

केन्द्रीय होम्योपैथी अनुसंधान परिषद्

(स्वायत्त निकाय, आयुष मंत्रालय, भारत सरकार)

Central Council for Research in Homoeopathy

(An Autonomous Body of Ministry of AYUSH, Govt. of India)

जवाहर लाल नेहरू भारतीय चिकित्सा एवं होम्योपैथी अनुसंधान भवन

Jawahar Lal Nehru Bhartiya Chikitsa Avum Homoeopathy Anusandhan Bhawan

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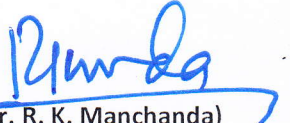
F.No. 28-25/2017-18/CCRH/Tech/Review 2017

Dated the 05th May, 2017

Notice

A Committee under the chairpersonship of Smt. S. Jalaja, IAS, Ex Secretary (AYUSH) was constituted with the approval of Secretary (AYUSH) to review the functioning of Research Councils functioning under the Ministry of AYUSH.

2. The Committee has submitted its report, which is enclosed herewith.
3. The Council invites comments, if any, from the stakeholders/members of public within a period of 15 days.


(Dr. R. K. Manchanda)
Director General

From

S. JALAJA, New Delhi,

Former Secretary (AYUSH).

29th March, 2017

Subject:- Submission of the Final Report of the Committee reg.

Dear Sir,

The Ministry of AYUSH vide letter No.Z-39012/03/2015-HD dated 14-7-2017 constituted a high level Committee to review the functioning of the Research Councils under it. Enclosed herewith is the Final Report of the Committee for information and necessary action.

Yours faithfully,

The Secretary,

sd/-

Ministry of AYUSH,

(S.Jalaja)

Govt. of India.

Chairperson

Sd/-

Sd/-

Sd/-

Sd/-

Dr. OP Agarwal Dr. Madhu Dixit Dr.Chander Mohan Dr. Bhushan Patwardhan

(Member)

(Member)

(Member)

(Member)

Sd/-

Sd/-

Sd/-

Dr. Darshan Shanker Sri.N.K.Lakhanpal Sh. Anshumann Sharma

(Member)

(Member)

(Member)

REPORT OF THE COMMITTEE

TO REVIEW THE FUNCTIONING OF THE RESEARCH COUNCILS

UNDER

THE MINISTRY OF AYUSH

(2016-17)

EXECUTIVE SUMMARY

1. Background

With a view to enhance the quality of AYUSH research and improve the research outcomes of the Research Councils under it, the present **Committee to Review the Functioning of the Research Councils** was set up by the Ministry of AYUSH under the chairmanship of Smt. S. Jalaja, former Secretary, AYUSH vide letter No.Z-39012/03/2015-RD on 14-7 -2016. The mandate of the committee was to examine the models existing in CSIR/ICMR/DBT and to make recommendation for restructuring of institutes under the Research Councils. The Committee was also asked to examine the scope and extent of delegation of both administrative and financial powers to Regional and Central Institutes under Research Councils and make recommendations thereof. In addition, the Committee was requested to review the existing Recruitment Rules (RRs) for the recruitment of Directors General, Research Councils, with reference to educational qualifications and experience required for the post, and make recommendations thereof.

2. Procedure Adapted by the Committee

The first meeting of the Committee held on 14th September, 2016 was chaired by Secretary, Ministry of AYUSH and the final meeting was held on 6 February, 2017. The Committee examined the models existing in ICMR/CSIR and DBT. It had wide-ranging consultations with all stakeholders, including the Directors General (DG) of the Councils to make an assessment of the functional requirements of the Councils. The Committee also visited some of the institutions under the Councils in order to understand the issues relating to organizational restructuring, as well as improvement of the quality of research undertaken by the Councils.

The Committee also had a look at the composition of the National Center for Complementary and Integrative Health (NCCIH) USA, so as to examine the prospect of setting up a similar premiere institution in India, to channelize research relating to complementary and integrative medicine and to carry out evidence-based fundamental research in AYUSH systems.

3. Yardsticks for Restructuring of Councils

The Committee in its deliberations also examined the yard sticks set for setting up of world class institutions (WCI) so that those broad principles could form the basis of restructuring of the Councils. The Committee noted that WCI has three essential features: (i) Adequacy of resources, (ii) Concentration of talents and (iii) Conducive governance. The basic premise on which a WCI can be created is aspirational

leadership and the freedom of action available to those who manage or lead these institutions. To make an impact, WCI should constantly review their performance, reassess the direction, realign their priorities, and rededicate to the research pursuit and excellence. The Committee was guided by these principles while proposing the restructuring of the AYUSH Research Council.

The Committee, after detailed deliberations, made the following recommendations.

4. Restructuring of the Councils The Committee has proposed restructuring of the Councils on the pattern existing in ICMR and CSIR and certain aspects of DBT keeping in view the need to ensure efficiency and accountability in research work leading to measurable outcomes.

The Committee recommended that

(i) the Governing Body (GB) of the Councils should be reconstituted with DG as Chairperson.

(ii) The Committee also proposed setting a **Scientific Advisory Board (SAB)** for each of the Councils and **Scientific Advisory Groups (SAG)** at the institutional levels for each institute under the Councils.

(iii) **A Performance Assessment Board (PAB)** should be set up for each Institute under the Councils to review their functioning every 3 years

(iv) The institutional framework for various Institutes under the Councils should be devised by the concerned Research Council. DGs of the individual Councils should identify priority/ focus areas in order to reorganize the divisions at the headquarters, within the broad framework of functional requirements.

(v) Each institute should focus on specific areas of research, instead of taking up research in many areas, considering its capacity and operational efficiency.

B. Delegation of Financial and Administrative powers

The Committee felt that the existing delegation of administrative and financial powers to the DGs/Directors/Scientists is inadequate to facilitate top level research. Delegation of powers with a view to providing autonomy on the pattern of ICMR and CSIR should take care of this lacuna. The Councils should be able to mobilize additional resources /optimize resources through consultancy, partnerships with reputed institutions and corporate /external funding .The Committee also proposed the supporting structure

needed to implement administrative/financial decisions quickly.

C. Partnerships, Recruitment and Promotion Policy

(i) The Committee noted that staff and infrastructure of the institutes of the Councils was sub-critical on account of limitations of resources. Therefore, for all major research programs, forging partnership with reputed universities and research institutions with proven track records should be mandatory as a strategy for minimizing recruitment of staff, and enhancing the resource pool. Such partnerships can improve competence, generate innovation in research, besides bringing in a good measure of synergy between the Councils and the reputed partners.

(ii) The Committee further recommended that it would be essential for the Councils to have a combined recruitment policy ensuring uniformity in quality and for avoiding duplication. DG should have consultative meetings with experts in human resources management, and other scientific establishments (viz. CSIR, ICMR, DBT) in this regard.

(iii) DGs of the Councils jointly, in consultation with other experts, need to formulate Recruitment and Promotion Rules, 2017 to be called AYUSH-RPR, 2017. This should be at par with ICMR, CSIR, DBT norms.

(iv) Recruitment policies need to lay norms for staff strength, including contractual staff, wherever necessary. A broad framework has been proposed by the Committee for appointment/ promotion of technical staff at the Scientist level.

(v) All Councils together should have a single **AYUSH Recruitment and Assessment Board (AYUSH-RAB)** for timely, uniform and unbiased selection and also assessment of personnel for promotion etc. The Board may be headed by an eminent expert. Recruitments should be made by a Selection Committee of experts under the overall guidance of the Chairperson of the Recruitment Board.

(vi) The age of retirement for scientist should be 62 years on the ICMR pattern. The Government may however consider enhancing it to 65 years, as per the UGC norms.

D. Recruitment Rules (RR) and mode of selection to the post of Director General/ Director.

(i) The Committee recommended that the DG should be at the level of **Additional Secretary to GOI** as the AYUSH Research Councils are considerably smaller in size and scope compared to ICMR/CSIR/DBT. (ii) Further, selection of DG should be done by a Committee of Experts, constituted by the Ministry of AYUSH. (iii) It is proposed that *The chairperson of the Selection Committee should be an eminent expert in the*

medical field. Secretary Ministry of AYUSH or his representative should be the ex-officio member of the Committee in respect of all five Research Councils. (iv) The requisite criteria for the post of DG should include an outstanding career in the respective field, 19 years of research experience/PG Teaching after post graduation or 16 years after PhD. Similarly, for Director it should be 16 years of research experience after post-graduation and 13 years after PhD. (iv) The Committee felt that *the position of this nature requires that it is open to scientists from other streams of life sciences, biomedical sciences, and medical sciences. Although the tenure of the DG would be for six years his/her performance needs to be assessed by an independent agency every two years.*

E. Creation of Department of AYUSH Research (DAR)

The Committee recommended creation of an independent Department i.e. **Department of AYUSH Research** on the lines of Department of Health Research, to be headed by the existing **Secretary** in the Ministry of AYUSH to align and co-ordinate all the research programs, including organizing health fairs and medical camps in the AYUSH sector, in line with national health priorities and goals. He could be assisted by an Additional Secretary exclusively in charge of Department of AYUSH Research. All research-related activities, including establishing new institutions, depending upon the need, research programs at national/ inter-national level could be entrusted to the proposed Department.

F. Creation of a National Center for Complementary and Integrative Medicine (NCCIH)

Once established, the Department of AYUSH Research should create a ***Center for Complementary and Integrative Medicine on the lines of NCCIH-USA*** with the primary mission to build the scientific evidence base about the use of complementary and integrative health approaches for the information of the public, healthcare professionals and health policy makers. It would also carry out fundamental research in different AYUSH systems. This will enable identifying and undertaking research of high quality, which can impact/transform national and global health. Sufficient funds should be allocated for this purpose by providing scope for translational research adopting trans-disciplinary and integrative approaches. The procedure with regard to business terms, funding mechanism, governance etc. could be decided independently by the Institute or in consultation with ICMR/DHR. The proposed Center need to coordinate with the Research Councils and net work with similar entities abroad, to achieve its stated objectives.

G. Sowa-rigpa system The Committee proposes setting up of a Research Council for Sowa-rigpa, the Tibetan system of Medicine, similar to that of other five councils, though smaller in size.

BACKGROUND

1.0 Ministry of AYUSH

Medical pluralism in India is a reflection of Indian cultural trait of adopting unity in diversity and, complex socio-cultural factors within medical systems, which are intertwined. The Indian systems of health care evolved over thousands of years, have absorbed and adapted developments in the field, whilst maintaining their individual identity. However, in a world increasingly being driven by Science and Technology, traditional systems are required to promote evidenced- based research to justify themselves as valid health care systems.

The effort for integrated and coordinated research was made by the Indian Council of Medical Research through the Composite Drug Research Scheme in 1964. A Homoeopathic Research Committee was simultaneously functioning since 1963. In 1969 the Central Council for Research in Indian Medicine & Homoeopathy (CCRIMH) was formed to formulate aims and pattern of research on scientific lines for the Indian Systems of Medicine and Homoeopathy, with a view to increasing their popularity and acceptance by enabling scientific research in different aspects of respective systems. The Council was split in 1978 into four separate Research Councils to accord each system maximum opportunity and freedom to develop in consonance with the fundamentals of the respective systems. As a result, the Ministry of Health in 1978 split into four separate research Councils so that each system gets enough opportunity and freedom to develop in consonance with the fundamentals of the respective systems.

Thus the Government of India, through Ministry of Health and Family Welfare ,made efforts for the growth and development of the traditional systems i.e. Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy system of medicine (collectively identified later on by the acronym AYUSH) and given them legal recognition.

The National Health Policy 1983 envisaged the necessity to initiate organized measures to enable the Indian Systems of Medicine i.e. Ayurveda, Siddha, Unani Yoga & Naturopathy, as well as Homoeopathy to develop in accordance with their merits and strengths, and find an appropriate role & place for these different systems in the overall health care delivery system for the benefit of the population.

In 1995, the Department of Indian Systems of Medicine and Homoeopathy (ISM&H) was created as a separate department under the Ministry of Health and Family Welfare. It was re-named as Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy (AYUSH) in November 2003 with a view to providing

focused attention to development of education & research in Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homoeopathy systems.

In November 2014, the Ministry of AYUSH was formed as an independent Ministry to ensure the optimal development and propagation of AYUSH systems of health care through various Councils constituted in the past by Ministry of Health, as well as the Department of AYUSH. It has a long term plan so that focus and direction could be brought in the functioning of the different Councils.

2.0 Research Councils /Institutions

There are five Research Councils presently under the Ministry of AYUSH. These are:

- * Central Council for Research in Ayurveda and Siddha (CCRAS) - The Central Council for Research in Ayurveda and Siddha (CCRAS) was further bifurcated into Central Council for Research in Ayurvedic Sciences and Central Council for Research in Siddha (CCRS) in 2011.
- * Central Council for Research in Unani Medicine (CCRUM),
- * Central Council for Research in Homoeopathy (CCRH) and
- * Central Council for Research in Yoga and Naturopathy (CCRYN).

The Councils are autonomous bodies of the Ministry of AYUSH and are headed by the Director General (DG), except for CCRYN, which is headed by a Director .Four research Councils i.e. CCRAS, CCRH, CCRYN and CCRUM have their headquarters at New Delhi, whereas CCRS has its headquarters at Chennai.

2.1 Central Council for Research in Ayurvedic Sciences (CCRAS)

The Central Council for Research in Ayurvedic Sciences (CCRAS), with its hqrs. at New Delhi and headed by the Director General has 30 research centers, out of which 14 centers were established prior to 1978, 10 were established in 1979 and remaining 6 have been formed in the period between 1980 to 1997.

Twenty Centers are located in their own buildings, 07 Centers are in donated/rent-free accommodation as per Mo U with the state governments, whereas three are located in rented complexes. The Council has purchased land in Narela, Delhi and building construction is in process for three centers. The Council has sanctioned staff strength of 1983, including 202 posts of Research Officers in the field of Ayurveda. However, the total filled in staff position is only 881.

2.1.1 Organizational structure:

The management of the affairs of the Council is entrusted to a Governing Body headed by Hon'ble Minister of State (Independent Charge). Director General of the Council is the Member Secretary of Governing Body. The Governing Body was first constituted in 1978. It is the apex body for granting technical and administrative approvals and created to provide strategic direction to the Council. The last meeting of the GB was held in August 2016.

Core research activities of the Council are in the areas of Clinical Research, Medicinal Plant Research (Medico-ethno botanical Survey, Pharmacognosy and cultivation of medicinal plants), Drug Standardization, Pharmacological Research and Literary Research & Documentation Program. Collaborative studies are also conducted with various universities, hospitals and institutes. The extension activities comprise of health care services through Out-Patient Department (OPD) and In-Patient Departments (IPDs), Special Clinics for Geriatric Health, Care and outreach activities which include Tribal Health Care Research Program (THCRP) and *Swasthya Rakshan* Program in Ayurveda. Mobile Health Care Program under Scheduled Castes Sub Plan (SCSP) & National Program for Prevention and Control of Cancer, Diabetes, Cardio-vascular Disease and Stroke (NPCDCS) are also taken up. It also undertakes information, education and communication activities, Arogya Melas, fairs, exhibitions etc. Its financial requirements are met wholly from grants received from Ministry of AYUSH. In 2015-16, the Council spent Rs.164.92 crores (Rs.83.56 towards plan expenditure and Rs.81.36 crores towards non-plan).

2.2 Central Council for Research in Homoeopathy (CCRH)

The Central Council for Research in Homoeopathy (CCRH) with its hqrs at New Delhi and headed by the Director General has 23 Research Institutes/Units, 04 Extension Centers and 05 Homoeopathy OPDs. The Committee was informed that three institutes existed before 1979. 18 centers, presently functioning, were started in the period between 1979 to 1987. In 2002, the Council had 52 Research Centers, which were merged to form 18 centers subsequently. A Central Research Institute was formed in 2007 with merger of 3 previously existing centers. Four Extension Centers of existing research institutes were opened in 1995, 2006, 2009 and 2012. Six centers are stated to be in their own buildings; 05 centers are in rent free accommodations in space provided by state government or other organizations, whereas ten are in rented complexes. The Council has acquired land in 4 places and building construction is in process for 2 centres.

The Council has a staff strength of 458, including 106 posts of Research Officers in the field of Homoeopathy. The Council also has posts of Research Scientists in Chemistry, Pharmacology, Botany and Pathology.

2.2.1 Organizational structure:

The management of the affairs of the Council is entrusted to a Governing Body headed by Hon'ble Minister of State (Independent Charge); Director General is the Member Secretary of the Governing Body. The Governing Body, the apex body of the Council, is meant to provide technical and administrative approvals and strategic direction to the Council. It first met in June 1978 and last one being held on 16th March, 2016. The Council has laid emphasis on clinical evaluation of Homoeopathy medicines in diseases conditions of national health importance and also in clinical conditions for which no curative treatment is available in conventional medicine and in some other diseases which are common in different parts of the country. Its research activities include; clinical research; clinical verification; drug proving; drug standardization; survey, collection and cultivation of medicinal plants; and fundamental research. The Council also coordinates the Extra Mural Research Scheme for projects related to Homoeopathy, with the Ministry of AYUSH. It also participates in public health initiatives and has recently developed program on Homoeopathy for Healthy Child aimed at screening, early diagnosis and management of common diseases of children and adolescents. Also, routine OPD and IPD care is being provided to patients seeking treatment in the different centers of the Council. Its financial requirements are met wholly from grants received from Ministry of AYUSH. In 2015-16 the Council was allocated an amount of Rs.58 crores towards plan expenditure and 19.20 crores under non-plan expenditure.

2.3 Central Council for Research in Unani Medicine (CCRUM)

The Central Council for Research in Unani Medicines (CCRUM) with its hqrs. at New Delhi is headed by the Director General. It has 23 Research Institutes/centers at present. Eleven institutes/units existed before 1979 in the combined councils CCRIMH. Later on new Centers were started from the year 1979 onwards. Six Centers are located in their own buildings, 14 Centers are in rent free accommodations in space provided by state governments, Universities or other organizations, whereas, three are in rented complexes. The Council has a own building of RRIUM, Kolkata.

The Council has staff a strength of 788 , these including 132 posts of Research Officers in the field of Unani. The Council also has 59 posts of Research Scientist in different disciplines .

2.3.1 Organizational structure:

The management of the affairs of the Council is entrusted to a Governing Body headed by Hon'ble Minister of State (Independent Charge); Director General is the Member Secretary of the GB.

The Governing Body was constituted in the year 1978 and is the apex body for granting technical and administrative approvals and is meant to provide strategic direction to the Council. The last meeting of GB was held in January, 2015.

The Council is engaged in the research activities viz. Clinical Research, including Pre-Clinical Safety Evaluation Studies and research on fundamental aspects of Unani system of medicine; Drug Standardization; Survey, collection & cultivation of medicinal plants; Literary Research and Prevention and Control of Cancer, Diabetes, Cardio-Vascular Diseases & Stroke (NPCDS). Its financial requirements are met wholly from grants received from the Ministry of AYUSH. In 2015-16, the Council spent total sum of Rs.107.6893 crores (Rs. 48.0031 towards plan expenditure and Rs. 59.6862 crores towards non-plan).

2.4 Central Council for Research in Siddha (CCRS)

The Central Council for Research in Siddha (CCRS), with its hqrs in Chennai and headed by the Director General was de-linked from CCRAS in 2011 and created as a separate council. It presently has five peripheral Institutes / Units located in Tamil Nadu, Kerala and Union Territory of Puducherry. The Council has a staff strength of 108. *The Committee is of view that for better administrative coordination the Council should be located in New Delhi like other Councils.*

2.4.1 Organizational structure:

The management of the affairs of the Council is entrusted to a Governing Body headed by Hon'ble Minister of State (Independent Charge). Director General is the Member Secretary of GB which was formed in 2011.

The Council undertakes Clinical research, Drug Research, Literary Research, research on medicinal Plants and is also working in modification of Siddha Pharmacopoeia of India. Its financial requirements are met wholly from grants from Ministry of AYUSH. In 2014-15, the Council spent Rs.24.01 crores (Rs.11.35 crores towards plan expenditure and Rs.12.66 crores towards non-plan).

2.5 Central Council for Research in Yoga and Naturopathy (CCRYN)

The Central Council for Research in Yoga & Naturopathy (CCRYN) with its hqrs. at New Delhi and headed by a Director does not have any institute under it, except, the

Central Research Institute of Yoga & Naturopathy at Rohini, Delhi. It operates from a constructed building provided by North Delhi Municipal Corporation on lease for a period of 10 years. However, this is not fully operational. In addition, seven Yoga OPDs operate from various Govt. Hospitals including one each at CCRYN, hqrs., Janakpuri, New Delhi and PGIMS, Rohtak.

The Governing Body of the Council has approved establishment of 6 Central Institutes – Delhi, Bhubaneswar, West Bengal, Jaipur and Vijaywada. Also, it has been decided to upgrade two CRIs of Jhajjar (Haryana) and Nagamangla (Karnataka) to Post Graduate Institutes of Yoga and Naturopathy Education and Research (PGIYNER), with a 200 bedded Yoga and Naturopathy hospital.

The Council has a staff strength of 26 posts which includes two Assistant Directors from AYUSH stream, one each for Yoga and Naturopathy and three Research Officers (Y&N), but none from allied sciences.

2.5.1 Organizational structure:

The management of the affairs of the Council is entrusted to a Governing Body headed by Hon'ble Minister of State (Independent Charge). Director of the Council is the Member Secretary of the Governing Body.

Governing Body of the Council was constituted in 1978 and is the apex body for granting technical and administrative approvals and meant to provide strategic direction to the Council. The last meeting of the GB was held in March, 2016. Clinical and fundamental research is conducted in areas of priority, which include metabolic disorders, diabetes mellitus, cardiac, respiratory, muscular-skeletal and psychiatric disorders. Basic physiological research and research on preventive and promotional aspects of Yoga and Naturopathy are also conducted. Literary Research includes survey and collection of manuscripts and rare books, their transcription, translation and publication, revival and retrieval of ancient classics and manuscripts. The financial requirements are met wholly from grants received from Ministry of AYUSH. In 2015-16, the Council spent Rs.19.68 crores (Rs.17.41crores towards plan expenditure and Rs.2.27 crores towards non-plan).

3.0 Objectives, Composition and Proceedings the Review Committee:

3.1 Objectives behind the setting up of the Review Committee:

Government of India set up a separate Ministry of AYUSH in 2014 with a view to give focused attention on the development and promotion of AYUSH systems in the country. AYUSH Councils, although having diverse institutions, have limited

capabilities and expertise to be a part of an exciting endeavor wherein they can play a catalytic and leading role in drawing teams from universities, research institutions, industries and elsewhere, and in stimulating cross-system interaction to make breakthroughs in the research and technology areas. Although adequate infrastructure for AYUSH research has been built over years, the contribution of these five Councils as compared to other scientific councils of the country like CSIR, ICMR, DBT & DST, cannot be considered as adequate. Also, the framework of science and technology has changed fundamentally and therefore the paradigm of past needs to be rethought for the future. Ministry has been deliberating, on these issues for some time. and it is desirous of (i) accelerating the pace of research in all the Councils (ii) exploiting the emerging opportunities (iii) utilizing networking and partnership (iv) providing a platform for world class research v) inducting specialized resource development (vi) cutting down the administrative burden on scientists and technical personal involved in research activities vii) suggesting appropriate organizational model which encourages and promotes innovation and research viii) examining human resource of councils and suggesting recruitment assessment tools, including educational qualification and experience required for the post of Scientist, Directors and Directors General. These factors motivated the Ministry of AYUSH to set up a committee under the chairmanship of the former Secretary, Department of AYUSH Government of India to look into the restructuring of Research Councils under the Ministry.

3.2 Composition of the Review Committee

The Review Committee has the following composition

1. **Smt. S. Jalaja**, IAS (R) former Secretary, Department of AYUSH - Chairperson
2. **Dr. O.P. Agarwal**, Advisor, ICMR - Member
3. **Dr. Madhu Dixit**, Director-CDRI, Council of Scientific and Industrial Research (CSIR-CDRI) - Member
4. **Dr. Chander Mohan**, Scientist G, Department of Science & Technology - Member
5. **Dr. Bhushan Patwardhan**, Professor, Interdisciplinary School of Health Sciences, Savitribai Phule Pune University - Member
6. **Dr. Darshan Shankar**, Vice Chancellor, Trans Disciplinary University, Bangalore - Member
7. **Shri N.K. Lakhanpal**, Retired Deputy Secretary, UPSC - Member

8. **Sh. Anshumann Sharma**, Deputy Secretary, Ministry of AYUSH. - Member Secretary

3.3 The Terms of Reference of the Committee

The following are the **Terms of Reference of the Committee**:

- i. To examine the model existing in CSIR/ICMR/DBT institutes and make recommendation for restructuring of institutes under Research Council;
- ii. To examine the scope and extent of delegation of both administrative and financial powers to Regional and Central institutes under Research Councils and make recommendations thereof;
- iii. To review the existing RRs of the Director Generals, Research Councils with reference to the educational qualifications and experience required for the post and make recommendations thereof.

4.0 Functioning of the Committee

The Committee held several interactive meetings with all stake holders. The first meeting was held 14th September, 2016 under the chairmanship of Secretary Ministry of AYUSH wherein it was mentioned that the terms of reference of the Committee are only indicative and the work of the committee would be significant in defining the contours of research in the different systems of AYUSH healthcare in future. Member-Secretary of the Committee said that besides bringing structural changes it would be desirable to combine functions of the Councils like Administration/Accounts/ Vigilance etc. Changes in the Recruitment Rules in respect of DGs/Directors etc., also need to be considered to improve the quality of intake, which may have a multiplier effect on the performance of the Councils. Members also expressed the view that the research work-plan of the Councils is often without focus, and the activities are taken up without any sense of direction. Councils are limited due to their in size and scope, and hence lacked the “critical mass” for proactive action in many aspects. The Councils presently do not measure up to international standards. Considering that in future they are likely to sign MOU’s with various countries structural changes are required to be made. The other important issue pointed out was that fresh recruits do not undergo training in the research methodologies and protocols prior to being assigned duties. Chairperson of the Committee stated that it shall be appropriate if the Review Committees of AYUSH Research and AYUSH Councils had a joint meeting to identify the needs (infrastructure, manpower, financial & administrative), service conditions and areas of research, etc.

Subsequently, consultative meetings were held with the Directors General of all Research Councils wherein Directors and Research Officers were also invited. Since, detailed review was not possible in respect of individual councils, the organizational heads made a presentation of the functioning of the Councils and their activities. This was followed by open-ended discussion with the Heads of Departments and the offices of the councils, on the various aspects related to technical inputs vis-à-vis outcomes, administrative facilitation and bottlenecks, human resource development and staff motivation. Infrastructural facilities available with the Councils and the critical gaps were brought to the attention of Committee. Details of available human resource and technical and research outcomes were also discussed. The Committee was also informed about the annual reports and other publications of the Councils which details the activity of the Councils vis-à-vis the research outcomes in the area of functioning including IPR. The committee also conducted visits to the centers of the research councils and interacted with the institutional in charges, scientific and administrative staff. In these meetings, the functioning of these institutes were discussed.

The Committees was, however, handicapped as the members did not have the benefit of meetings with the experts from CSIR/ ICMR/ DBT etc., and past DG's of the Councils formally. The Committee did not have the benefit of listening to those scientists, including national experts from national research institutes and universities. In the absence of some of these useful inputs the committee had to restrict its functioning with the specific Terms of Reference offered to it, whilst taking into consideration the specific requirements for enhancing efficiency and accountability of the Councils in terms of research advancement for AYUSH systems and its overall impact on AYUSH Research.

The Committee noted that the Ministry of AYUSH has also appointed another Committee under the Chairmanship of Dr V M Katoch (Ex DG ICMR) to review the functioning of one of the councils i.e. CCRAS and its peripheral institutes. The Committee further noted that the broad mandate of Dr Katoch Committee has overlapping areas with its terms of reference. The Committee felt that it was important to understand the key observations of Dr. Katoch Committee so as to bring synergy between the two committees set up by the AYUSH Ministry. Therefore, Dr V M Katoch was invited for discussions and share his observations. This interaction helped this Committee to bring more cohesive and practical recommendations.

5.0 Lessons drawn from CSIR, ICMR and DBT set up

Functioning of CSIR/CMR and DBT

The Committee studied the functioning of the (i) CSIR which aims to provide 'industrial competitiveness, social welfare, strong S&T for strategic sectors and advancement of fundamental knowledge'; (ii) ICMR 'the apex body in India for formulation, coordination and promotion of biomedical research' and (iii) Department of Bio-Technology (DBT) responsible for 'administering development and commercialization in the field of modern biology and biotechnology in India'. Organizational structures of ICMR, CSIR and DBT are annexed.

It was noticed that all of the three scientific organizations have a flexible and expandable organizational structure that provide them functional autonomy for creating an enabling environment and select high quality manpower through officially announced service rules and conditions. The procedure for assessment and selection is uniform and it operates within the organization through a well organized system. In order to retain the selected personnel they are given timely promotion up to highest level and their designation changes as they move up, besides providing them higher scale and higher pay. The GB allows the organization to make these changes of which DG is the Chairman. Thus, the dynamic system attracts high quality manpower which helps invest in high quality research with better outcomes. Besides the above following was points were observed:

- * While ICMR and CSIR structures are nearly similar, in the case of DBT unlike ICMR/ CSIR, each of the institution under it has its own Society and GB. They are fully autonomous in functioning, except that the funds are allocated by DBT.

- * The organizational structure and the head office structure are different

- * DG is the Chairperson of the GB.

- * DG in the above mentioned organizations is selected by a Committee of experts under the Chairmanship of an eminent scientist. The outgoing DG is not a member of the selection committee. Constitution of the selection committee is approved by the Ministry.

- * Qualifications are broad- based which include all the disciplines of science. A minimum period of experience is required. The candidates ought to have sufficient administrative and management experience while serving in high positions. The qualifications include their past scientific achievements, number of publications in high impact journals, technological achievements and IPR.

- * The pay scale offered to DG is that of Secretary to GOI and the tenure is for 06 years.

* Once DGs are appointed, they have full financial, administrative and technical powers. The DG's are supported in administrative and financial work by Joint Secretary, (Administration) and Senior Financial Advisor at the level of Joint Secretary (Audit and Accounts).

* For technical matters DG is supported by a number of technical heads of departments like Planning, Information Technology, International S&T Affairs, Science Dissemination, Human Resource and Development, etc. and for overall scientific planning the Council is supported by the **Scientific Advisory Board (SAB)**.

* For undertaking recruitment of scientists and their assessment for career advancement, the DG is supported by a Recruitment & Assessment Board which works under the chairmanship of an eminent scientist. The Technical head of this division occupies the position of scientist-G which is equivalent to a Joint Secretary.

* The Directors are also selected by the same mechanism as mentioned for DG. However, the DG in position is a member of the selection committee for Directors.

* Qualification and experience for the posts are well defined and only those with high academic and research background, as evident from their track record, are selected for these positions.

* Like DG, Directors also have full administrative, financial and technical powers within the resources allocated to their Institutions.

* For Administrative and Financial matters Director is supported by Deputy Secretary (Administration) and Senior Finance and Accounts officer (Finance).

* In technical matters the Director is supported by various Research Divisions, depending upon the expertise of the scientists. The work of these Research Divisions is evaluated through the Scientific Advisory Council (SAC)/ Research Council (RC).

* The tenure of appointment of Director is six years and prior to the end of term his/her work is evaluated through an expert committee constituted by DG.

The performance of the institute is evaluated through a **Performance Appraisal Board (PAB)**, which meets once in three years. In case of ICMR the work of the technical unit is evaluated by the **Scientific Advisory Group (SAG)** and that of ICMR as a whole by SAB.

* The performance of scientists working in his Institution are evaluated by an expert committee constituted by Recruitment and Assessment Board. Thus the process of

recruitment and assessment i.e. up to the highest level-G is uniform for all the Institutions. Besides service conditions, age of retirement, change in designation, accountability and responsibility are uniform.

* Scientists are selected through a well organized uniform policy and rules across the institutions of the concerned organization.

* Scientists are provided timely promotions with change in designation once they move up to become scientific/technical head of the division.

* These Scientists also have the flexibility of using the funds which the institute has provided to him/her and the funds that he/her has brought from external scientific agencies. The scientists have the full administrative freedom in utilizing the research capacity of scientist working in his/her group.

* The age of retirement in ICMR is 62 years

6.0 Deficiencies noticed in AYUSH Research Councils

On the basis of the presentations made by the DG, visits made by the Committee to the institutes under the Councils, interactions with the scientists as well as study of the documents made available from CSIR/DBT/ICMR, the Committee noted as follows:

* All the Research Councils are not autonomous from the functional point of view.

* DGs and Directors do not have requisite administrative and financial powers nor any have adequate financial and administrative support at an appropriate level. For technical guidance institutes depend upon their Head quarters which itself is lacking in technical skills. They do not have reasonable powers for financial sanction, which should be in line with agencies like DBT/DST/ICMR.

* In the absence of well laid down rules and procedures, including experience and qualification, it is difficult to ensure uniformity in the pattern of recruitment. Besides the Councils are not able to attract scientists of highest caliber for recruitment to the post of DG. For this purpose a document needs to be prepared stating requirement of qualification and experience which are uniform and are applicable to all the Councils for selection of DG. The qualifications and experience should not be limited to Ayurveda, Unani, Siddha, Homeopathy and Yoga. ***The position of this nature requires that scientists from other streams of life sciences, biomedical sciences, and medical sciences should also be attracted to bring broadness in the selection process.*** Similar is the case for the position of the Director/Scientist presently called as a Research Officer.

- * There is a lack of understanding about the basic research areas, that would help them to achieve a complete understanding of therapeutics. Therefore, the environment that currently exists in the Councils is not conducive to quality research. It inspires virtually no independent or creative thought process. Those involved in research carry baggage of too many activities, without core competence.
- * At the institutional level Scientific Advisory Committee (SACs) does not exist currently providing for technical guidance to the Centers /Institutes. Due to this reason the scope of conducting quality research is almost limited.
- * Unlike other scientific organizations, institutions under the Councils do not have any mechanism to evaluate their own performance. The evaluation whenever carried is ad-hoc in nature.
- * Most of the Institutes do not have a quality infrastructure and equipment and critical manpower to support the research activities. Absence of Basic Sciences, Life Sciences and Biomedical Science Divisions which are essential for ensuring integration and quality of outcome affect the quality of research.
- * Although, the number of Institutions are many they are not working in focused areas unlike DBT/ICMR/CSIR. In such a scenario the available resources get further diluted resulting in low output and poor outcome.
- * The Research Officers are not able to update their knowledge on regular basis.
- * The Directors/Directors-In-charges are in equivalent position of scientist-E at the maximum and there is no position at the scientist-G level unlike other organizations. In the case of CSIR/DBT Director (equivalent to AYUSH Research Councils) enjoys the status of Additional Secretary to GOI.
- * Even after the promotion of Scientist/Research Officer when they move to higher grade pay, their designation does not change. This situation does not exist in other organizations as scientists are encouraged to go on deputation/sabbatical to reputed non-government, university and other research centers. Similarly outstanding scientists from such institutions are invited to their institutions to stimulate research.
- * In the Councils promotion is limited up to the scale of scientist-E, whereas, it should have gone up to level G, with change in designation for enhancing their self-esteem for holding posts of higher responsibility for better research output. The Councils would not be able to attract scientists of repute from streams of life sciences, biomedical sciences, medical sciences, basic sciences unless recruitment rules for scientists are also formulated and are not limited to DG/ Director as such exercise in

isolation will become fruitless unless it covers scientists too, who are the main building block.

* There is no position of Additional-DG in the Councils. Presently, next to DG the senior most person also designated as Research officer enjoying a grade pay of 7600/- in PB-3 is called Deputy-DG. This seniority one gets is based on date of assessment promotion and years of service. This is not the position in other organizations.

* There is no coordination between five different Councils although each one of them is working in the area of health research with medicinal plants as a resource base

* The Committee noted that absence of a top level institution to coordinate activities relating to Complementary and Integrative medicines is acutely felt need as these two are the emerging areas research globally. There is need to set up a National Center for Complementary and Integrative Health to give focused attention to these two areas of research.

*The Committee felt that setting up of a separate Department of AUSH RESEARCH would help the Ministry coordinate all research activities taken up under it in line with national health goals.

* It was noted that ‘Sowa Rigpa System’ which is recognized as one among the officially recognized AYUSH system by Government of India. Commonly known as Amchi system of medicine which is similar to Ayurveda, it is practiced in Sikkim, Arunachal Pradesh, Darjeeling (West Bengal), Lahoul & Spiti (Himachal Pradesh) and Ladakh region of Jammu & Kashmir etc. The committee noticed that no formal policy on education, registration of medical practice and pharmacopoeias are in place, including scientific validation of this system.

7.0 Guiding Principles

7.1 Creating World Class Institutions:

While considering the restructuring of the AYUSH Research Councils the Committee also had a look at the principles on the basis of which world-class institutions are created. It is seen that

(i) Creating anything less than a World Class Institution (WCI) in a globalised world would evidently be sub-optimal. Creating and nurturing a WCI is, however, both an exciting and a challenging task.

(ii) World class institutions have three essential elements – Adequacy of resources (endowment, budgetary support, sustainable fee structure and research grants), Concentration of talents (Students, faculty, international students, including visiting faculty) and Conducive Governance (Appropriate Regulatory framework, autonomy, academic freedom, leadership, strategic vision and a culture of excellence).

(iii) The Councils have research centre where (a) Seniority and length of service is the last factor in determining the incentive and career progression, (b) Research has been freed from hierarchy, (c) Domain knowledge, research experience, expertise and capability for team work are principal attributes for the lead researcher as bulk of the research is multidisciplinary.

(iv) The basic premise on which a WCI can be created is aspirational leadership and the freedom of action available to those who manage or lead these institutions. To make an impact, WCIs should constantly review their performance, reassess the direction, realign their priorities, and rededicate to the research pursuit and excellence.

(v) This transformation process would need active (resource) support from the government in the early stages, high quality leadership, dynamic priority-setting and policy formulation, freedom of appropriate action by the institution, and a strong focus on quality of research output delivered, contextually relevant knowledge creation and an ecosystem to facilitate generation of new ideas and thoughts.

(vi) In order to become WCI, the Institutes should make full use of a wide range of national and international networks across sectors so as to ensure excellence and efficiency in the Institute's activities and operations. The Institutes should invite memberships from Governments and Government agencies, Academic/research institutions Industry Associations, Corporate, International organizations etc. This would facilitate the Institutes in gaining acceptance amongst a wider range of stakeholders. Involving the private sector as members in the Board of Governors and Committees would facilitate a unique opportunity for Public-Private Partnership (PPP).

8.0 Recommendations

The Committee has endeavored to work within the confines of TOR framed by Ministry of AYUSH. The functioning of the 5 research Councils, i.e. CCRAS, CCRH, CCRUM, CCRYN and CCRS was reviewed and compared with models existing in other scientific and research organizations. The recommendations are thus broadly based on the study of the models existing in CSIR/ ICMR/ DBT and its institutes, the statutory financial and administrative powers available with the Directors of the Regional and Central institutes and the recruitment rules existing in these above

organizations. The Committee recommends strategic re-engineering of the Research Councils as under:

1. Establishment of the existing Councils and their evolution over a period of time are based on sound principles and philosophy pertaining to each of the systems; therefore, each one of them needs to continue as a separate (autonomous) entity. Research, consultancy, training and AYUSH education ought to be the core areas of their functioning.
2. All Councils must be headed by the Director General, *including that of Yoga and Naturopathy, which is presently under the charge of a Director*. DG ought to be the Chairperson of the GB.
3. Each DG of the individual Council needs to be supported by one Additional Director General at the level of Scientist-G, who has the technical and administrative ability.
4. The Committee felt that the existing **delegation of administrative and financial powers** to the DG/Directors/Scientists is inadequate to facilitate top level research. Councils ought to be provided full autonomy within the allocation of funds provided by the Ministry. Delegation of Administrative and Financial powers to DG and other officials below him/her would be similar to that existing in ICMR/CSIR, with appropriate changes. For administrative purposes, the Council needs to have an Administrative and Financial officer at the senior level so that the decisions taken can be implemented timely and effectively. The Councils should be able to raise a substantial part of its resources through consultancy, corporate funding, funding from other agencies and institutions, including, Government agencies and through partnerships with reputed institutions with proven track-record.
5. Each Council needs to have a **Scientific Advisory Board (SAB)** so that the presently existing technical input gap in the research planning can be filled. This will strengthen the hands of DG, who presently depends upon the technical inputs offered by the Research Officers (HQ). The constitution of the SAB should be such that it has several experts from inter-disciplinary areas, besides, having senior representatives (Directors of CSIR/ ICMR/ DBT Institutes). The DG should constitute the SAB with the approval of GB. DG should seek recommendations from SAB for introducing the culture of institutional evaluation by introducing PAB. At the Council level a **Review and Assessment Board (RAB)** should be introduced,
6. There must be uniformity in assessment and selection. A mechanism has been suggested which will help councils to attract, select and appoint not only qualified and experienced but meritorious candidates. For all Councils together there is a need to

have a single **AYUSH Recruitment and Assessment Board (AYUSH-RAB)** for timely, uniform and unbiased selection and assessment process. This will also help inducting high quality applied and basic research scientists which we need for long term and intense collaboration and to encourage innovation and creativity. The Chairman of the Board should be an eminent technical expert and the head of RAB should be a senior scientist at the level of GB for which DG of the Councils needs to meet to select/depute such a person.

7. The Councils do not have recruitment and assessment rules but follow extension of the promotion scheme, namely, Department of Health (Group 'A' Gazetted Non-Medical Scientific and Technical Posts) . In Situ Promotion Rules 1990, were notified on 28/11/1990, as applicable to Medical doctors and non- Medical Scientists. Subsequently, another notification was issued by Department of AYUSH specifying the rules for selection as approved by Secretary in 2015. These notified rules remain effective retrospectively from 2nd September, 2008 for Group 'A' Officers, although notified on 22nd July, 2015. Therefore, DG of the Councils jointly, in consultation with other experts needs to formulate Recruitment and Promotion Rules 2017 which may be called AYUSH-RPR, 2017. This should be at par with those in ICMR/CSIR/DBT etc. *While formulating policies it needs to be specific with respect to staff strength. It must encourage conducting research through partnerships with reputed institutions and also through contractual staff wherever necessary.*

8. DGs of ICMR/CSIR/DBT have been granted the status of Secretaries to Government of India. . *It may however be noted that ICMR and CSIR are the apex institutions and therefore, on a separate footing than the AYUSH Councils.* Due to the smaller size & scope of the Councils, the Committee felt that the DG should be appointed in the scale of Additional Secretary only. It also recommends that the qualification and experience for this position should not only be limited to the system to which the position belongs but *applications from qualified and experienced scientists from other disciplines such as life sciences, biomedical sciences, and medical sciences and even from basic sciences should be invited.* The years of experience after completing post-graduate degree should be 19 years and after obtaining doctorate degree 16 years. The selection committee should be chaired by an eminent expert from any of the above area and the Secretary of the Ministry should invariably be ex-officio member. The selection committee as well as the appointment must have approval of the Minister of Ministry of AYUSH. *Although the tenure of the DG appointment should be limited to six years, the Committee felt that his/her performance should be evaluated independently every two/three years, which could form the basis if his/her continuation in the post. This should also be made applicable to the post of Director too.*

9. The post of the Director should be at the level of Scientist-G grade in the pay scale of Rs. 10,000/- according to 6th Pay Commission. He should be assisted by a regular Administrative/ Accounts officer.

10. Selection as Director of the Institute should be carried out by DG of the Councils at the level of scientist-G and the post should be designated as scientist-G and Director. The applications from qualified and experienced scientists from other disciplines such as life sciences, biomedical sciences, medical sciences and even from basic sciences can be also be invited, depending upon the areas of research on which institute is focusing its activities. The years of experience after completing post-graduate degree should be 16 years and after obtaining doctorate degree 13 years. The selection committee should be chaired by an eminent expert from any of the above area and the DG of the respective council should invariably be ex-officio member. The selection committee as well as the appointment must have approval of the Minister of Ministry of AYUSH.

11. Currently, the Research officers/Scientists who are working in the respective Councils for long periods are not even eligible to apply at the position of Director/DG. A mechanism needs to be devised which enables them to do so. GB should be so restructured which empowers the DG of the council to take responsibility accountability and enhance its decision making ability to do the research activities as well as exploit emerging research opportunities

12. Presently, the Group 'A' staff is recruited as Research Officer in the Councils. In future instead of Research Officers they should be designated at the level of scientist-C.

13. Research officers should be designated as Scientists and should be hired minimum at the level of C and get should be eligible for three promotions i.e. D, E and G grades. The criteria for promotion followed in CSIR/ICMR could be followed.

14. During promotion upto the level of 'G' not only the salary and the grade pay but also they should be given changed designation which is commensurate with the new position to which they have been promoted.

15. The age of retirement for DG, Director should be uniformly be 62 years as presently in the case of ICMR. If feasible it should be raised to 65 years as is in case of University sister institutions, keeping in view the shortage of experienced and well-trained professionals/scientists in the field. Besides, this will help in bringing the best talents from teaching profession to the research institutions of the Councils.

16. In the present organizational structure one can only carry out routine research activities and there is a very limited scope of bringing in new thinking. The existing structure does not have several divisions such as Human Resource Development, International Scientific collaboration, Intellectual Property Generation and Protection etc due to which new initiatives cannot be taken on a regular and continuous basis. *Statistical Divisions which play a critical role in research, within the Councils are very weak at present.* Director Generals need to reorganize the existing organizational structure in consultation with technical in-charge of the Divisions and several other domain experts. Once finalized, it needs to be approved by DG.

17. The organizational structure of each institute is likely to differ from the other and the core research areas of activity as well as the composition of the technical unit in the institutes will also differ.

18. Director needs to design an institutional organizational structure, in consultation with the scientists of the institute along with technical representative from Headquarters; this should be approved by SAG as well as DG of the council. *While designing institutional structure sharing of facilities especially NABL accredited ones-Animal labs/plants/Herbarium should become an integral part.*

19. In the current structure of the Councils there are number of divisions which are completely absent, which should have been there such as International Science Collaboration, Human Resource, Assessment, Manpower training and Research advancement as well as Division of IPR, as well as full-fledged biostatistics-bioinformatics division.

20. DGs should delegate Administrative, financial and technical powers to the Director's of Central Research Institutes (CRIs) and Regional Research Institutes (RRIs) on the pattern followed by CSIR/ICMR so to as ensure their autonomy.

21. Each institute should focus its research efforts in two to three selected major disease areas. All research groups should have a multi-disciplinary team headed *preferably by a competent biomedical/medical scientist.*

22. Each Institute should have a Scientific Advisory Group (SAG) with technical experts as members. Director of the Institute should suggest to DG possible members for SAG for a three year period

23. A Performance Appraisal Board (PAB) may be set up by the DG of the Council for external evaluation of each institute.

24. Director Generals need to encourage and promote inter council coordination to enhance resource (infrastructure, manpower and expertise) optimization and also ensure proper coordination between National Institutes and Research Councils for example: Siddha Council and NIS, Chennai. *The Committee felt that the Siddha Council ought to be located in New Delhi like other Councils, to ensure better coordination with the Ministry and other Councils. The existing space and building can be converted into Research Unit (SIDDHA) supported by the qualified manpower having research background and experience if it becomes necessary under the recommendations made.*

25. The DG needs to move away from involving their organization in health fairs, medical camps, etc. where research input per se is minimum and bring focus in to the institutional activities which are spread across many areas. The Directors General in consultation with Directors/ Directors In-charge should limit their work to 2-3 areas/ areas concerning diseases based on their core strength.

26. Scientists after their recruitment/engagement ought to undergo compulsory induction- level training. Compulsory training programs ought to be organized for research staff at all levels on periodic basis.

27. There is need to have a suitable transfer policy for those technical staff who have spent more than five years at a stretch in one post. Transfers ought to be carried out on the recommendations of a duly established committee set up with by the DG.

28. While the AYUSH Research Councils ought to concentrate more on research within their own system, there is a need for a body devoted to fundamental research, research in Complementary and Integrative medicine and research at the international /global level . The newly established Department of AYUSH Research should, therefore, create a **National Center for Complementary and Integrative Health on the lines of NCCIH-USA** ,with similar mission to build scientific evidence base on the use of complementary and integrative health in order to inform the public, healthcare professionals and health policy makers. Like NCCIH-USA the strategic frame work of the Center could include 1. Advance Fundamental Science and Methods development 2. Health Promotion & Disease Prevention 3. Improve care of Hard- to -Manage Symptoms 4. Enhance Research Workforce and 5. Organizing of health fairs and medical camps .The Center ought to be provided separate components of funding, support and consultancy for Research & Development in complementary and integrative medicine to address the global research gap. This will enable identifying and undertaking high -end research, expanding the scope for international collaboration. adopting trans-disciplinary and integrative approaches. The Center ought to be a stand- alone entity with complete autonomy. The modus operandi with

regard to business terms, funding mechanism, governance etc. could be decided independently by the Institute or in consultation with ICMR/DHR.

29. The Ministry should create an independent department --**Department of AYUSH Research** on the lines of Department of Health Research. This could be headed by the existing Secretary of Ministry of AYUSH but assisted by an Additional secretary. Apart from overall coordination of AYUSH research, establishing new institutions depending upon the need, international coordination etc could be assigned to this Department. All extra-mural research activities having no overlap with that of the Councils can be handled by the proposed Department.

28. The Department of AYUSH Research (DAR) may also pay attention in creating a structure for Sowa-rigpa system, the Tibetan system of Medicine, similar to that of five Councils, though smaller.

29. The Department of AYUSH Research should closely interact with DHR/ ICMR/ and support AYUSH-ICMR interactive programs to be operated at a national level.

9.0 Acknowledgement

The Committee would like to place on record its grateful thanks to the Secretary, Ministry of AYUSH for providing it an opportunity to work on Terms and Reference offered and recommend changes that may go a long way in impacting the performance of the Councils in years to come. The Committee would also like to thank Secretary for his guidance and Joint Secretary for his support in the deliberations of the Committee and preparation of its report. Thanks are also due to Sri Anshuman Sharma for providing both technical and administrative support to the Committee. The Committee would also like to convey it's thanks to all the DG of the Research Councils. The Committee also would like to thank Dr. Anil Khurana and Dr. N. Srikanth and other scientific and administrative staff of the councils for their technical assistance.
