

ANNEXURE I

Sir,

The following questionnaire has been prepared by me for my dissertation work on **“Efficacy of the Integrated Financial Advisor system- An analytical study in the Central Government”**.

I am an officer of the 1994 batch of Indian Defence Accounts Service (IDAS), presently undergoing 35th APPPA Course under the Indian Institute of Public Administration (IIPA). I am carrying out the dissertation as a part of the APPPA Course. It is meant to be an academic exercise only.

The following questions seek your response based on your experience of working in the Central Government. Please be assured of full confidentiality. Please take some time off from your busy schedule to provide your frank response to the questions. These concern the role of IFA in sanctioning expenditure proposals. Please tick the response that is closest to your view.

Thanking you,

Yours sincerely,

(Pankaj Kumar Singh)
Director, MoD

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- I. Ministry under which working/worked:-
a) Defence b) Railways c) Others
- II. Years of Service:-
a) 10-15 b) 15-20 c) >20
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PLEASE TICK ONLY ONE RESPONSE

1. Which of the following statements, in your opinion, best describes the contribution of the Integrated Finance to the quality of final decisions as regards sanction of expenditure proposals?

- a) It adds a lot of value
- b) It adds some value
- c) The value addition is insignificant
- d) It does not add any value to the final decision

2. In your experience, what will you say about the time taken by the Integrated Finance in examining the expenditure proposals referred to them?

- a) It leads to avoidable delays
- b) It is required given the issues involved
- c) It does not lead to delay at all

3. With your experience, what will you say about the relevance of the queries raised by Integrated Finance before giving their final view on the proposals referred to them?

- a) They are more relevant than irrelevant
- b) They are more irrelevant than relevant

4. With your experience, what will you say about the references received back from Integrated Finance seeking additional information before giving their final view on any subject?

- a) They are far too many and can be cut down
- b) They are required given the issues involved

5. In your opinion, are the finance staff at all levels adequately trained/ equipped to carry out the financial examination task assigned to them?

- a) Yes
- b) No

6. Do you feel that there will be a better examination of proposals in the executive wing if there was to be no Integrated Finance as they would know that they would be solely responsible for the final decision taken?

- a) Yes
- b) No
- c) Can't say

7. Do you feel that the institution of Integrated Finance is a hindrance to implementing innovative practices in the Government as in such cases all requisite details cannot be firmed up to start with?

- a) Yes
- b) No

8. In your experience, have the Integrated Finance been held equally responsible for decisions gone wrong in cases where the decisions were taken with their concurrence?

- a) Yes
- b) No

ANNEXURE II
ANALYSIS OF RESPONSE TO QUESTIONS POSED TO NON-FINANCE
OFFICIALS

3. SERVICE PROFILE OF THE RESPONDENTS

SERVICE/ YEARS OF SERVICE	RAILWAYS	DEFENCE	OTHERS	ALL
10-15	1	1	2	4
15-20	1	1	7	9
>20	8	10	9	27
TOTAL	10	12	18	40

B. SUMMARY OF RESPONSES

(All Figures in Pcentages)

QUESTION	RESPONSE	ALL	RLYS	DEF.
1. Contribution of the Integrated Finance to the quality of final decisions as regards sanction of expenditure proposals	Adds a lot of value	20	30	25
	Adds some value	45	50	42
	Value addition is insignificant	28	10	25
	Does not add any value to the final decision	7	10	8
2. Time taken by the Integrated Finance in examining the expenditure proposals referred to them	Leads to avoidable delays	43	20	42
	Required given the issues involved	50	70	50
	Does not lead to delay at all	7	10	8
3. Relevance of the queries raised by Integrated Finance before giving their final view on the proposals referred to them	More relevant than irrelevant	58	70	67
	More irrelevant than relevant	42	30	33

QUESTION	RESPONSE	ALL	RLYS	DEF.
4. References received back from Integrated Finance seeking additional information before giving their final view on any subject	Far too many and can be cut down	80	80	60
	Required given the issues involved	20	20	40
5. Are Finance staff at all levels adequately trained/ equipped to carry out the financial examination task assigned to them	Yes	20	20	33
	No	80	80	67
6. Will be a better examination of proposals in the executive wing if there was to be no Integrated Finance as they would know that they would be solely responsible for the final decision taken	Yes	43	30	50
	No	48	50	42
	Can't Say	9	20	8
7. Is the institution of Integrated Finance is a hindrance to implementing innovative practices in the Government as in such cases all requisite details cannot be firmed up to start with	Yes	40	30	33
	No	60	70	67
8. Have the Integrated Finance been held equally responsible for decisions gone wrong in cases where the decisions were taken with their concurrence	Yes	30	40	25
	No	70	60	75

ANNEXURE III
QUESTIONS FOR SENIOR LEVEL IFA OFFICIALS

1. What, in your opinion, are the major problems facing the Integrated Financial Advisor set-up today? What are the major challenges?

2. What, in your opinion, is the effect of present system of dual responsibility of IFAs? Does it hinder free functioning of the IFAs? Should it be done away with?

3. Based on your experience, what improvements will you suggest that can be made in the IFA system?

4. Do you feel that there is scope to make the examination of expenditure proposals in the IFA set-up less prone to delays and more result-oriented?

ANNEXURE IV

LIST OF OFFICERS IN FA SET UP/ MOF INTERACTED WITH FOR THE STUDY

1. Mrs. Indu Liberhan, IDAS, Secretary (Defence Finance), MoD
2. Mr. Vishwapati Trivedi, IAS, AS& FA, Ministry of Home Affairs
3. Mr. P.K. Sinha, IAS, AS&FA, Ministry of Petroleum & Natural Gas
4. Mr. S. Chandrasekharan, IRAS, FA (Acquisition), MoD
5. Mr. Chaman Kumar, IAS, AS&FA, Deptt. Of Agricultural Research
6. Mr. S.K. Ray, CSS, AS&FA, Ministry of HRD
7. Mr. Amit Cowshish, Additional Financial Advisor, MoD
8. Mrs. Madhulika P. Sukul, JS(Pers), Ministry of Finance
9. Mr. Manoj Sahay, Director(A), Ministry of Finance
10. Mrs. Bina Bahri, DS (E-Coord), Ministry of Finance
11. Mr. Ashish Mohan, Section Officer, Ministry of Finance