed at **Annexure-I**. The Department of Personnel & Training have also furnished updated statements showing the expenditure incurred on salary & allowances of AIS officers during the last 03 years and average expenditure on Salary of IPS Officers and IFS Officers based on in position data as per Civil List, 2018 as annexed at **Annexure-II**. It has been stated that this expenditure may be taken into account for calculating the salary and allowances in respect of AIS officers for a particular period. As regards the evolving of an outcome oriented and citizen effective mechanism having various parameters which are primarily centric so as to assess the contribution of the All India Services to the extent it has contributed to national growth, a committee headed by EO & AS has been constituted to examine this issue and suggest an appropriate course of action. Further, a Committee of Secretaries (CoS), constituted with the approval of competent authority will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

The strength and composition of each cadre is fixed as per Rule 4(2) of IAS(Cadre) Rules, 1954 and similar rules for IPS/IFS which specifies that :-

“The Central Government shall ordinarily at the interval of every five years, re-examine the strength and composition of each such cadre in consultation with the State Government or the State Governments concerned and may make such alterations therein as it deems fit.”

DoPT being the nodal agency, after scrutinizing the Cadre Review proposal, submits the proposal for the approval of Cadre Review Committee Members. The composition of CRC is as follows:

- (i) Cabinet Secretary - Chairman
- (ii) Secretary of the Ministry controlling the Cadre- Member.
- (iii) Secretary, DoPT - Member
- (iv) Secretary, Deptt. Of Expenditure - Member
- (v) Chief Secretary of the State - Member

The proposal is examined/scrutinized by the Cadre Review Committee keeping in view the functional requirements, vacant posts, ex-cadre/temporary posts being operated and factors such as population, area and budget. Further, yardsticks which are to be followed for encadrement of posts at the time of cadre review are that there should be a long-term requirement of the post, the post should carry duties and responsibilities of cadre posts. Further, the increase in strength should be reasonable i.e. whether it would be reasonably practicable to fill the vacancies including the authorized vacancies and also the vacancies, which will arise as a result of proposed additions to the cadre and prevailing stagnation should not be accepted as a fresh reason.

State-wise increase in cadre strength over the years is in **Annexure-III**.

A Committee headed by EO & AS has been constituted to examine this issue of exploring the feasibility of associating experts from premier institutions like IIM while undertaking the cadre review study. Further, a Committee of Secretaries (CoS) constituted will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

With the approval of competent authority, a committee headed by EO&AS has been constituted for suggesting various ways and means to ensure compliance of promotion rules by the State Government through various agencies viz. Accountant General of States. Further, a Committee of Secretaries will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

Comments of the Committee
(Please see para No.1.12 of Chapter-I)

Observations/Recommendations(Para Nos.7 & 8)

The Committee further note that AIS cadre rules are being violated by respective State Governments by promoting officers in various scales without the concurrence of vacancies by Central Government, a mandatory provision, by creating excess ex-cadre posts/temporary posts in State Government and by posting of non-cadre officers against cadre posts. The Committee have been informed that DoPT takes action against such violations by State Government, whenever such instances come to their notice. The Committee however are dismayed to note that foolproof mechanisms to obviate such instances do not exist due to lack of transparency and absence of digitised records. To maintain the independence and objectivity of All India Service, the Committee feel that there is a need to evolve a system of digitised monitoring by DoPT so that such violations by the State Governments are immediately noticed and corrective action taken thereon.

The Committee note with concern that proper updated records of deployment, deputation, resignation, retirement, in-service death, switch-over to other service etc.

are neither being maintained at the Cadre Controlling Ministry level nor at the State level. Due to lack of such integrated and crystal clear record system, it becomes quite difficult sometime to assess the actual requirement/vacancy vis-a-vis sanctioned cadre strength of officers in the respective States/Union Territories. Digital records in this regard may help to know the exact position of cadre strength. Therefore, the Committee are of the considered view that a comprehensive digital record of cadre strength of All India Services State/ UT-wise be maintained invariably to assess actual requirement and effective deployment, which would go a long way in enhancing the desired level efficiency and economy in the administration. The Committee also recommend to make suitable budgetary support for the purpose and the action taken in this regard should be intimated to the Committee within three months from the presentation of this report to the House.

Reply by the Government

The issue relating digitization of records / monitoring in real-time has been considered and NIC has been entrusted with task to evolve a digitized mechanism to monitor the violations by the State Governments and take corrective action thereon.

Comments of the Committee

(Please see Para No. 1.19 of Chapter-I)

Observations/Recommendations(Para No.9)

The Committee note that officers of All India Services serve the Central Government on deputation, when their services are borrowed by the Central Government. The deputation under Central Staffing Scheme is through open advertisement wherein nominations for appointment under the scheme are invited from all State Cadres to have a wider pool of officers. While deputation under Central Government is voluntary, the States are impressed upon to recommend large number of officers for deputation under Government of India so that every eligible officer has an opportunity to serve at Centre at least once at the middle management level. It has come out during the course of deliberations that various Pay Commissions in their reports have observed that while the Central Deputation Reserve (CDR) is 40% of the Senior Duty Posts of a State cadre of the AIS, practically CDR utilised by State Cadre is less than 20%. This is even less for certain bigger cadres where the general tendency is not to send officers on Central deputation. Further State Civil Service officers promoted to All India Services by promotion are reluctant to go to Centre, other States or PSUs on deputation.

Reply by the Government

Being general observation, no comments required.

Comments of the Committee

(Please see Para No. 1.22 of Chapter-I)

Observations/Recommendations(Para No.12)

The Committee noted that despite shortage of Indian Police Service Officers, they are sent on deputation for postings in Departments like Railway Protection Force, CRPF, BSF etc. who have their own Cadre. Sometimes IPS Officers are also on deputation in the Personal Staff of Ministers. The Committee found that with regard to deputation of IPS to Railway Protection Force, the matter was pending in the Supreme Court. Besides the Committee under the Chairmanship of Cabinet Secretary had been formed to look into the matter. While emphasising for early resolution of the dispute with regard to deputation of IPS with Railways, the Committee recommended to re-look the rules and guidelines of deputation of IPS Officers to the Offices/Organisations which have their own cadre as such practice besides squeezing the already scarced resources invite unnecessary confrontation between the dedicated cadre of an organisation and the IPS deputationists.

The Committee found that the tenure of deputation of AIS officers was for five years after which the officer had to go back to State Government. The Committee had also been apprised that under some circumstances, the deputation period could be upto 7 years. The Committee noted that on the one hand there was general reluctance on the part of AIS Officers to go on deputation to the Central Government postings, on the other hand the officers allocated Cadres of States which were confronting the menace of insurgency, extremism, terrorism and militancy, sometimes manage their deputation for their convenient posting at other places. The Committee in this regard recommended to review the situation and had some stringent guidelines for postings in difficult areas in the country particularly the regions affected by terrorism/militancy.

Reply by the Government

The Department of Personnel and Training in their Action Taken Replies dated 15.01.2019 have stated that in order to review the situation and having some stringent guidelines for postings in difficult areas in the country particularly the regions affected by terrorism/militancy, with the approval of competent authority, a committee headed by EO & AS has been constituted to examine this issue and suggest an appropriate course of action. Further, a Committee of Secretaries (CoS), constituted with the approval of competent authority will take a final view on the course of action suggested in the report of the Committee headed by EO&AS.

Comments of the Committee
(Please see Para No. 1.25 of Chapter-I)

Observations/Recommendations(Para Nos.16 & 17)

The Committee note that officers of All India Services are recruited through competitive examination conducted by Union Public Service Commission. The selected officers come from different educational background both technical as well as non-technical and also come from different socio-economic background. With the growing complexities of law making/policy formulation due to various factors like ever evolving technologies, competition, llobalization and inter-dependence of countries, new and emerging fields, there is an urgent need for domain expertise at middle and higher level and involvement of specialist/technocrats/scientists particularly in the Ministries involving technical/technology related issues such as Ministries/Departments of Environment, Forests & Climate Change, Defence, Finance, Health, Power, Information Technology, Shipping etc.

The Committee find that second ARC had recommended that domain should be assigned by the Central Civil Services Authority to all officers of the All India Services and the Central Civil Services on completion of 13 years of service. While the Government has agreed in principle to the recommendation of ARC, it has been decided that domain assignment should be done at completion of 18 years of service as it may not be possible to identify domains during the first 13 years of service as most of the officers are on the field assignments in the first 10 years of career. In this context the Committee take note of the recommendation made by the Standing Committee on Personnel, Public Grievances, Law and Justice in their Ninety-second Report as quoted below-

“xxx Government should classify their entire SAG/Joint Secretary level posts according to their functional domains and officers possessing required domain knowledge and experience in the field should only be appointed in those positions. It would be desirable that the empanelment may be done by inviting applications for the empanelment at SAG/Joint Secretary and above level posts from interested and eligible persons of AIS and Central Services possessing domain expertise prescribed for the post. This will also create a healthy competition among various participating services and will bring best among them.”

The Committee while concurring with the recommendation of the Standing Committee would like to emphasize for taking urgent steps for classification of various senior posts according to the requisite domain expertise and empanelment thereto. For developing the domain expertise of the officers, it is imperative to identify the domains where specialisation is needed and domain assigned to an officer according to his aptitude and choice.

Reply by the Government

The Central Staffing Scheme O.M. No. 61/77/194-EO(SM-I) dated 5.1.1996 provides that to the extent possible, postings in Government of India are done keeping in view the educational qualifications, service, experience and special training required for effective performance of the job and suggestions of the Ministry/Department as to the field of consideration of persons for the job. However, the specific technical expertise which may be required in decision making is provided by technical units/directorates in vital sectors. The option to engage consultants/experts in the respective fields for specific time periods and with defined objectives, as per extant guidelines, is also available.

Comments of the Committee

(Please see para No.1.36 of Chapter-I)

Observations/Recommendation (Para No.21)

The Committee note that there are 4926 IAS officers against the authorised cadre strength of 6396 during 2016 thus having 1470 vacancies. Besides in IPS there are 956 vacancies as on 1 January 2017 and in IFS 2591 officers are in position against the total cadre strength of 3152, thus having 561 vacancies. Though the Ministry have not indicated about the attrition rate of IAS and IPS, under IFS the attrition rate has been stated as 8 to 10 per cent. The Committee note from the Annual Report of the UPSC that there were 349 cases, as on 31 March 2016 where offers of appointment to the candidates recommended by the Commission on the basis of results of various Examinations were delayed by the Ministries/Departments for more than one year. Of these cases, 156 cases were such where offers of appointments were yet to be made even though period of more than one year had elapsed since the recommendations were made. Of the remaining 193 cases, 191 are where the offer has been delayed by one year and above but less than two years, one case is where the offer has been three years and in one case offer has been delayed by three years and above but less than four years.

The Committee take exception to the way the offers of appointments by the Ministries are being delayed to the extent of one to four years even when a number of vacancies exists in all the three services. The Committee would like Ministry/Department-wise details in this regard. Besides the concerns of the Committee should adequately be conveyed to the concerned Ministries to expedite offers of appointments. Besides there should be some time limit within which the offers of appointments should be made to the candidates.

Reply by the Government

The Department of Personnel and Training have furnished following information

Reply i/r/o IAS

The appointment letters to candidates who have been allocated to IAS are issued within one year from the date of declaration of final result by UPSC.

Reply i/r/o IPS

As per information received from Ministry of Home Affairs, the in-position strength of Indian Police Service (IPS) officers as on 01.01.2017 is 3905 against authorized cadre strength of 4843. As such 938 posts are vacant in Indian Police Service. The vacancies in the service are caused due to factors such as retirement, resignation, death, removal from service etc., all these factors are recurring in nature and relative with the rate of recruitment. To fill up the vacant posts in Indian Police Service, the batch-wise of IPS (direct recruit) has been increased from 88 to 103 from CSE 2005 to 130 from CSE, 2008 and to 150 from CSE, 2009. Besides this, the process of appointments to the Indian Police Service by promotion from State Police Service has been accelerated.

As regards DR officers recruited in the Indian Police service through Civil Service Examination is concerned, as of now total 150 candidates are being recruited in the Indian Police Service, all the candidates who are recommended for appointment to IPS by DoP&T are given offer of appointment before the commencement of the Basic Training Course at the SVP National Police Academy. There is no delay in giving offer of appointments to the IPS.

Reply i/r/o IFS

As per information received from **MOEF&CC**, there has been no delay in issue of appointment orders in respect of IFS officers. As soon as all the pre-appointment requirements are completed, the letters are issued immediately.

Comments of the Committee

(Please see Para No. 1.39 of Chapter-I)

CHAPTER - V

RECOMMENDATIONS/OBSERVATIONS IN RESPECT OF WHICH FINAL REPLIES
OF GOVERNMENT ARE STILL AWAITED

-Nil-

NEW DELHI
22 September, 2020
Bhadrapada 31, 1942 (saka)

GIRISH BHALCHANDRA BAPAT
Chairperson,
Committee on Estimates

Annexure -I (Revised) (annexed with OM No. 14062/08/2018-AIS-III dated 25.08.2020)

Average Expenditure on Salary of IAS Officers Based on in position Data as per Civil List, 2018

Current pay scale	No. of officers in the scale	Average Pay(Basic,DA-7+HRA-16+TPT,DA-7)	Total
10	757	109056	82555392
11	981	130089	127617309
12	737	150138	110651706
13	799	203643	162710757
14	880	225906	198797280
15	578	252597	146001066
17	368	284454	104679072
18	1	315204	315204
			933327786 (Per month)
			* 12 11199933432 (per annum)

ANNEXURE-II

Statement of Expenditure incurred on Salary and Allowances for AIS officers during last three years in respect of Ministries / Department of Govt. of India/ State Governments/ Union Territories
Ministries / Department of Govt. of India

Name of Ministry / Department/ State Govt.	Expenditure incurred on Salary and Allowances for AIS officers during last three years		
	2014-15	2015-16	2016-17
DOPT	Rs. 23783332/-	Rs. 21955990/-	Rs. 27109470/-
MHA	Rs. 4,48,24,049	Rs. 4,60,39,583	Rs. 4,61,88,168
MHA(IPS in CPOs/CAPFs)	Rs. 37,83,46,311/-	Rs. 42,83,71,090/-	Rs. 49,22,84,853/-
D/o ARPG	88.65 lakh	96.26 lakh	89.78 lakh
Vice President's Secretariat	-	-	-
Cabinet Secretariat	Rs. 23283497/-	Rs. 31326483	Rs. 40934218/-
PMO	Rs. 24402905/-	Rs. 24156425/-	Rs. 31943573/-
MEA	Rs. 5768183/-	Rs. 5322956/-	Rs. 10905544/-
CBI	Rs. 135351371/-	Rs. 129914552/-	Rs. 149610985/-
M/o Defence	Rs. 31111416/-	Rs. 35906657/-	Rs. 43884195/-
MOEF (Budgetary provisions for salary of IPS officers)	Rs. 13.11 Crore	Rs. 12.58 Crore	Rs. 13.63 Crore
M/o Corporate Affairs	Rs. 6781918/-	Rs. 8363829/-	Rs. 8624012/-
D/o Chemicals and Petrochemicals.	Rs. 5791219/-	Rs. 7015288/-	Rs. 9029785/-
UPSC	Rs. 1,68,80,421/-	Rs. 2,41,16,297/-	Rs. 3,13,19,465/-
M/o Culture	Rs. 93,53,074/-	Rs. 1,00,50,960/-	Rs. 99,83,102/-
D/o Industrial Policy & Promotion	Rs. 1,57,77,748/-	Rs. 1,74,25,863/-	Rs. 1,79,74,134/-
D/o Agriculture, Cooperation & Family Welfare	Rs. 2,81,13,608/-	Rs. 3,13,54,713/-	Rs. 4,02,54,208/-
D/o Space	Rs. 7,29,128/-	Rs. 18,40,120/-	Rs. 46,83,380/-
M/o Power	Rs. 1,57,96,167/-	Rs. 1,96,88,301/-	Rs. 4,57,05,701/-
D/o Consumer Affairs	Rs. 59,54,324/-	Rs. 51,85,985/-	Rs. 62,27,379/-
M/o Youth Affairs & Sports	Rs. 54,33,332/-	Rs. 96,57,612/-	Rs. 1,75,01,320/-
D/o Commerce	Rs. 3,28,57,872/-	Rs. 3,36,03,123/-	Rs. 4,31,09,351/-
M/o Human Resource	-	Rs. 2,00,91,316/-	Rs. 2,67,32,333/-

Development (Department of Higher Education)			
M/o Human Resource Development, (Department of School Education & Literacy)	-	Rs. 1,46,33,827/-	Rs. 1,59,43,773/-
D/o Food & Public Distribution	Rs. 2,07,59,115/-	Rs. 1,95,44,995/-	Rs. 2,40,59,997/-
M/o Drinking Water & Sanitation	-	Rs. 1,10,03,800/-	Rs. 1,19,81,524/-
D/o of Biotechnology	-	Rs. 30,61,173/-	Rs. 25,76,680/-
D/o Heavy Industry	Rs. 75,63,427/-	Rs. 79,09,054/-	Rs. 1,56,78,459/-
M/o Women & Child Development	-	Rs. 1,36,75,285/-	Rs. 1,83,14,270/-
D/o Agriculture Research & Education	-	Rs. 79,42,434/-	Rs. 81,69,402/-
CVC	Rs. 37,24,356/-	Rs. 36,59,409/-	Rs. 47,35,240/-
D/o Investment & Public Asset Management	-	Rs. 47,96,697/-	Rs. 49,54,616/-
Bureau of Civil Aviation, M/o Civil Aviation	Rs. 54,41,422/-	Rs. 47,10,300/-	Rs. 88,48,516/-
Secretariat, M/o Civil Aviation	Rs. 1,18,66,304/-	Rs. 1,18,14,285/-	Rs. 1,62,09,512/-
President's Secretariat	Rs. 35,23,693/-	Rs. 48,01,835/-	Rs. 54,71,582/-
M/o Food Processing Industries	Rs. 123.13 lakhs	Rs. 110.67 lakhs	Rs. 134.73 lakhs
D/o Rural Development, M/o Rural Development	Rs. 2,78.83,578/-	Rs. 2,78.84,634/-	Rs. 3,31,06,795/-
Ministry of Railways	-	Rs. 63,38,745/-	Rs. 73,60,632/-
D/o Animal Husbandry Dairying & Fisheries	-	Rs. 4,31,664/-	Rs. 6,73,828/-
D/o Social Justice & Empowerment, M/o Social Justice & Empowerment	Rs. 71,30,264/-	Rs. 79,21,374/-	Rs. 1,22,49,656/-
M/o Micro Small & Medium Enterprises	-	Rs. 52,88,715/-	Rs. 47,58,777/-
M/o AYUSH	-	Rs. 1,79,05,976/-	Rs. 1,99,31,265/-

D/o Justice	-	Rs. 41.39.459/-	Rs. 44.40.998/-
D/o Fertilizers. M/o Chemicals & Fertilizers	-	Rs. 99.36.462/-	Rs. 1.43.48,095/-
Department of Telecommunications	-	-	-
Department of Posts	-	-	-
D/o Pension & Pensioners' Welfare	-	Rs. 20.97,600/-	Rs. 28,35,600/-
M/o Petroleum & Natural Gas	-	Rs. 1,57,64.623/-	Rs. 1,96,48,487/-
M/o Science & Technology D/o of Science & Industrial Research	-	-	-
M/o Road Transport & Highways	-	-	-

State Governments/ Union Territories

	-	Rs. 15,512,365/-	Rs. 23,405,048/-
Government of Goa			
Govt. of Puducherry	Rs. 1.96,72,923/-	Rs. 2,22,75,392/-	Rs. 2,09,22,499/-
Government of Gujarat	-	Rs. 16,58,99,298/-	Rs. 18,72,91,303/-
Daman & Diu	Rs. 1,20,35,915/-	Rs. 1,18,88,012/-	Rs. 1,29,63,653/-
Govt. of Kerala	Rs. 3,38,06,874/-	Rs. 2,58,69,167/-	Rs. 2,65,46,853/-
Govt. of Meghalaya(Forest Dept.-IFS)	Rs. 14,70,28,246/-		
Govt. of Meghalaya(Personnel Dept.-IAS)	Rs. 8,21,15,273/-	Rs. 7,43,75,443/-	Rs. 9,46,66,313/-
Govt. of Maharashtra(IAS)	-	-	Rs. 36,02,45,464/-
Govt. of NCT of Delhi (IAS)	Rs. 19,42,66,280/-		
Government of Jharkhand		Rs 185.74 (Crore)	Rs 259.10 (Crore)
Government of West Bengal	-	-	-
Chandigarh	-	Rs 9,82,14,080/-	Rs 10,07,62,274/-
Government of Assam	-	Rs 49.90 (Crore)	Rs 38.26 (Crore)
Andaman & Nicobar	Rs. 618.72 lakh	Rs. 607.33 Lakh	Rs 551.60 Lakh

Govt. of Punjab

Rs.
11,32,88,054/- (Calendar
year-2015)

Rs. 295954485/-
(Calendar year-2016)

Govt. of Nagaland Rs 4,80,72,296/-

Annexure-III

Indian Administrative Service						
Sl No.	Cadre	last Cadre Review Carried out in year	SDP	Cadre Review Carried out in year	SDP After Cadre Review	Percentage Increase in SDP
1	Andhra Pradesh	2014	211	2017	239	13.27
2	AGMUT	2004	132	2010	183	38.64
3	Assam-Meghalaya	2008	135	2014	143	5.93
4	Bihar	2008	177	2014	186	5.08
5	Chhattisgarh	2010	97	2016	105	8.25
6	Gujarat	2006	142	2013	162	14.08
7	Haryana	2009	112	2010	112	0.00
8	Himachal Pradesh	2007	71	2012	80	12.68
9	Jammu & Kashmir	1994	61	2009	75	22.95
10	Jharkhand	2010	114	2015	117	2.63
11	Karnataka	2008	163	2014	171	4.91
12	Kerala	2007	116	2013	126	8.62
13	Madhya Pradesh	2011	227	2016	238	4.85
14	Maharashtra	2007	190	2015	196	3.16
15	Manipur	2013	60	2016	63	5.00
16	Nagaland	2010	50	2015	52	4.00
17	Odisha	2008	123	2014	129	4.88
18	Punjab	1998	105	2010	120	14.29
19	Rajasthan	2010	161	2016	170	5.59
20	Sikkim	2010	27	2015	27	0.00
21	Tamil Nadu	2008	193	2014	204	5.70
22	Telangana	2014	89	2016	114	28.09
23	Tripura	2013	53	2017	56	5.66
24	Uttarakhand	2010	66	2015	66	0.00
25	Uttar Pradesh	2010	321	2014	337	4.98
26	West Bengal	2012	195	2017	205	5.13

Annexure-IV

**Cadre Training Plan Courses
(2007-2018) (upto 30th November, 2018)**

Category	Year	No. of Courses	Training Weeks	No. Trainees
CSS-CTP	2007 – 2018	415	3028	14853
CSSS-CTP	2011 – 2018	118	413	4134

Number of CSS-CTP Courses Conducted (2007 to Nov. 2018)

Level	No. of Courses	Training Weeks	Trainee Population
Level 'A' [SSAs]	83	372	2715
Level 'B' [ASO]	75	375	2302
Level 'C' [SOs]	5	15	132
Level 'D' [SOs]	80	884	2289
Level 'E' [USs]	52	335	1538
Level 'F' [DSs]	12	36	349
ASODR [F]	78	949	4526
BTC- Asst./UDC	15	30	547
BTC- SOs	13	26	391
CSCS-MTS	2	6	64
Total	415	3028	14853

Number of CSSS-CTP Courses Conducted (Sep. 2011 to Nov. 2018)

Level	No. of Courses	Training Weeks	Trainee Population
SDR [F] 6 weeks (8 Weeks at present)	29	182	1300
Level-I [3 weeks]	10	30	291
Level-II [2 weeks]	35	70	1116
Level-III [3 weeks]	29	87	965

Level-I V [3 weeks]	12	38	409
CSSS-RTP [2 weeks]	3	6	53
Now renamed as Level-V (3 Weeks)			
Total	118	413	4134

**Group 'A' Officers
(2007 – 2018 upto November, 2018)**

Category	Year	No. of Courses	No. of Trainees
Calendar Courses	2007 – 2018	472	9984
Non-Calendar Courses	2007 – 2018	271	5072

Annexure-V

**National Training Policy (from 2008-2018)
(upto 30th November, 2018)**

Name of the Courses	2008 - 2018	
	No. of Courses	No. of Participants
National Training Policy	13	246

National Training Policy

Year	No. of Courses	No. of Participants
2008-2009	2	36
2009-2010	1	16
2010-2011	1	16
2012-2013	3	62
2013-2014	2	65
2015-2016	2	30
2016-2017	1	11
2017-2018	1	10
Total	13	246

Annexure-VI

**Foundation Training Courses
(2007 – 2018 upto November, 2018)**

Category	Year	No. of Courses	No. of Trainees
ASODR	2007 – 2018	78	4526
SDR	2007 – 2018	29	1300

Annexure-VII

Induction Training Programmes for Group 'A' Services

Sl. No. Name of Organisation/Service

1. Indian Cost Accounts Service(ICoAS)
2. Directorate General of Civil Aviation(DGCA)
3. Office of the Registrar General of India(ORGI)

Induction Training Component for Group 'A' Services

Sl. No. Name of Organisation/Service

1. Officer of NER States Secretariat Service
2. Indian Statistical Service(ISS)
3. Group "A" Officers of Indian Railways
4. Indian Revenue Service(IRS)
5. Indian Information Service(IIS)
6. Indian Railways Traffic Service (IRTS)
7. Nagaland Secretariat Service
8. Indian Defence Estate Service(IDES)
9. Indian Trade Service(ITS)
10. Indian Economic Service(IES)
11. Indian Revenue Service(IRS)
12. Indian Administrative Service(IAS)

Annexure-VIII

New Courses Introduced during 2008-2018

Sl. No.	Years	Name of Courses
1	2008-2009	Knowledge Management
2	2009-2010	Workshop on Emotional Intelligence Public Financial Management Right to Information Courses Problems of the Muslim Community
3	2010-2011	Creativity Reinvention Workshop on Preparing Cabinet Note Workshop on Assured Carrier Progression Computer Courses
4	2011-2012	Finance for Non-Financial Officers Workshop for Officers of Integrated Finance Division Backlog Courses for Section Officers/Assistants Workshop on Public Private Partnership Workshop on Outcome Budget
5	2012-2013	Workshop on Analysis of Financial Statements Workshop on Project Formulation and Appraisal Workshop on Financial Rules for Head of Department
6	2013-2014	CSSS-CTP Workshop on Project Management Evaluation System

		Workshop on Formulation of Budget
		Workshop on Income Tax
		Human Resource Management
7	2014-2015	Workshop on Financial Effect of Penalties
		Inter Personal Effectiveness – I & II
		Principles of Natural Justice
		Workshop on Citizen Centric Service Delivery Approach
8	2015-2016	Workshop on Liaison Officer (SC/ST)
		E-Governance
		Workshop for Internal Finance Officers
		Workshop on Sexual Harassment at Work place
9	2016-2017	Workshop on e-Procurement
		Workshop on Gender Budgeting
		Workshop on Big data Analytics (Basic & Advanced)
		Orientation Programme for Retiring Officials
		Workshop on e-Office
		Government e-Market Place
10	2017-2018	Workshop on Goods and service Tax
		Orientation Programme on GFR 2017
		Workshop on Swachh Bharat Abhiyan
		Workshop on Public procurement under GFR 2017
		MS Access
		MS-Excel (Advanced)
11	2018-2019	Special Workshop on Public Policy Formulation for

Government Officials

Workshop on Process from Policy to Legislation

Training Programme on Supervisory & Managerial Skills

Workshop on Strategic Planning

Orientation Training Programme on Drafting of Charge Sheet in Disciplinary Matters.

Workshop on Expenditure Finance Committee (EFC)/Standing Finance Committee(SFC)

Orientation Training Programme on Preventive Vigilance

Annexure-IX

SCHEME (CAPITAL)

(Rupees in Crores)				
Head	EFC allocation (Initially)	Allocation (as per RE)	Actual Expenditure	Physical Targets achieved
CAPITAL				
2012-13	2.95	8.00	8.00	100% of amount allocated
2013-14	46.57	23.16	23.16	do
2014-15	53.36	23.15	23.15	do
2015-16	43.40	19.05	19.05	do
2016-17	22.87	13.72	13.72	do
2017-18	21.84	19.00	13.63	Ongoing works

Works completed under 12th EFC Scheme (Capital)

1	Construction of Computer Hall and Quarter-group Halls on the footprints of Professor Block-II, LBSNAA, Mussoorie
2	Renovation of SA Auditorium
3	Reconstruction of old office structure next to the Director's office
4	Improvement of existing riding ground
5	Badminton court for Indira Bhawan
6	C/o Residential Accommodation for faculty Type-V-3 Nos. & 1 no Type-VI (JD Residence)
7	Up-gradation of buildings at Cosykot & Cozynook
8	C/o NGO Guest House upgradation
9	Solar water heating system in the hostel & Mess kitchen
10	Acquisition of Properties

SCHEME (REVENUE)

Head	EFC allocation (Initially)	Allocation (as per RE)	Actual Expenditure	Physical Targets achieved
REVENUE				
2012-13	5.68	2.00	2.00	100% of amount allocated
2013-14	27.09	10.40	10.38	do
2014-15	22.54	10.40	10.40	do
2015-16	17.84	14.85	14.85	do
2016-17	15.51	14.05	14.05	do
2017-18	15.91	11.00	8.16	Ongoing works

Works completed under 12th EFC Scheme (Revenue)

1	DG Set for Silverwood and Stapleton
2	Replacement/ enhancement capacity of sub-station at Indira Bhawan & Stapleton
3	Renovation of Indira Bhawan Old Hostel.
4	Upgradation of ground floor of Director's office
5	Purchase of Vehicles

*Figures up to 07.02.2018.

In respect of observations regarding allocation made during 2015-16 and 2016-17 not being commensurate to the proportional year wise EFC allocation, it is submitted that deviation from EFC figures was on account of :

1. Some of the projects were not taken up as they were found to have limited utility during subsequent cost benefit analysis. For example badminton court at Indra Bhawan Hostel, Solar water heating system in mess and hostels etc.
2. EFC figures were tentative year-wise cost estimates and some of the projects were completed at lesser cost than estimated due to competitive bidding and proper monitoring.

It is added here that the SFC approval of the ongoing projects/schemes in continuation of EFC was accorded vide DoPT letter dated 30.09.2017, as detailed below:

(Rupees in lakhs)

	2017-18	2018-19	2019-20	Total
CAPITAL	2184.30	2433.00	1976.57	6593.87
REVENUE	1591.29	873.00	866.00	3330.29
TOTAL	3775.59	3306.00	2842.57	9924.16

Therefore, 100% completion of the several sanctioned works was achieved during the 12th EFC. The works which have not been completed are being taken up and will be completed during the period 2017-18 to 2019-20 after having been approved by the SFC.

No. 13013/2/2016-AIS.I
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel & Training

North Block, New Delhi
Dated 05.09.2017.

OFFICE MEMORANDUM

Subject: Cadre Allocation Policy for the All India Services-IAS/IPS/IFoS – Reg.

The undersigned is directed to say that the Central Government, after consultation with State Governments, has revised the policy for cadre allotment for the All India Services-Indian Administrative Service (IAS)/Indian Police Service (IPS)/Indian Forest Service (IFoS)- as follows:

1. The Cadre Controlling Authorities, namely, the Department of Personnel and Training (DoPT) / Ministry of Home Affairs (MHA) / Ministry of Environment, Forests and Climate Change (MoEF&CC) shall determine the vacancies including the break-up into Unreserved (UR)/ Scheduled Caste (SC) / Scheduled Tribe (ST) / Other Backward Classes (OBC)/ Insider / Outsider vacancies for each of the cadres as per the established procedure.
2. The States/Joint Cadres shall be divided into the following five Zones:
 - i. Zone-I (AGMUT, Jammu and Kashmir, Himachal Pradesh, Uttarakhand, Punjab, Rajasthan and Haryana)
 - ii. Zone-II (Uttar Pradesh, Bihar, Jharkhand and Odisha)
 - iii. Zone-III (Gujarat, Maharashtra, Madhya Pradesh and Chhattisgarh)
 - iv. Zone-IV (West Bengal, Sikkim, Assam-Meghalaya, Manipur, Tripura and Nagaland)
 - v. Zone-V (Telangana, Andhra Pradesh, Karnataka, Tamil Nadu and Kerala)
3. The candidates shall first give their choice in the descending order of preference from amongst the various Zones. Thereafter the candidates will indicate one preference of

cadre from each preferred zone. The candidates will indicate their second cadre preference for every preferred zone thereafter. Similar process will continue till a preference for all the cadres is indicated by the candidate. It is to be noted that preference for the zones will remain in the same order and no change in the order of preference for the zones/ cadres will be permitted.

4. If a candidate does not give any preference for any of the Zones/Cadres, it will be presumed that he has no specific preference for those Zones/cadres. Accordingly, if he is not allocated to any one of the cadres for which he has indicated the preference, he shall be allotted along with other such candidates in the order of rank to any of the remaining cadres, arranged in an alphabetical order, in which there are vacancies in his category after allocation of all the candidates who can be allotted to cadres in accordance with their preference.

5. However a candidate claiming benefit of reservation under Physically Disabled quota shall have an additional option to indicate his preference (at the time of indicating preferences for various Zones and Cadres thereunder) for any one state/cadre (other than Home cadre) of his first preferred zone. In case he is found eligible as a Physically disabled candidate and accordingly he has been allocated to any of the All India Service, then he shall be allocated to that cadre as per the modalities explained in para 8.

6. A candidate shall be allotted to his Home cadre, on the basis of his merit, preference and vacancy available at his turn in his category. For allocation to Home cadre against an Insider vacancy, a candidate will be required to express his first preference to the Zone in which his Home cadre falls as well as first preference to the Home cadre within that relevant Zone, otherwise he shall not be considered for his Home cadre at all.

7. The mechanism for filling up of an Insider vacancy belonging to a particular category for which a candidate is not available shall be as following:

- (a) If an Unreserved candidate is not available to fill UR Insider vacancy, then it would be filled by an Insider ST candidate provided there is an ST Outsider vacancy available in that cadre to facilitate exchange. If ST Insider candidate is not available or ST Outsider vacancy is not available in that cadre, then the Unreserved vacancy

would be filled by Insider SC candidate with the same condition that there must be an Outsider SC vacancy to facilitate the exchange. If SC Insider candidate is also not available or SC Outsider vacancy is also not available in that cadre, then the Unreserved vacancy would be filled by Insider OBC candidate with the same condition that there must be an Outsider OBC vacancy to facilitate the exchange.

(b) Similarly, the Insider OBC vacancy, if not filled due to non-availability of Insider OBC candidate, then it would be first filled by an Insider ST candidate and then by an Insider SC candidate and then by an Insider Unreserved candidate with the same conditions *mutatis mutandis* as per para 7 (a) above.

(c) The Insider SC vacancy, if not filled due to non-availability of Insider SC candidate, then it would be first filled by an Insider ST candidate and then by an Insider OBC candidate and then by an Insider Unreserved candidate with the same conditions *mutatis mutandis* as per para 7 (a) above.

(d) The Insider ST vacancy, if not filled due to non-availability of an Insider ST candidate, then it would be first filled by an Insider SC candidate and then by an Insider OBC candidate and then by an Insider Unreserved candidate with the same conditions *mutatis mutandis* as per Para 7 (a) above.

Provided that in every such case listed in clause (a), (b), (c) and (d) above, if Insider-physically-disabled-candidate(s) of the relevant community is/are available, such physically disabled candidate (senior most in the merit list) shall be so adjusted. In other words, a physically disabled candidate would have a higher claim for being adjusted as compared with non-physically disabled candidates of his community.

8. The cadre allocation shall consist of three steps as follows:

(i) First, all those candidates who can be allocated against the Insider vacancies available in their category would be so allocated.

- (ii) Second, the candidates who are eligible for allocation to their Home cadre as per Para 7 above will be allocated first as per clause(s) of Para 7 above. Even after this exchange as per para 7 above, if an Insider vacancy cannot be filled, it would be converted to Outsider vacancy and filled as such and it would not be carried forward to next examination year.
- (iii) Finally, the allocation against Outsider vacancies (including the Outsider vacancies, which remained eventually unfilled after the allocation as per clause (i) and (ii) of para 8 above) would commence. Allocation against Outsider vacancies to candidates in respective categories shall be done in the following manner:
- (a) The first choice for the Cadre in the first preferred Zone would be considered in the order of merit.
 - (b) If the candidate does not get allocated to the 1st preferred Cadre of his 1st preferred Zone, then he would be considered for the first preferred cadre of his 2nd preferred Zone and so on till the 1st preferred cadre of the 5th preferred Zone.
 - (c) If the candidate does not get allocated to the 1st preferred cadre(s) of any Zone, then he would be considered for the 2nd preferred cadre of the 1st preferred Zone and so on.
 - (d) However, in this process, if the cadre for which allocation is being considered is the Home cadre of the candidate, then that preference for Home Cadre in the Zone would be ignored and would be considered for next zone. Notwithstanding this, however, if during the course of allocation against the Outsider vacancies as above a candidate is going to be allocated to his own Home cadre because there are no other vacancies left for allocation other than those in his Home cadre, an 'exchange' would be resorted to whereby the allocation of such candidate would be swapped with the cadre allotted to the first

candidate above him in the list whose Home state and allotted cadre are different.

Provided that at the time of allocating candidates as per para 8(iii) above, a Physically Disabled candidate (who could not be allocated to his Home Cadre) shall be considered only for his preferred cadre given as an additional option mentioned in para 5 above and if an outsider vacancy is available in that cadre in his category at his turn, he shall be allocated to that cadre. In case he could not be allocated to that cadre due to non availability of vacancy, then he shall be allocated to that cadre under the Outsider quota by creating an additional vacancy in that cadre. Consequent upon the application of this provision for the Physically Disabled candidates, if any cadre(s) is not getting requisite number of officers as per the determined vacancies, then their requirement for the additional officer(s) will be duly kept in mind while distributing the vacancies among various cadres for the subsequent Civil Services Examination.

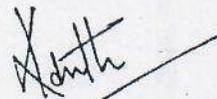
9. A reserved category candidate selected on general merit standards shall be eligible for allocation against the available unreserved vacancy as per his merit and preference. But if he cannot be allocated against such vacancy, for he is lower in rank as compared with other general category candidates, he shall be considered for allocation as per his merit and preference against the available vacancy of his category.

10 Allocation with reference to limited preference candidates shall be governed in accordance with the procedure outlined in para 4. Normally, limited preference candidates are assigned cadre in the end. However, policy also lays down allocation of such candidates in their respective category. Therefore, because of migration of general merit candidates to their own category, a situation may arise where both reserved category and general category vacancies are left unfilled. As general candidates cannot be allocated against reserved vacancies, it is mandatory to first allocate cadres to these general category limited (equal) preferences candidates. In order to ensure that adjustment of unallocated reserved category candidates does not result into higher ranked candidates being allocated to lower preferred cadre within a particular Zone vis-à-vis lower ranked candidates, it is stipulated that Cadre Controlling Authority (CCA) would:

- (a) pool together all reserved category candidates (except general merit candidates) who have been already allocated cadre plus unallocated reserved candidates;
- (b) pool together all the cadres allocated to reserved candidates against Outsider vacancies plus unutilized UR vacancies; and
- (c) thereafter, all reserved category candidates will be arranged according to their rank and cadres will be allocated keeping in view the provisions as mentioned in para 8 (iii).

11. The Cadre allocation exercise for the IAS shall be done as early as possible and before the commencement of the Foundation Course in the LBSNAA. The Cadre allocation exercise for the IPS/IFoS shall also be done immediately after the appointments have been made.

12. This cadre allocation policy issues in supersession of the existing cadre allocation policy and comes into effect with the Civil Services Examination – 2017/ Indian Forest Service Examination - 2017.



(Kavitha V. Padmanabhan)

Deputy Secretary to the Government of India

Telefax: 23092483

1. The Secretary, Ministry of Home Affairs, North Block, New Delhi,
2. The Secretary, Ministry of Environment, Forests & Climate Change, Indira Paryavaran Bhawan, Ali Ganj, Jor Bagh Road, New Delhi,
3. The Secretary, Union Public Service Commission, Dholpur House, Shahjahan Road, New Delhi.
4. The Chief Secretaries of All State Governments/Joint Secretary (UTs), Ministry of Home Affairs.

Copy for kind information to:-

1. Deputy Secretary(PMO) (Smt. Nandini Paliwal)

~~ANNEXURE~~
ANNEXURE - VI

Short term programmes

Institute	Programme
Harvard University, USA.	Leaders in Development: Managing Change in a Dynamic World
	Infrastructure in a Market Economy: Public - Private Partnerships in a Changing
	Senior Managers in Government
	Leading Successful Social programs: using Evidence to Assess Effectiveness
	Leadership for 21st Century: Chaos, Conflict and Courage
	Rethinking Financial inclusion
	Creating Collaborative Solutions
	Leadership Decision Making
	Leadership Decision Making
	Leadership for 21st Century: Chaos, Conflict and Courage
	Emerging Leaders
	Applying behavioral Insights to the design of Public Policy
	A Cutting Edge of Development Thinking Innovation in Economic Development
Duke University	Project Appraisal and Risk Management
	Tax Analysis and Revenue
	Budgeting & Financial Management in Public Sector
	Fiscal Decentralization and Local Government Financial Management
OPM -USA	Collaborative Potential Seminar
	Executive Development Seminar
Netherlands	Governance, Democratization and Public Policy
Geneva	Universalizing Socio-economic Security for the poor
Germany	WTO
IP3 Washington	Managing Global Governance
	Structuring and Negotiating Legal Agreements for PPP
	PPP Contract Procurement, Implementation
	Creating Anti-Corruption Measures to Improve Govt
London School of Economics	Legal Aspects of Project Finance Documenting, Drafting
	Public Sector management Governance
	Finance
	Managerial Accounting & Financial Control
	Bargaining and Negotiation: Interests, Information, Strategy and Power
ENA Paris	The Political economy public policy
	the International organisation: the Institutions Global governance
	Management in the Public Sector
AIT Bangkok	Fighting Corruption
	Local government
AIM Manila	Urban Environmental Management
	Leadership Development Programme for Public utility Managers in As Governance and Anti Corruption Eradication Strategy programme
	Basic Management Programme

RIPA, London	Improving Local Public Service Gender Mainstreaming
LKY Singapore	Essentials of Policy Development
Syracuse University, USA	Certificate Programame in Public Administration
	Certificate Programame in Public Administration
University of California, Berkeley	Certificate Programame in Public Policy
	Certificate Programame in Public Policy
Cambridge University. U.k.	Leadership & Strategic Thinking
	Leadership & Strategic Thinking
	Leadership & Strategic Thinking
University of California, Berkeley	Negotiations for Public Leaders
	Ethics and Governance
ANZSOG	Advance-leadership program
	Managing Complexities

Long Termprogrammes

University college London	MPA in Public Administration and Management
IDS, Sussex, U.K.	M A Development Studies
Syracuse University, USA	EMPA
University of Duke, USA	Master of International Development Policy
Minnesota, USA	Master in Public Administration
Netherlands	M. A in Public Policy and Management
Australian National University	Master in Public Policy
National University of Singapore, Singapore	1. Master in Public Management
	2. Master in Public Administration
AIM, Manila	Master in Development Management
London School of Economics, U.K	M.Sc in Public policy & administration
	M. Sc in Public Management and Governance
Princeton University, USA	Master in Public Policy (Direct Admissiion)
Harvard University, USA	Mason Programme (Direct Admissiion)
King's College, London, U.K.	M.A. in South Asia and Global Security
	M.Sc. In Public Services Policy & Management
University of Manchester, U.K.	M.Sc. in Global Urban Development
John Hopkins University, USA	Mater in Public Health (Direct Admissiion)
Oxford University, U.K.	Master in Public Policy (Direct Admissiion)
University of California, Berkeley, USA	EMPA
Cambridge University, U.K.	MPA (Direct Admissiion)
IACA, Viena, Austria	Masters in Anti Corruption Studies (Direct Admissiion)

Number of Participants of All India Services in In-Service Training Programme during last 5 years

Year	IAS	IPS	IFS
2017-18	332	23	34
2016-17	257	29	37
2015-16	251	7	9
2014-15	331	61	50
2013-14	386	19	25

Number of Participants of All India Services in Advanced Professional Programme in Public Administration (APPPA) during last 5 years

Year	IAS	IPS	IFS
43 rd APPPA 2017-18	3	1	1
42 nd APPPA 2016-17	2	2	0
41 st APPPA 2015-16	1	0	2
40 th APPPA 2014-15	1	2	2
39 th APPPA 2013-14	2	2	6

Expenditure incurred by DoP&T in respect of Officers of All India Services in Advanced Professional Programme in Public Administration (APPPA) & In-Service Training Programme during 2017-18

Sr. No.	Training Programme	Expenditure (Rs.)
1.	43 rd APPPA 2017-18	Rs. 19,60,000/-*
2.	In-Service Training 2017-18	Rs. 73,18,630/-#

* DoP&T is liable to pay the Course Fee in respect of IAS/CSS/CSSS Officers only.

DoP&T is liable to pay the Course Fee in respect of All Services Officers.

Number of Participants of All India Services in Long Term Domestic

Training Programme during last 5 years

[In respect of para 14]

Name of Programme & Batch with Year		IAS	IPS	IFoS	Total No. of AIS officers
1. PG-PPM at Indian Institute of Management, Bangalore					
12 th Batch	2013-14	1	1	0	2
13 th Batch	2014-15	0	0	0	0
14 th Batch	2015-16	1	0	2	3
15 th Batch	2016-17	0	0	0	0
16 th Batch	2017-18	2	3	0	5
2. PGD-PPM at Management Development Institute, Gurgaon					
7 th & 8 th Batch (Combined)	2013-14	0	1	1	2
9 th Batch	2014-15	1	0	1	2
10 th Batch	2015-16	0	0	0	0
11 th Batch	2017-18	0	0	0	0
3. PPP&SD at TERI University, New Delhi					
5 th Batch	2012-13	0	0	1	1
6 th Batch	2013-14	1	0	0	1
7 th Batch	2014-15	0	1	1	2
8 th Batch	2015-16	0	1	0	1
9 th Batch	2017-18	0	0	1	1
4. MPPP at Indian School of Business at Hyderabad/ Mohali					
1 st Batch	2015-16	4	1	0	5
2 nd Batch	2017-18	2	1	1	4
Total		12	9	8	29

Expenditure incurred by DoP&T in respect of Officers of All India Services in Long Term Domestic Training Programme during 2017-18
[In respect of Para 14]

Sr. No.	Name of Programme & Batch with Year		Expenditure in Rs.
1.	PG-PPM at Indian Institute of Management, Bangalore		Rs. 29,01,856/-
	16 th Batch	2017-18	
2.	PGD-PPM at Management Development Institute, Gurugram		No IAS Officer*
	11 th Batch	2017-18	
3.	PPP&SD at TERI University, New Delhi		No IAS Officer*
	9 th Batch	2017-18	
4.	MPPP at Indian School of Business at Hyderabad/ Mohali		Rs. 29,73,600/-
	2 nd Batch	2017-18	
Total			Rs. 58,75,456/-

* DoP&T is liable to pay the Course Fee in respect of IAS/CSS/CSSS Officers only.

**MINUTES OF 4th SITTING OF THE COMMITTEE ON ESTIMATES
(2020-21)**

The Committee sat on Monday, the 21st September, 2020 from 1200 hrs. to 1330 hrs. in Committee Room 'B', Parliament House Annexe, New Delhi.

PRESENT

Shri Girish Bhalchandra Bapat - Chairperson

Members

2. Kunwar Danish Ali
3. Shri Sudharshan Bhagat
4. Shri Ajay Bhatt
5. Shri P.P. Chaudhary
6. Shri P.C. Gaddigoudar
7. Shri Nihal Chand Chauhan
8. Shri Dharmendra Kumar Kashyap
9. Shri Mohanbhai Kalyanji Kundariya
10. Shri Dayanidhi Maran
11. Shri K. Muraleedharan
12. Dr. K.C. Patel
13. Col. Rajyavardhan Singh Rathore
14. Shri Rajiv Pratap Rudy
15. Shri Francisco Sardinha
16. Shri Prathap Simha
17. Smt. Sangeeta Kumari Singh Deo

SECRETARIAT

- | | | | |
|----|---------------------|---|---------------------|
| 1. | Dr. Kavita Prasad | - | Joint Secretary |
| 2. | Smt. B. Visala | - | Director |
| 3. | Smt. A. Jyothirmayi | - | Additional Director |
| 4. | Shri R.S. Negi | - | Deputy Secretary |

WITNESSES

- | | | | |
|----|-----|-----|-----|
| 1. | xxx | xxx | xxx |
| 2. | xxx | xxx | xxx |
| 3. | xxx | xxx | xxx |

2. At the outset, the Chairperson welcomed the Members to the sitting of the Committee and briefed them about the agenda of the sitting viz. (i) Consideration and adoption of the draft report(s) xxx xxx xxx

3. The Committee then took up for consideration and adoption of the following draft Reports:

(i) Action Taken Report on the Observations/Recommendations contained in the 26th Report (16th Lok Sabha) of the Committee on Estimates on the subject 'Estimates and Performance Review of All India Services' pertaining to Ministry of Personnel, Public Grievances & Pensions(Department of Personnel & Training);

- | | | | | | |
|-------|-----|-----|-----|-----|-----|
| (ii) | xxx | xxx | xxx | xxx | xxx |
| (iii) | xxx | xxx | xxx | xxx | xxx |

4. The Committee after due deliberations adopted the above 03 draft Action Reports without any modifications and authorised the Chairperson to finalize them in the light of the factual verification by the concerned Ministry and present the same to Lok Sabha.

- | | | | | | |
|----|-----|-----|-----|-----|-----|
| 5. | xxx | xxx | xxx | xxx | xxx |
| 6. | xxx | xxx | xxx | xxx | xxx |
| 7. | xxx | xxx | xxx | xxx | xxx |
| 8. | xxx | xxx | xxx | xxx | xxx |
| 9. | xxx | xxx | xxx | xxx | xxx |

The Committee, thereafter, adjourned.

**ANALYSIS OF THE ACTION TAKEN BY GOVERNMENT ON THE
RECOMMENDATIONS CONTAINED IN THE THIRD REPORT OF THE COMMITTEE
ON ESTIMATES (SEVENTEENTH LOK SABHA)**

(i)	Total number of observations/recommendations	23
(ii)	Observations/Recommendations which have been accepted by the Government (Sl. Nos. 1,6,10,11,13,14,18,19,22)	09
	Percentage of total recommendations	39.13%
(iii)	Observations/Recommendations which the Committee do not desire to pursue in view of the Government's reply (Sl Nos. 4,15,20,23)	04
	Percentage of total recommendations	17.39%
(iv)	Observations/Recommendations in respect of which Government's replies have not been accepted by the Committee (Sl. Nos. 2,3,5,7,8,9,12,16,17,21)	10
	Percentage of total recommendations	43.48%
(v)	Observations/Recommendations in respect of which final replies of Government is still awaited. (Sl. No.Nil)	Nil
	Percentage of total recommendations	Nil