

# PRESS RELEASE ON THE 160TH REPORT OF THE DEPARTMENT RELATED PARLIAMENTARY STANDING COMMITTEE ON PERSONNEL, PUBLIC GRIEVANCES, LAW AND JUSTICE

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The Department-related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice headed by **Shri Brij, MP, Rajya Sabha**, presented its One Hundred Sixtieth Report on the Demands for Grants (2026-27) of the Department of Personnel and Training (Ministry of Personnel Public Grievances and Pensions) to Rajya Sabha on 16<sup>th</sup> March, 2026 and laid it on the Table of Lok Sabha on 16<sup>th</sup> March, 2026.

While examining the Demands for Grants, the Committee has made an appraisal of the performance, programmes, policies of the Department of Personnel and Training vis-à-vis expenditure made out of Consolidated Fund of India in the current financial year during the meetings held on 17<sup>th</sup> and 18<sup>th</sup> February, 2026.

The Panel scrutinized the Demands for Grants thoroughly spanning over almost five hours with the Secretary, Department of Personnel & Training; Director, Central Bureau of Investigation; Secretary, Central Vigilance Commission; Principal Registrar, Central Administrative Tribunal; Joint Secretary, Lokpal; Additional Secretary, Central Information Commission; Secretary, Union Public Service Commission; Chairman, Staff Selection Commission; Chairman, National Recruitment Agency; Secretary, Public Enterprises Selection Board; Director, Lal Bahadur Shastri National Academy of Administration; Member (Admn.), Capacity Building Commission; Director, Institute of Secretariat Training & Management and Director General, Indian Institute of Public Administration. The Report was considered and adopted by the Committee on 12<sup>th</sup> March, 2026. Some recommendations/observations made by the Committee in this Report are enclosed. The entire Report is also available on <https://sansad.in/rs>

## KEY RECOMMENDATIONS/OBSERVATIONS

### 160<sup>th</sup> Report on Demands for Grants (2026-27) of the Department of Personnel and Training

#### OVERALL ASSESSMENT OF THE DEMANDS FOR GRANTS OF THE MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES AND PENSIONS

1. The Committee notes that during 2023-24 and 2024-25, Revised Estimates exceeded Budget Estimates by 13.0% and 10.6% respectively, yet actual expenditure fell short of the Revised Estimates by 5.43% and 2.59%. Further, in 2025-26, actual expenditure up to 31.01.2026 reflects a shortfall of 25.34% vis-à-vis the Revised Estimates. At the same time, the Budget Estimates approved by the Ministry of Finance have ranged between 60.32% and 84.26% of

the projected outlays over the last five years. The Committee, therefore, recommends that the Ministry undertake a comprehensive review of its budget formulation and expenditure management processes. The Committee is also of the view that greater realism in projections and improved execution discipline would enhance fiscal credibility and strengthen the Ministry's case during pre-budget consultations.

(Para 2.9)

2. The Committee notes that the performance of the three Departments of the Ministry of Personnel, Public Grievances and Pensions on the fiscal front needs to be improved. While DoPT has utilized only 75% of the funds allocated to it till 31<sup>st</sup> January 2026, DARPG and DPPW are lagging far behind. As per the guidelines issued by the Ministry of Finance, expenditure in the last quarter of the financial year should ordinarily not exceed 33 per cent of the total Budget Estimates, and expenditure during the month of March should not exceed 15 per cent of the total Budget Estimates. In this context, the Committee emphasizes that the Department(s) must ensure that expenditure during the remaining months of the financial year is planned and paced in a manner consistent with these prescribed norms.

(Para 2.15)

3. The Committee notes that the average rate of expenditure across attached and subordinate offices stands at approximately 73.45 per cent as on 31 January 2026. Considering that ten months of the financial year have elapsed, this reflects a slower-than-desirable pace of expenditure. The Committee further observes considerable variation in utilisation levels across organisations. In particular, the Staff Selection Commission (50.45 per cent) and the Institute of Secretariat Training and Management (56 per cent) have recorded utilisation levels significantly below the desirable benchmark, with substantial unspent balances remaining.

(Para 2.18)

4. The case of the Staff Selection Commission (SSC) warrants specific attention. Despite receiving additional funds at the Revised Estimates 2025-26 stage (from ₹515.15 crore (BE) to ₹548.50 crore (RE)), only 50.45 per cent of the funds have been utilized as on 31 January 2026, leaving an unspent balance of ₹271.79 crore. Furthermore, for 2026-27, SSC projected a substantially higher outlay of ₹719.13 crore, whereas the approved Budget Estimate stands at ₹525.20 crore (73.04 per cent of projection).

(Para 2.19)

5. The Committee believes that projections must be firmly aligned with the expenditure trends and the ability of the organization to utilize the funds within the financial year. The Committee, therefore, recommends that the Department should strengthen quarterly expenditure system monitoring and ensure strict adherence to the Ministry of Finance guidelines regarding even pacing of expenditure. The average utilization across organizations stands at 73.45 per cent as on 31 January 2026, with certain organizations such as the Staff Selection Commission (50.45 per cent) and the Institute of Secretariat Training and Management (56.00 per cent) exhibiting particularly low expenditure levels. At the same time, at the Budget Estimates stage for 2026-27, organizations such as Lokpal received only 20.24 per cent of their projected outlay, while ISTM and LBSNAA received 48.47 per cent and 52.68 per cent respectively. The Committee is of the view that closer alignment between projections, Revised Estimates and actual utilization is essential. Upward revisions at the Revised Estimates stage without proportionate expenditure, as seen in the case of SSC, may weaken fiscal credibility and adversely impact future allocation decisions.

(Para 2.21)

6. The Committee notes that under the Scheme component, the allocation at BE 2026-27 (₹298.51 crore) represents an increase of ₹17.50 crore over RE 2025-26 (₹281.01 crore), though it remains lower than BE 2025-26 (₹383.46 crore). Under the Non-Scheme component, BE 2026-27 (₹2308.94 crore) reflects an increase of ₹64.88 crore over RE 2025-26 (₹2244.06

crore) and an increase of ₹35.94 crore over BE 2025-26 (₹2273.00 crore). The Committee notes that while there has been some recovery over the Revised Estimates stage, the approved allocations continue to remain below the projected outlays, indicating cautious approval by the Ministry of Finance. (Para 2.24)

7. While the Committee takes note of the expanded scope of the Training for All (TFA) scheme, it observes that the allocation has increased from ₹26.16 crore at RE 2025-26 to ₹52.20 crore at BE 2026-27, representing an enhancement of ₹26.04 crore (nearly 100 per cent). In view of this substantial increase and the restructuring of scheme components, the Committee recommends that the Ministry should closely monitor quarterly expenditure during 2026-27 so as to ensure that the enhanced financial provision translates into measurable training outcomes and does not result in uneven or year-end concentration of expenditure.

(Para 2.29)

8. In view of the fact that NPCSCB – Mission Karmayogi accounts for 42 per cent of the total scheme allocation in BE 2026-27, the Committee emphasizes the need for rigorous financial and physical monitoring of the scheme. While the revenue component recorded a utilization of approximately 69.96 per cent during 2025-26 (up to 31 January 2026), the capital component remains significantly under-utilised at only 15.09 per cent of the Revised Estimates. Given that the scheme has been allocated ₹125.35 crore (Revenue) and ₹0.65 crore (Capital) in BE 2026-27, the Committee is of the view that improved quarterly pacing of expenditure, particularly under the capital component, is essential to ensure that the enhanced allocation translates into tangible capacity-building outcomes and does not result in year-end concentration or spill-over liabilities. (Para 2.31)

9. While taking note of the Ministry's clarification, the Committee emphasizes the need for timely completion of DPR (Delayed Project Report) processes for the construction of the Bilaspur Circuit Bench building and recommends stronger coordination with executing agencies such as CPWD to avoid spill-over and under-utilization of capital funds. The Committee also recommends that progress of other ongoing construction and renovation works at Lucknow and Guwahati benches be monitored through quarterly physical and financial review mechanisms to ensure timely completion and optimal utilization of allocated funds. (Para 2.39)

10. Furthermore, in view of the directions of the Hon'ble Supreme Court to establish hybrid case hearing systems across all benches, the Committee recommends that adequate budget provisioning and phased implementation planning be ensured so that strengthening of digital infrastructure does not suffer due to reduced capital allocations. (Para 2.40)

11. The Committee holds the view that such deviations could have been anticipated, particularly in view of the fact that the Commission operates on a defined examination calendar and recurrent operational patterns. The repeated excess over both BE and RE over three consecutive years, from 2022-23 to 2024-25, indicates shortcomings in budget forecasting and expenditure planning. The Committee, therefore, recommends that a more realistic and data-driven budgeting framework must be adopted, incorporating examination schedules, historical expenditure trends and liability projections, so as to avoid mismatch in the subsequent financial years. (Para 2.45)

12. The Committee observes that the actual expenditure exceeded both the Budget Estimates and the Revised Estimates during three consecutive financial years from 2022-23 to 2024-25. In 2022-23, 2023-24 and 2024-25, the actual expenditure exceeded the Revised Estimates by ₹29.16 crore, ₹4.29 crore and ₹7.37 crore respectively (Actual: ₹871.12 crore against RE: ₹841.96 crore; ₹863.80 crore against RE: ₹859.51 crore; and ₹943.25 crore against RE:

₹935.88 crore). The Ministry has submitted that the RE ceilings communicated by the Ministry of Finance were lower than the projections submitted at the pre-budget stage and that additional funds were required to meet pending liabilities of the organization.

(Para 2.50)

13. The Committee observes that the recurring excess of expenditure over both BE and RE over multiple years suggests the need for strengthening budget forecasting and liability assessment mechanisms. The Committee, therefore, recommends that a more realistic and forward-looking budgeting framework may be adopted, incorporating anticipated operational requirements, committed liabilities and historical expenditure trends, so as to minimize deviations and enhance budget credibility in future financial years. (Para 2.51)

14. The Committee has been informed about the discontinuation of the Scheme 'Improvement of infrastructure and upgradation of Essential Facilities at LBSNAA' and consequently, no allocation in BE 2026-27 has been made. In this regard, the Committee seeks to know the alternate mechanism or scheme under which infrastructure expansion and upgradation activities at LBSNAA will now be undertaken. Considering that LBSNAA is a premier training institution and that infrastructure modernization and capacity augmentation are ongoing requirements, the Committee would like to be apprised whether these activities have been subsumed under any other head or restructured into a new framework.

(Para 2.62)

15. In response to a query regarding 57.87 per cent of the funds remaining unutilized under the scheme, the Department attributed the shortfall to pending litigation regarding transplantation of trees at the project site and the enforcement of GRAP (Graded Response Action Plan) restrictions in Delhi. While taking note of the explanation furnished, the Committee observes that GRAP-related restrictions have become a recurrent feature in the National Capital Region and should be factored into project planning and execution timelines. The Committee recommends that infrastructure projects of this nature be supported by comprehensive risk assessment, timely regulatory clearances and advance coordination with concerned authorities so as to minimize delays and avoid substantial under-utilization of capital funds. (Para 2.66)

16. The Committee notes that expenditure under the head 'Extension Work and Capacity Building' has remained modest over the past two financial years. In 2024-25, actual expenditure was ₹0.29 crore, and in 2025-26, expenditure as on 31 January 2026 is ₹0.46 crore against a Revised Estimate of ₹0.76 crore. While the overall budgetary position of the Central Vigilance Commission appears stable, the relatively low allocation and utilization under the capacity-building component merit attention, particularly in view of the Commission's preventive vigilance mandate. The Committee recommends that the Commission accord greater priority to outreach, awareness and capacity-building initiatives so as to strengthen institutional vigilance mechanisms across departments and public sector entities.

(Para 2.79)

17. While analyzing the Detailed Demands for Grants of UPSC, the Committee observed that a provision of ₹11.3950 crore has been made in BE 2026-27 on account of hiring of additional office accommodation, thereby creating a new recurring liability. The Commission attributed the expenditure to space constraints within its existing campus and the non-availability of suitable Government accommodation. The Committee also notes that the issue of restoration of land earlier transferred temporarily to the Ministry of Defence and the request for additional land from the Ministry of Housing and Urban Affairs (MoHUA) remain unresolved. The Committee is of the view that continued reliance on rented premises may not constitute a sustainable long-term solution. The Committee, therefore, recommends that UPSC, in coordination with the Ministry, actively pursue the matter with the Ministry of

Defence and MoHUA for restoration or allotment of adequate land seeking permanent infrastructure augmentation so as to avoid recurring rental expenditure in future.

(Para 2.83)

## **PERSONNEL MANAGEMENT**

18. The Committee is of the view that persistent shortage continues to adversely affect administrative capacity at the Centre and in the States, particularly at the field-level positions where timely decision-making and policy implementation are critical.

(Para 3.5)

19. The Committee, therefore, urges the Department of Personnel and Training (DoPT) to immediately prioritize filling the 25% vacancies in the AGMUT cadre, considering its unique administrative spread across multiple Union Territories and the National Capital Territory. Moreover, the Committee feels that there is a need to formulate a special filling strategy for North-Eastern and smaller cadres such as Nagaland, Manipur, Tripura and Sikkim, where percentage shortages are disproportionately high.

(Para 3.6)

20. Against this backdrop, the Committee notes with concern that despite repeated assurances that the Chandramouli Committee's report is under consideration in the DoPT, no concrete decision, roadmap, or timeline has been communicated to the Committee so far. The absence of any time-bound goals with measurable progress in this regard reflects a lack of urgency in addressing a structural issue that has direct implications for governance, service delivery, and institutional effectiveness.

(Para 3.10)

21. The Committee, therefore, reiterates its earlier recommendations made in the 126<sup>th</sup> and 145<sup>th</sup> Reports that the DoPT finalise its decision on the Chandramouli Committee's recommendations within a clearly defined timeframe and communicate the same to the Committee. At the policy level, the Committee recommends that annual intake planning of Direct Recruit IAS officers should follow a data-driven mechanism, and the projected intake should be aligned with cadre-wise projected retirement data, anticipated attrition and administrative requirements.

(Para 3.11)

22. The Committee, therefore, recommends that the DoPT examine the feasibility of institutionalising a structured 360-degree review mechanism, for empanelment of Joint Secretary and other higher posts drawn from services other than the IAS. Such an approach would promote parity in evaluation standards across services, strengthen merit-based selection at senior levels, and enhance confidence in the objectivity and robustness of the empanelment process.

(Para 3.15)

23. The Committee is of the view that personnel management must extend beyond recruitment and cadre strength to encompass the holistic well-being and sustainability of the administrative workforce. The Committee recommends that the Department of Personnel & Training, in consultation with cadre controlling authorities and State Governments, develop a structured framework for officer well-being, including institutionalized mental health/counseling support mechanisms, periodic monitoring of prolonged additional charge assignments, reasonable tenure stability as against frequent transfers, integration of stress-management modules under Mission Karmayogi, and consider annual well-being surveys to identify systemic stress factors. The Committee believes that proactive attention to officer



well-being will enhance administrative effectiveness, reduce burnout risks and contribute to better governance outcomes. (Para 3.17)

24. The Committee recommends that DoPT, in coordination with relevant Ministries and Departments, take the lead in developing a comprehensive Government-wide framework for the ethical, secure and accountable use of Artificial Intelligence in public administration. Such a framework should clearly define safeguards for data protection and confidentiality, ensure proper record-keeping of AI-assisted actions, and retain final decision-making authority with designated human officers. This is particularly important as AI tools across Ministries may handle varied and sensitive categories of data, including personnel, financial, regulatory and citizen-related information. (Para 3.20)
25. The Committee further recommends that the use of AI tools for official purposes be governed through centrally approved enterprise-level agreements with service providers, including Large Language Model (LLM) platforms, so as to ensure confidentiality of Government data, compliance with national data protection and security standards, and clear contractual safeguards regarding data storage, processing and access. (Para 3.21)
26. The Committee further recommends that AI-enabled systems adopted by Ministries adhere to robust information security protocols and confidentiality safeguards, particularly in handling service records, vigilance matters, performance data, financial transactions and other sensitive government information. (Para 3.22)
27. The Committee also emphasizes the need to expand AI literacy and responsible-use training across all levels of government, particularly for dealing hands and lower-level staff who routinely process official data, so that technological adoption is accompanied by awareness of ethical boundaries, confidentiality obligations and cyber-security safeguards. (Para 3.23)

## **RECRUITMENT INSTITUTIONS**

28. The Committee welcomes this development as a step towards enhancing transparency, fairness and candidate confidence in the examination process. However, the Committee desires to be apprised of the detailed modalities framed by the Union Public Service Commission, pertaining to the timeline for publication of the provisional answer key after the Preliminary Examination; the mechanism and time window for submission of objections by candidates; and the process for examination and disposal of such objections. The Committee may also be informed whether the final answer key along with a reasoned clarification on accepted/rejected objections will also be placed in the public domain. (Para 4.4)
29. The Committee recognizes the importance of assessing analytical ability, comprehension and decision-making skills in prospective civil servants. At the same time, the Committee is of the view that the Preliminary Examination should ensure a level-playing field for candidates from varied academic streams. Although the CSAT paper is qualifying in nature, the Committee recommends that the Union Public Service Commission undertake a comprehensive review to rationalize the CSAT component, including its syllabus and level of difficulty, so as to assess its impact across different academic backgrounds. The review may be supported by empirical analysis of candidate performance patterns to ensure that the examination continues to uphold principles of fairness, inclusivity and equal opportunity. (Para 4.6)
30. The Committee considers any that misuse of PwBD or EWS certificates in recruitment is a matter of serious concern, as it undermines the principles of equity, transparency and fairness

that underpin public employment. The Committee, therefore, recommends that the Department of Personnel and Training, in consultation with UPSC and other recruiting agencies, strengthen verification mechanisms for PwBD and EWS certificates at appropriate stages of the recruitment process. The Committee further recommends that technology-enabled verification systems, including advanced digital scrutiny tools where feasible, be explored to detect forged or manipulated certificates in a timely manner. Such measures may include digital validation, systematic cross-verification with issuing authorities, and close coordination with the State Governments and competent certification bodies.

(Para 4.8)

31. The Committee notes the position explained by the Union Public Service Commission. While recognising the constitutional requirement of laying the Reports before Parliament, the Committee emphasises that timely finalisation and presentation of Annual Reports is essential for ensuring transparency and accountability. The Committee, therefore, recommends that the Commission adhere to a definite timeline for preparation and laying of its Annual Reports and avoid undue delays in future.

(Para 4.10)

32. The Committee notes that the matter remains under examination and that no specific timeline has yet been indicated for implementation of the reforms. While recognizing that the Baswan Committee's recommendations have broad policy implications, the Committee opines that prolonged consideration without indicative timelines may delay necessary reforms in a critical national recruitment process. The Committee, therefore, reiterates its earlier recommendation that a structured and phased implementation roadmap be prepared, identifying reforms that may be taken up in the short term and those requiring wider consultation, and that the Committee be apprised of the progress made in this regard.

(Para 4.14)

33. The Committee is pleased to note that 292 organizations have registered on the PRATIBHA SETU Portal. However, it also observes that employers are not regularly updating the status of selected candidates on the portal. While welcoming the outreach efforts undertaken by UPSC, the Committee recommends that a structured monitoring mechanism be put in place to ensure regular updating by registered organizations and to assess the actual placement outcomes under the Scheme. The Committee further recommends that periodic feedback be obtained from participating organizations as well as candidates to evaluate the effectiveness and impact of the initiative. An annual performance review of the Portal, including data on registrations, placements and feedback received, may also be incorporated in the Commission's Annual Report.

(Para 4.16)

34. The Committee, therefore, recommends that the Staff Selection Commission expeditiously finalize and implement a structured sliding mechanism /counseling system with clearly defined timelines so that reported vacancies are optimally utilized within the same recruitment cycle. Moreover, the Committee recommends that SSC examine the feasibility of maintaining a reserve/waiting list on the lines of the Union Public Service Commission (UPSC), so that vacancies arising due to non-joining or withdrawal can be promptly filled without waiting for the next examination cycle.

(Para 4.19)

35. The Committee feels that SSC being a premier national recruiting agency, must ensure that its recruitment processes do not, even inadvertently, lead to regional concentration in recruitment outcomes. The Commission must conduct an analytical study to examine whether structural factors, such as awareness levels, access to coaching, digital infrastructure, language barriers, or examination centre distribution, are contributing to regional disparities. The Committee further recommends to formulate a targeted outreach strategy for

underrepresented regions, particularly the North-East, tribal districts, rural areas and Aspirational Districts, including awareness campaigns in local languages, and increasing presence of examination centres in remote areas.

**(Para 4.21)**

36. The Committee, therefore, recommends that National Recruitment Agency (NRA) adhere to the proposed three-month timeline and furnish a clear implementation schedule indicating key milestones. Once SSC, RRBs and IBPS are on boarded, other Central Public Examination Authorities should be brought onto the Unified One-Time Registration (UOTR) platform in a time-bound and phased manner to ensure uniform adoption. The Committee also emphasizes that robust data security and audit safeguards must be ensured prior to full-scale rollout.

**(Para 4.25)**

37. The Committee, therefore, recommends that NRA finalize and notify uniform Computer-Based Test (CBT) standards and technical protocols within a defined timeframe. Moreover, prior to nationwide rollout, NRA should undertake a comprehensive capacity assessment of examination infrastructure and adopt a phased implementation strategy based on logistical readiness. The Committee further recommends that a preparedness assessment be conducted before commencement of the first full-scale Common Eligibility Test (CET) cycle.

**(Para 4.28)**

38. The Committee opines that the concerned Department must examine the adequacy of sanctioned and functional manpower in NRA in view of its expanding mandate. Key leadership positions should be filled on a full-time basis to ensure institutional stability and accountability. A realistic manpower augmentation plan be prepared before full-scale rollout of Common Eligibility Test (CET) and Unified One-Time Registration (UOTR) is achieved.

**(Para 4.30)**

39. Accordingly, the Committee recommends that Public Enterprises Selection Board (PESB) should set timelines for each stage of the selection process, including vigilance clearance and scheduling of meetings. In terms of the foreseen vacancies, the pre-advertisement processes, particularly timely submission and finalization of job descriptions, can be streamlined in coordination with Administrative Ministries. Advance action for foreseen vacancies will ensure that candidate recommendations are made well before vacancy occurrence, thereby making the process efficient.

**(Para 4.34)**

40. The Committee recommends that PESB maintain a comprehensive vacancy tracking dashboard reflecting existing, anticipated and pipeline vacancies, to be periodically reviewed in consultation with Administrative Ministries. The Committee further recommends that in cases where selection meetings conclude without recommendation, the reasons thereof, including inadequacy of applicant pool, restrictive eligibility conditions, or non-availability of suitable candidates, be systematically analyzed. Moreover, such posts should be re-advertised within a defined timeframe to prevent prolonged vacancies and ensure continuity of leadership in Central Public Sector Enterprises (CPSEs).

**(Para 4.38)**

## **TRAINING INSTITUTIONS**

41. The Committee, therefore, recommends that all vacant faculty posts, particularly in areas such as Law, Management, Economics, Social Management, and Hindi & Regional Languages, be filled in a time-bound manner to ensure academic depth, continuity and training quality. The Committee further recommends that the Lal Bahadur Shastri National



Academy of Administration (LBSNAA) undertake a structured cadre review to assess whether the existing sanctioned strength adequately reflects its expanding mandate under Mission Karmayogi, especially in emerging domains such as digital governance, artificial intelligence, climate policy, and public finance which may require domain experts.

**(Para 5.3)**

42. To strengthen the service ethos amongst civil servants, the Committee recommends that LBSNAA should systematically integrate modules on seva-bhav and ‘frequency matching’ with citizens, into the Foundation Course, district training and mid-career programmes, with specific practical exercises on dealing empathetically with common people, especially the poor, elderly, farmers and vulnerable groups. **(Para 5.5)**

43. In this regard, the Committee recommends that LBSNAA institutionalize regular, case-based teaching drawn from the Constitution of India, the Constituent Assembly Debates and important Parliamentary and Legislative debates to deepen officers’ appreciation of constitutional values and the role of elected representatives. The Committee further recommends that political representatives, including Members of Parliament, may be invited, to interact with officer trainees as part of the training curriculum. In particular, during district and field training, officer trainees should be encouraged to formally engage with the local MLA/MP following due protocol, and understand their perspectives and developmental priorities. Such measures would enrich the training experience, bridge institutional gaps, and bring civil services training closer to democratic ground realities.

**(Para 5.7)**

44. The Committee recommends that Institute of Secretariat Training and Management (ISTM) consolidate, document and periodically assess the impact of innovations such as Panch Pranali and role visualization with measurable outcomes. Based on such assessment, these approaches may be systematically mainstreamed in relevant foundational and in-service courses to strengthen officers’ competency and preparedness for higher responsibilities.

**(Para 5.10)**

45. The Committee, therefore, recommends that Indian Institute of Public Administration (IIPA), in consultation with LBSNAA, ISTM and CBC, clearly define and formalize its niche areas of focus, such as advanced public policy, professional programmes like Advance Professional Programme in Public Administration (APPPA), urban governance, climate-smart governance, and applied public administration research, so as to reduce unnecessary overlap in training domains, ensuring distinct value addition and greater institutional synergy under Mission Karmayogi. **(Para 5.14)**

46. The Committee, therefore recommends that Capacity Building Commission prioritize expansion of capacity-building initiatives to all remaining States and Union Territories, with special focus on large States such as Uttar Pradesh and the North-Eastern States, which are not yet fully covered. The Committee further recommends that pilot initiatives relating to Urban Local Bodies and Panchayats be scaled up in a phased but time-bound manner, ensuring that capacity-building frameworks are uniformly rolled out across States, including smaller municipalities and rural local bodies. CBC may prepare a clear pan-India roadmap with defined timelines, priority sectors and measurable milestones to ensure nationwide coverage and systematic strengthening of grassroots governance under Mission Karmayogi.

**(Para 5.18)**

47. The Committee, therefore, recommends that the Capacity Building Commission should undertake a structured impact assessment of major training programmes delivered through the iGOT platform vis-à-vis those conducted through physical, in-person training modes, so as

to evaluate their relative effectiveness in improving competencies and workplace outcomes. The study should also incorporate measurable indicators relating to functional efficiency, behavioural competencies, quality of decision-making, citizen satisfaction, and service delivery timelines. The findings of such assessments may be analyzed periodically by the Commission to ensure that capacity building efforts translate into demonstrable governance outcomes beyond numerical enrolments and course completion statistics.

(Para 5.20)

## **INTEGRITY, VIGILANCE, TRANSPARENCY AND SERVICE MATTERS**

48. The Committee notes that one of the major reasons for vacancies under the Direct Recruitment quota in Central Bureau of Investigation (CBI) is that certain candidates recommended by UPSC and SSC do not ultimately join the organisation, resulting in persistent shortfalls. The Committee is of the view that such avoidable vacancies should not be allowed to spill over and affect operational efficiency. The Committee, therefore, recommends that a system of maintaining a reserve panel/waitlist, in consultation with the recruiting agencies, may be institutionalised so that vacancies arising due to this phenomenon can be filled in a time-bound manner without initiating a fresh recruitment cycle.

(Para 6.3)

49. The Committee recommends that a detailed root cause analysis be undertaken to examine the reasons for attrition in the Sub-Inspector (SI) cadre, including issues relating to workload, career progression, working conditions, transfers, training, and inter-organisational mobility. Based on such analysis, appropriate corrective measures may be introduced to enhance retention and morale.

(Para 6.5)

50. However, the Committee observes that the core issue underlying its earlier recommendations made in the 122<sup>nd</sup>, 126<sup>th</sup> and 145<sup>th</sup> Reports, such as, structured and systematic public disclosure of consolidated case statistics and publication of the CBI's Annual Report in the public domain, remains unaddressed. While selective updates are posted on the website, these do not substitute for comprehensive, periodic statistical disclosures that would enable meaningful public understanding of pendency, disposal rates, conviction rates and category-wise case status.

(Para 6.8)

51. In a bid to strengthen institutional accountability, the Committee reiterates its earlier recommendation that the CBI should place its Annual Report in the public domain with appropriate safeguards for classified or sensitive information; and develop a comprehensive framework for periodic publication of consolidated and non-sensitive case statistics, including data on registration, pendency, disposal and conviction rates. Moreover, a clear timeline be indicated for the public interface of the Centralized Case Management System. (Para 6.9)

52. The Committee is of the view that specialized courts dealing with CBI cases require stability and judicial continuity to ensure timely adjudication and effective prosecution. The Committee, therefore, recommends that the Department, in consultation with concerned High Courts, explore the feasibility of ensuring a reasonable and fixed tenure for judicial officers posted to CBI-designated Courts. The Committee further recommends that junior and mid-level judges may be posted to such Courts for an adequate duration so as to ensure continuity and development of domain expertise.

(Para 6.11)

53. The Committee recommends that the CBI, in coordination with the Ministry of Home Affairs and State Governments, undertake targeted public awareness campaigns, particularly in

regional languages and through platforms accessible to senior citizens, clarifying that the Bureau does not demand money or conduct investigations through unofficial digital channels. The Committee further recommends strengthening rapid-response mechanisms in coordination with banks and digital payment platforms to enable immediate freezing of suspected fraudulent transactions. Moreover, the Committee underscores the need for enhancing inter-agency coordination to dismantle organized cyber fraud networks impersonating public officials, and continuously upgrading the capacity of investigating officers in emerging cybercrime domains, including digital forensics and crypto currency-related offences. (Para 6.13)

54. The Committee notes that there are delays in prosecution sanction and recommends that the Central Vigilance Commission (CVC), in coordination with Department of Personnel and Training (DoPT) and Ministry of Electronics and Information Technology (MeitY), provide an updated status on the proposed Centralized Digital Case Repository. The Committee may be apprised of the present status of consultations with MeitY regarding integration with DigiLocker or any alternative digital repository system. Further, the Committee desires that a clear timeline be indicated for full operationalization of a digital tracking and repository mechanism to ensure expeditious and transparent disposal of prosecution sanction cases. (Para 6.17)

55. The Committee recommends that the Central Vigilance Commission (CVC), in exercise of its supervisory and review functions, furnish consolidated stage-wise data for the last three years indicating the average time taken at key stages of vigilance processing, including investigation, reference to the Commission, consideration of advice, and issuance of final orders, based on information available with it or received from Ministries/Departments. The Commission may also indicate the number of cases pending beyond the timelines prescribed in the Vigilance Manual at stages that require its review or advisory intervention. Such data would enable a clearer understanding of systemic delays and trends in vigilance administration. (Para 6.21)

56. The Committee is pleased to note that the Central Vigilance Commission has developed the Vigilance Case Management System (VCMS) to monitor receipt, disposal and implementation of its advice. The Committee recommends the VCMS may be further leveraged to incorporate comprehensive stage-wise tracking of cases from the stage of complaint and investigation at the departmental level through inquiry, Commission advice and final disposal, with automated flagging of cases pending beyond the timelines prescribed in the Vigilance Manual. Periodic analytical reports may be generated from the system to identify recurring bottlenecks across Ministries and organizations. Such enhanced monitoring would help detect systemic delays early and promote compliance with the timelines prescribed in the Vigilance Manual. (Para 6.22)

57. The Committee recommends that the Central Vigilance Commission, in consultation with the concerned Ministries and regulatory authorities, undertake a structured review of these gaps and issue appropriate advisories to promote greater uniformity in vigilance frameworks across CPSEs, banks, insurance companies and their subsidiaries. Particular attention may be given to ensuring structured vigilance set-ups in JVs/SPVs and subsidiaries, harmonisation of provisions relating to action against retired employees, and standardisation of service regulations dealing with composite cases, so as to strengthen consistency and effectiveness in vigilance administration. (Para 6.24)

58. The Committee is conscious of the judicial and procedural constraints that may affect the disposal of certain long-pending cases in Central Administrative Tribunal (CAT). However, the continued pendency of cases for more than ten years remains a matter of serious concern

and warrants priority attention. The Committee, therefore, recommends that the Tribunal adopt a structured and periodic review mechanism for such cases, with focused listing and appropriate time-bound disposal strategies, to the extent feasible within the existing legal framework. While special drives may continue as required, the monitoring of cases pending for over ten years may be institutionalised through regular review at the level of the Chairman to ensure sustained reduction in pendency and to prevent accumulation of similarly aged cases in future. (Para 6.28)

59. The Committee notes with appreciation that the work of scanning and digitization of judicial records is being carried out in a phased manner across all Benches of Central Administrative Tribunal (CAT), and that implementation of the Document Management System (DMS) in the Principal Bench was tentatively targeted for July, 2025, with full roll-out across all Benches expected by December, 2025. The Committee commends the progress made towards operationalizing a paperless and digitally enabled judicial system. In this regard, the Committee may be apprised of the current status of completion of digitization across Benches, operationalization of DMS (including e-Court/Smart Court components), and whether the targeted timelines have been adhered to. The Committee would also like to know the impact, if any, of the Advance Case Information System implementation on case management efficiency and disposal rates thus far. (Para 6.29)

60. While appreciating the progress made in securing approval for partial revival of deemed abolished posts, the Committee notes that a substantial number of posts across critical support and administrative cadres continue to remain vacant in the Central Information Commission (CIC). Given that only 65 out of 144 sanctioned posts are presently in position, leaving 79 vacancies (of which 47 are deemed abolished and 11 encadred), the Committee reiterates its earlier recommendation that the matter be pursued with utmost priority. (Para 6.33)

61. The Committee recommends that coordinated efforts be intensified with the Department of Expenditure and the concerned divisions of DoPT to secure early decision on the remaining proposals for revival and to ensure expeditious filling of both revived and encadred posts, so that the Central Information Commission's functional capacity is not adversely affected. (Para 6.34)

62. As a step to plug the existing gaps, the Committee recommends that Appeal and Complaint Monitoring System AppCoMS 2.0 be implemented in a time-bound manner, incorporating secure authentication mechanisms, modules for early hearing and time-barred cases, and enhanced compliance monitoring features. The Central Information Commission may periodically assess the impact of the upgraded system on disposal rates, pendency reduction and transparency to ensure that technological interventions translate into measurable efficiency gains. (Para 6.36)

63. The Committee further notes that 70 regular posts have been created with the concurrence of the Department of Expenditure and encadred into CSS, CSSS and CSCS, with some posts filled under the Central Staffing Scheme. However, it has been observed that appointment of the Director of Inquiry and staffing of the Inquiry Wing in accordance with the approved Organogram is still under process in the Lokpal. The Committee, therefore, desires to be apprised of the present status of appointment of the Director of Inquiry and the steps taken to operationalize the Inquiry Wing in its full statutory form, while ensuring effective coordination with existing investigative agencies. (Para 6.40)

64. With regard to prosecution, the Committee notes that the Prosecution Wing of the Lokpal has been formally constituted *vide* Order dated 06.06.2025 and notified in the Gazette of India on 13.06.2025. The Committee further notes that, at present, matters relating to prosecution are being handled through the CBI, which has its own prosecution mechanism. While taking note of the constitution of the Prosecution Wing, the Committee desires to be apprised of the

present stage of operationalization of the Prosecution Wing and the proposed roadmap for making it fully functional in accordance with the statutory framework.

**(Para 6.41)**

65. As regards notification of a Special Court under Section 35 of the Lokpal and Lokayuktas Act, 2013, the Committee notes that the matter has been taken up with the High Court of Delhi and is being actively pursued. The Committee further notes that, presently, cases are being tried by Special Judges notified under the Prevention of Corruption Act, 1988 pursuant to sanction granted by the Lokpal. The Committee desires to be apprised of the present status of consultations with the High Court and the expected timeline for notification of a dedicated Special Court under Section 35 of the Act. **(Para 6.42)**

66. The Committee recommends that the staffing position of the Lokpal Secretariat be reviewed in light of the rising trend in complaints and inquiry activity. Vacancies in key operational and support divisions may be filled expeditiously, and necessary coordination with the concerned authorities may be undertaken to ensure that adequate manpower is made available to enable the Lokpal to discharge its statutory functions efficiently and without interruption. **(Para 6.48)**

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**RKK**

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