## POINT 20: A RESPONSIVE ADMINISTRATION

National e-Governance Plan is one of the 15 important initiatives announced by the Prime Minister on Independence Day, 2002. This initiative relates to implementation of a comprehensive programme to accelerate

The Department of AR&PG has formulated comprehensive Policy Guidelines on Website Development, Hosting and Maintenance. These guidelines are meant for the Ministries/Department of Govt. of India and their

effective means, resource sharing and seamless integration and collaboration among Ministries/Departments.

e-governance at all levels of the Government to improve efficiency, transparency and accountability at the Government-citizen interface. Action is being taken on this item jointly by the Department of Administrative Reforms & Public Grievances and Department of Information Technology. A presentation regarding National Action Plan on e-Governance was made to the Prime Minister on 6 November, 2003. Necessary endorsement was accorded to the National e-Governance Action Plan for its overall programme content, implementation approach and governance structures. Financial outlays would be on the basis of specific proposals/projects to be approved by the Planning

Making available accurate and reliable information in the public domain which can be of use to Citizens, Stakeholders, States, Union Territories, Non-Government Organizations, etc.

Realizing a knowledge-based organizational culture focused on enhancing Citizen, Client and Stakeholders satisfaction through innovative and pro-active behavioural engineering.

containing the digital version of these films was released during the fifth IT Managers Conference held in Delhi on 25-26 June, 2003. The telecast of short films has started from 15 August, 2003.

E-interaction and knowledge sharing between Ministries/Departments, States, Union Territories, Non-Government Organizations and people in general through electronic collaborative processes.

21.4.1 Twelve short films have been made on projects like Bhoomi, eSeva, Mahiti Shakti, Electoral ID Card & IT initiatives of Election Commission, Gyandoot, STAR, CARD etc. under an MOU signed with M/s Prasar Bharti. A CD

21.5.1 The decentralized public as well as staff grievance redress machinery set up in the Ministries/Departments of the Central Government has been strengthened considerably through reviews which are being carried out by a Standing Committee of Secretaries for Grievance Redress under the Chairmanship of Cabinet Secretary for the purpose. The Committee has so far reviewed the public grievance redress machinery in respect of 30 Ministries/Departments having a larger public interface. A Compendium on Public Grievance Guidelines issued by the Department from time to time has been brought out in English and Hindi. Ministries/Departments have been asked to monitor disposal of grievances in their PSUs, autonomous/statutory bodies, ensure time-bound acknowledgement and final disposal of grievances and applications for services provided by them, analyse grievances and implement systemic changes to reduce their recurrence and measure customer satisfaction on the services provided by them. They have been asked to give wide publicity to their public grievance redress machinery, Citizens' Charters, and Information and Facilitation Counters. A computerized Public Grievance Redressal and Monitoring System (PGRAMS) has been developed by the Department of Administrative Reforms & Public Grievances in collaboration with the National Informatics Centre (NIC). This System has been installed in 22 Ministries/Departments. Its internet version was launched on 31-5-2002. A citizen can now lodge his/her grievance on this website (http://darpg.grievance/nic.in) and can also monitor the action taken thereon by accessing the website. Ministry of External Affairs has indicated that computerization of public grievance system and fixing of time limit for

21.6.1 The Citizen's Charter reflects a commitment of the concerned Ministry/Department/Agency to specific service within a specified time frame as far as possible. The Charter assures clearly stated standards of service and

21.6.2 The Department of Administrative Reforms & Public Grievances coordinates the efforts to formulate and operationalise Citizen's Charters by the Central Government Ministries/Departments and their PSUs/autonomous /statutory bodies in areas in which they provide services to the members of the public. So far, 96 Charters have been formulated by various Central Government Ministries/Departments/Organisations (Details may please be seen

21.6.3 The Department also coordinates the effort of formulating and operationalising Citizen's Charters in various States/UT Administrations. About 616 Citizen's Charters have been issued by various State Governments/UT Administrations (State-wise list is at Annex II). A book and a CD on Citizen's Charter in Government of India was released by MOS(PP) on 14-5-2003. Another book titled 'Exemplary Implementation of Citizen's Charter in Punjab

A five-day capacity building workshop was organized during 22-26 September, 2003 at Lal Bahadur Shastri National Academy of Administration, Mussoorie, for developing trainers and training modules.

21.7 .1 The Information and Facilitation Counters (IFCs) provide a visible face to the Citizen's Charter'. They are intended to provide information on procedures and schemes of the concerned Ministry/Department as well as to access information pertaining to the status of the individual cases. So far 97 IFCs/'May I Help You' counters have been set up by various Ministries/Departments/Organisations. IFCs have been set up outside the security zones of

21.8.1 A Core Group on Administrative Reforms (CGAR) has been constituted in February, 2003 under the chairmanship of Cabinet Secretary to formulate specific changes in the system and procedures in Central

21.8.2 The members of the Core Group on Administrative Reforms comprise (i) Secretary, Planning Commission, (ii) Secretary, D/o Expenditure (iii)Secretary, D/o Legal Affairs, (iv) Secretary, M/o Statistics & PI, (v) Secretary, D/o Information Technology, (vi) Secretary, D/o Scientific & Industrial Research, (vii) Secretary, M/o Personnel, PG & Pensions, and (viii) Additional Secretary, D/o Administrative Reforms & Public Grievances. The Department of

21.8.3 The Core Group has approved an Implementation Matrix containing 29 Action Points with reference to the subjects mentioned from serial number (i) to (vii) which include (a) formulation of Citizen's Charter within 6 months by such Ministries/Departments which have larger public interface and which have not so far formulated the Citizen's Charter, (b) giving a customer or consumer orientation to Administration, (c) adoption of Good Administrative Practices, (d) external as well as internal performance audit of all Government organizations/offices, (e) developing job description of each post in the Government and prescribing time limits for completion of various types of activities to enable the Government to fix up responsibility for delays, (f) inviting suggestions, through, media from stake holders/users for services regarding changes to be made in the rules and procedures for quick and hassle-free services, (g) identifying and implementing certain Core missions in relation to "Introducing e-Governance" etc. The Core Group has so far held 6 meetings mainly to discuss various Base Papers prepared by the

21.8.4 The item regarding the delegation of authority was first considered by a Committee of Secretaries in its meeting held on 18 July 2003. The Committee decided to approve further delegation of some of the powers of the nodal Departments namely Department of Expenditure (in respect of 9 items), Department of Personnel & Training (in respect of 20 items), Department of Legal Affairs (in respect of 1 item) and Planning Commission (in respect of 4 items). This decision of COS was also endorsed by the Core Group of Administrative Reforms in its meeting held on 25 July 2003. The concerned Departments were requested to take action to issue necessary instructions after

21.8.5 Ministry of Finance (Deptt. of Expenditure) have issued a notification dated 16 September, 2003 effecting necessary amendments in Delegation of Financial Powers Rules (DFPRs) 1978. They have also issued executive instructions on delegation of their authority for (i) revival/filling up of vacancies under 'deemed abolished category' on 9 September, 2003, and (ii) enhancement of financial powers of Ministries/Departments with regard to expenditure on Non-Plan Schemes and Projects on 2 September, 2003. Planning Commission too have issued necessary instructions in September, 2003 delegating full powers to State. Governments for (i) approval of power projects, (ii) laying transmission schemes without any restriction on KV, and (iii) on enhancement of powers of the State Governments for sanction of the Flood Control, Drainage and Anti-Water Logging schemes having interstate/international ramifications, from the existing ceiling of Rs.3 crores to Rs.7.5 crores. As regards, Border Area Development Programme, Planning Commission stated that it had already agreed to transfer this work to the newly created Department of Border Management. Deptt. of Legal Affairs has delegated powers to the functional ministries vide its OM dated 16-10-2003 to authorize officers to execute contracts etc. on behalf of the President under Article 299(1) of the Constitution and to sign/verify plaints or written statements in suits. Deptt. of Personnel & Training is taking necessary action to issue necessary orders in respect of the 20 items concerning

21.8.6 The Department of Health has issued necessary instructions on 14 October, 2003 delegating authority to the functional ministries in respect of re-imbursement of medical claims of pensioners and issue of CGHS identity

21.8.7 In the meeting of the Committee of Secretaries held on 12 December, 2003, it was, inter alia, observed that there was a need to review the existing instructions in regard to travel on Government duty only by the Indian Airlines/Air India, keeping in view the liberalized environment. Ministry of Civil Aviation have since issued instructions on 13 January, 2004 delegating the power to give relaxation, in cases where travel by the private airlines by

21.9.1 The Cabinet Secretariat, with the approval of Prime Minister, has constituted on 3 February, 2004, a Committee under the Chairmanship of Shri P.C.Hota, IAS (Retd.), former Chairman, UPSC and former Secretary (Personnel) to examine the whole gamut of Civil Service Reforms covering the All India Services and the organized Group `A' Central Services and to make suitable recommendations for the consideration of the Government. The

21.9.2 The Committee has already commenced its work. It has sent letters to Central Ministers, Governors of States/UTs, Secretaries to Central Ministries/Departments, Chief Secretaries of States/UTs, Directors General of Police, Principal Chief Conservators of Forests, Directors of IIMs, prominent Parliamentarians, Editors of various newspapers etc. seeking their views/suggestions on the various aspects included in the terms of reference of the Committee. A Press advertisement was issued in 17 Newspapers seeking views/suggestions of the public. The Committee has also decided to hold 8 regional Workshops at Chennai, Hyderabad, Pune, Chandigarh, Thiruvananthapuram, Bhubaneswar, Bhopal and Lucknow to seek the views of a cross-section of the society on the terms of reference of the Committee. The Committee will finalise its recommendations keeping in view the feed back received from all

STATES/ UNION TERRITORIES

21.10.3 Citizens' Charter: To promote a citizen friendly Government, Government, Government Departments have displayed Citizen's Charter listing out the functions, activities and service delivery time frame of Govt. services. Grievance

21.10.4 Performance Tracking: To make the Govt. Departments an accountable administration, the State Govt. has introduced 'Performance Tracking, wherein performance and process Indicators have been formulated. A

21.10.6 Governance, Public Management & Administrative Reforms Wing: The recommendations of Committees and Task Force on Reforms and coordination are being processed for implementation. Governance Reform

21.10.7 Commission on People's Empowerment (COPE): Through COPE, citizens are encouraged to give feedback and advice to Government on quality and timely service, controlling corruption, increasing productivity of Govt.

21.10.8 e-Governance: Video conferencing and e-Seva are being extensively used in the State. e-Seva has been established in 105 centres. Social Benefit Management System(SBMS) is proposed to be implemented in Nalgonda District by June, 2004 as a Pilot Project and later in 100 locations in the State, by December, 2005. e-Procurement has been implemented in order to combat corruption and to ensure transparency in some Departments like R&B,

21.11.1 Government of Assam constituted an Administrative Reforms Commission in June 2002 to recommend steps to be taken for toning up efficiency, responsiveness and accountability at all levels and ensuring total transparency in the State administration. The Commission has submitted two interim reports to the Chief Minister of Assam in June 2003 and October 2003, in which wide-ranging recommendations have been made in the

21.11.2 The Government of Assam has taken up a two-pronged approach for 'Good governance'. On the one hand, for bringing about administrative reorganization/restructuring, the State Govt. has taken initiative for formulation of Citizen's Charters as also for setting up of Information & Facilitation Centres. On the other hand, to adopt innovative HR practices, the AR & Training Deptt. of Assam proposes to digitalise a HRD Model for inculcating 'Leadership,' Creativity and Stress Management' among Government employees. This HRD Model has been adopted as a part of the Report of the HR Sub-Committee of the Assam Administrative Reforms Commission. On digitalization, it is proposed to disseminate the same in the State through NIC network as a 'Distance Learning tool'. Through this Model, it is proposed to train managers in various department at District level and thus achieve the goal of Training

21.12.3 e-Governance and use of IT: In order to bring transparency and openness, a Tender Information System has been put on the website and all governments departments are required to upload information about the tenders floated by them. More than 1300 dealers are availing this facility. Information could also be obtained through e-mails. One training programme for Tender Information System was organized to train more than 150 persons

21.12.4 A number of forms and formats of affidavits have been put on the website. A small beginning has been made in DC offices to enable people to know the status of their applications for various certificates by using

21.12.5 The main portal Government of Delhi with 70 odd websites provide lot of information on services provided by them apart from details on schemes, FAQs. Application forms etc. The website also enables people to apply

21.12.6 Computerisation of activities and records is being undertaken to make the services hassle-free. MCD has set up Citizen Service Bureau to issue birth and death certificates. Self-assessment of property tax is being

21.13.1 Public Grievance Redressal: The District Grievances Committees have been constituted in all districts under the Chairmanship of Ministers and meetings are held every month. Grievances branch has been set up at

21.13.2 Citizen's Charters: The departments/organizations which have already formulated Citizen's Charters have been directed to display the same prominently in their offices and to adopt suitable means to bring them to the notice of the public. Apart from this, lectures for O&M offices of various departments were arranged at the Haryana Institute of Public Administration. Senior officers have been asked to indicate in their inspection/tour note their comments as well as the reaction of the public to the usefulness of the citizen charters. The implementation of Citizen's Charters was reviewed by the officers of the Administrative Reforms Department in five districts namely,

21.13.3 e-Governance: All officers of the rank of Deputy Secretary/Secretaries and their staff have been provided with PCs. LAN set up has been provided in the main Secretariat, Chandigarh. Seven training labs are being running by IT department. Around 11,000 officials have already been trained. A public grievance redressal software is ready for implementation and it is already functional in CM's office. Haryana government website (http://Haryana.nic.in) has been created and is being updated regularly. Mail server and e-mail accounts for about 2000 officials have been created by NIC. All service rules are available on CD. All forms and procedures have been made available on official website. An Industrial Portal has been launched for submission of forms on-line for Industry, Environment, Labour Commissioner & Pollution Boards. With regard to e-delivery of citizen services, a standard software "nai-disha" has been implemented in six districts to provide citizen/public services. Transactional citizen services have been started under "Ekal Sewa Kendra". More than 4,000 PCs have been provided to the

21.14.1 e-Governance: Computerisation of Land Records is in progress and data entry of 114 Up-Mahals have been made so far. The Pay Bills are also being prepared through computer. Computerisation of the Industries Department has been taken up in a big way and all the 10 non-tribal districts have been provided with computers. Important information relating to industrial policy, information technology policy and important notifications and schemes such as PMRY and National Award Scheme have been placed on the website of the Industries & IT for speedy redressal of their grievances. In order to take the benefits of IT to the rural public, especially those living in the distant areas of the state a pilot project called "LOKMITRA" has been started in Hamirpur Distt. It provides for filing of complaints/general grievances, downloadable forms, information about vacancies and other promotional schemes in various Govt. departments, market rates, matrimonial services etc. The Himachal Pradesh State Electricity Board has computerized (i) HT/LT billing, (ii) Personnel information system, (iii) Bank reconciliation, (iv) Fund/cash flow, (v) Tendering activities and (vi) Inventory management & control, in first phase.

21.14.2 The Education Code has been revised to include the latest instructions on internal administration, inspection of schools, fee & funds, scholarships and other useful information. The Higher Education Department has also published a booklet on various schemes of scholarships which are available to the students together with application form, which has been found very useful by students/parents. The Himachal Pradesh State Electricity Board has

21.14.3 The preparation of Tribal Sub-Plan has been made very simple, transparent, comprehensive and people's participation in the planning process has been ensured. The local needs as identified by the Project Advisory

21.14.4 Redress of public grievances: Grievances Committees have been constituted by the State Government at district level under the chairmanship of Ministers as nominated by the Government and at the state level

21.15.1 Transparency: Transparency in Public Procurements Act and Procurement Reform Action Plan have been enacted to ensure transparency in administration. All new laws and ordinances are being placed in the website of Deptt. of Parliamentary Affairs and Legislation (dpal.kar.nic.in). In line with the Right to Information Act and Rules, most of the public authorities at the State level have taken action to name their competent and appellate

21.15.2 The State Government has, however, stated that both awareness and implementation of these facilities are tardy at lower levels. The State Govt. hopes to increase awareness among citizens at the village level through

21.15.3 Citizen's Charter: Citizen's Charter is available on the websites of the Stamps & Registration Department, Transport Department, BWSSB, TPTCL and KSRTC. Bangalore Mahanagara Palike, the Police Department and the Commercial Tax Department will also be finalizing their Citizen's Charter in the near future. Taluka Citizen's Charter lists out the services delivered by the office of the Tahsildar, with the specifications regarding the procedures

been issued to minimize Personal Deposit account system. The Office of the Controller(Accounts Management) has developed a Database to monitor responses to audit objections which has led to clearance of pending cases to a large extent. Data format developed for monitoring of backlog in accounts and audit has also helped in clearance of pending cases at Gram Panchayat, Zilla Panchayat levels as also in KGID, EGIS and public sector enterprises.

annual united grant to the GPs is proposed to be raised to Rs.5 lakhs in the current year. Further, to provide more untied funds to the PRIs, the sectoral programmes are being classified into five categories with around 100 Plan

21.15.6 To simplify procedures and de-regulate the business environment, the Karnataka Industries Facilitation Bill 2002 has been passed by both the Legislatures and is before the President for his assent. The State Govt. is in the process of developing a Combined Application Form (CAF) to replace the multiple form required to start a business. Karnataka Udyog Mitra provides a single window service to forward the application of entrepreneurs to the

21.15.7 Administrative Reforms: Karnataka Administrative Reforms Commission has, after reviewing 13 departments, recommended in its report, several reforms on governance matters, including rightsizing measures, economy measures, E-governance, merging or abolishing of schemes implemented by the Government and identifying areas of outsourcing. Based on these recommendations these Departments have prepared Action Plan for placing the

21.15.8 The State Govt. has already implemented some of the recommendations, such as, abolition of Divisional Commissioner's offices, Store Purchase Department, IFS Department and Divisional level offices in various departments. Other recommendations like introduction of Desk Officer system, Single File system, Transfer policy guidelines, VRS, Citizen's Charters, implementation of LAN system in Secretariat, Website, publication of

21.16.1 M.P. Government has adopted the 'Right to Information' in governance for enhancing transparency, responsiveness, accountability and to develop responsive administration. A system of Citizen's Charter has been developed in Govt. offices to act on the representations received from the general public within a stipulated timeframe. Public Service Agreement specifying the aims and targets of the Departments using public funds are now

21.16.2 People's participation in forest protection/management, private forest management, literacy programme for ensuring free and compulsory education to children of 6-14 years and Health Sectors including safe drinking

21.16.3 To dispense prompt justice, 'Kutumb Nyayalaya' has been established at 7 Divisional Headquarters for disposal of family disputes. 29 special courts have been set up for disposal of cases under SC/ST Atrocity Act and

21.16.4 A Centre for Knowledge management and Good Governance (CKAMGG) has been established in RCVP Norohna Academy of Administration & Management mainly with a view to promote decentralisation and good governance practices through training, seminars, research and consultancy and by providing professional guidance and technical expertise in decentralized development planning, management information systems, rapid appraisal

21.17.1 The State Govt, has published a 'White Paper' on 'Public Expenditure Management and Administrative Reform' in which the policy of the Government and road map for Good Governance has been outlined. For responsive administration, Government of Orissa is making a determined bid for quick service delivery and for enhancing internal and external accountability of public servant. The departments with large citizen interface like Revenue, Registration, Transport & Commerce and Urban Departments have been asked to publish and enforce Citizen's Charters specifying Citizen's entitlement, public services of defined standard and time limits and prescribing remedy for performance failures. The Government proposes to strictly enforce the provision of pre-mature retirement at 50/55 years under Rule 71(a) of the Orissa Civil Code in respect of officers indulging in corrupt practices. Similarly,

21.17.2 Rightsizing: With a view to bring down the workforce by 20% by the year 2005, so far, the State Govt. has identified 1556 surplus staff in various Departments. In the Administrative Reforms Cell, a Retraining and

21.17.3 e-Governance: The State Govt. has initiated the computerization of records in Registration Offices. The Directorate of Land Records and Survey's Board of Revenue, Cuttack, has taken up the computerization of land records. Out of 171 Tehsils, work order has been issued for 160 Tehsils, out of which 56 have become operational. In all Tehsils, the computerization of land records has reached various stages like data entry, validation, installation of computers and site preparation. Four officers in each Tehsil are being trained by NIC and as of now, 330 officials have already been trained. Computerisation of Treasury, Commercial Tax Department and Transport sector is also on way. A Employee Database is also being developed by the Finance Department for planning and organizing manpower resource and for efficient administration. LAN has been set up in the Offices of Chief Minister, Cabinet

21.18.1 Citizen's Charter: 27 Department of the State have prepared Citizen's Charter and placed the same before the State Legislative Assembly. Citizen's Charter prepared by various Departments of Secretariat, Heads of Deptt./ Boards and Corporations under the State Government are available in the Website - www.tn.go.in. It is being ensured that copies of Welfare Schemes and Citizen's Charters are available in the website for the general public. Also, all public oriented schemes will be published in Tamil Arasu Magazine, free of cost, for wide publicity. Further, with a view to make the administration effective, responsive and people friendly, all the Heads of

21.18.3 Chief Ministers' Special Cell for Petitions: This Cell formed in 1974 is headed by a Special Officer in the Cadre of Deputy Secretary with six sections. Petitions addressed to the Hon'ble Chief Minister, presented in person or sent by post, fax, e-mail etc are sent to the concerned officer for redressal. This Cell has been computerized and all the above petitions are fed into the computer. NIC has developed a software package which has enabled the State Computer System to be connected with the District units. Monthly reviews are also conducted by the Special Officer to expedite action on these petitions. The competent authorities are requested to send final reports within 15 days. Officials have been instructed to give reply to all petitioners within 30 days regarding the action taken and the petitions are required to be disposed of within a period of 90 days. This Cell is also a nodal

21.18.5 e-Governance: Government Orders and Service Rules which are of interest to general public and Govt. servants are being fed into the Secretariat Net Work and TN Govt. Website. Electronic Delivery Services in the Departments like Transport, Registration, Sales Tax and Education is proposed to be introduced which would be beneficial for the citizens. Further, Land Records application software developed by NIC has been loaded at the taluka level. Out of 206 talukas in the State, 199 taluks have been brough on-line. In respect of 5 taluks which are in Chennai, data entry has been made separately and the remaining 2 taluks are also proposed to be brought online.

21.18.6 Touch Screen Computer Kiosk (TSCK): TSCK have been installed in 29 model taluks to enable a better interface between the rural population and the State Govt. and for quicker delivery of extract of documents to land owners and others. Information such as Particulars of 'A' register and Chitta, OAP/ destitute pension, Birth and death details and guideline values can be accessed from TSCK. Application forms required by the general public

21.19.1 e-Governance and use of IT: The Directorate of IT with the assistance of NIC Tripura Unit has launched the official website of the Govt. of Tripura and the website address is "www.tripura.nic.in.". Various citizen

21.20.2 e-Governance: LAN has been established in the Secretariat which will be extended to SDO's office in other islands. A website has already been developed (www.lakshadweep.nic.in) on which important Acts/Rules have

21.21.1 Redressal of Public Grievances: Effective steps have been taken in the area of redressal of public grievances like setting up a separate cell, appointment of a public grievance officer, setting apart a specific time (from 11 AM to 12 Noon on all working days except Mondays) for meeting the public, monitoring timely disposal through a software developed by NIC. Apart from these the public redressal mechanism is being reviewed by Chief

21.21.2 e-Governance: LAN has been established in the Secretariat and adjoining offices. A website has already been developed (www.and.nic.in) on which various application forms pertaining to community based public

To expedite decision making, the Secretaries of administrative departments have been directed to submit files in respect of certain cases to the concerned Minister with his remarks for orders without a note for

Standing instructions have been issued to dispose of public grievances as quickly as possible. Important cases are monitored at the highest level through a software by a personnel

21.18.4 Transparency in Governance and Right to Information: The State Government has enacted the Right to Information Act, 1997 to provide the public the right of access to information about the administration.

To ensure quick disposal of proposals, a level-jump strategy has been designed under which the proposal is scrutinized only by the concerned officer rather than by officers at every level.

(d) The State Govt. has constituted a 'Reorganisation Committee' under the Chairmanship of Minister for Finance to study the Secretariat functioning and to suggest suitable reforms.

petitions/grievances from the general public and take prompt and on-the-spot action on these petitions, under the 'Manu Needhi Thittam'. All the villages in a District are covered in a cycle of three years.

Single File System has been introduced under which the file dealt with by Government will be forwarded to the Heads of Department and vice-versa.

friendly services like tender notices, job advertisements, forms of common use etc. are being offered on this website, in addition to hosting general information about the State.

The District Collectors, District Revenue Officers, R.D.Os and other gazetted officers visit the villages on predetermined days, receive and review

Two Working Groups were set up to operationalise the recommendation of the Task Force established to guide the modernization of financial management. To improve internal controls, order has

Keeping in line with the principle of decentralization, the State Government proposes to give Gram Panchayats the administrative and financial capacity to become units of planning and as such the

under the chairmanship of Chief Minister to evaluate the redressal of public grievances. Any complaint submitted by the public is promptly attended to and reply is sent to the complainant within a specified time frame.

21.12.1 Redressal of Public Grievances: An on-line provision for filing complaints with the Office of Chief Minister has been made. 66 departments have appointed nodal officers for redressal of public grievances.

21.12.2 Right to information: A core group of about 70 officers has been trained to impart training and publicise the provisions of Right to Information Act. More than 2300 applicants have availed of its benefit.

A three-day capacity building workshop was organized during 8-10 April, 2003 at Administrative Training Institute, Kolkata. 31 senior officers from the States of Mizoram, Tripura, Sikkim, West Bengal and Ministry of

A three-day capacity building workshop was organized during 8-10 May, 2003 at the Academy of Administration, Nainital. 27 senior officers from the States of Uttaranchal, Uttar Pradesh, Delhi, Department of

A three-day capacity building workshop on Citizen's Charters was organized during 2-4 September, 2003 at Harish Chandra Mathur, Rajasthan State Institute of Public Administration, Jaipur for effective

implementation of Citizen's Charters. Representatives from State Governments of Haryana, Rajasthan, Gujarat and Madhya Pradesh and the Ministry of External Affairs, Department of Posts, Government of India

A five-day capacity building workshop on Citizen's Charter was organized from 17 to 21 November, 2003 at the Indian Institute of Public Administration (IIPA), New Delhi for developing trainers and training

A three-day capacity building workshop on Citizen's Charter was organized in collaboration with Government of Karnataka from 20 to 22 January, 2004 at the Administrative Training Institute, Mysore, for effective

21.1 A responsive and effective administration is essential for a democratic polity. A lean but efficient and committed administration is vital for speedy social and economic development. After the beginning of liberalisation, transparency in government work and reduction of redtapism have become the buzzword. Under this point, the following four items are monitored with regard to the important measures taken during the year both at the state and central level:

CHAPTER

 Simplification of Procedures Delegation of Authority Enforcement of accountability Redressal of public grievances

- GOVERNMENT OF INDIA 21.2 Committees on Procedural Reforms:-
- 21.2.1 In pursuance of a decision taken in the meeting taken by the Minister of State for the Department of Administrative Reforms and Public Grievances on 7 July, 2000, four Committees were constituted on 31 July, 2000 to conduct studies and suggest measures for procedural reforms. Terms of Reference of these Committees included identification of bottlenecks in procedures relating to delays either on account of the extant rules and regulations or judicial pronouncements etc. and making recommendations relating to simplification of rules, and elimination of steps in decision making including statutory references to various bodies. All the following four Committees have submitted their reports and further action is in progress.
- (i) Committee on Appointment to Senior Positions;
- (ii) Committee on Vigilance Procedures;
- Committee on Service Litigations; (111) Committee on Reforms in Recruitment Rules. (iv)
- 21.3 Commission on Review of Administrative Laws:
- 21.3.1 A Commission on Review of Administrative Laws was set up by the Department of Administrative Reforms & Public Grievances on 8 May, 1998 with a view to identify proposals for amendment of the existing Laws, Ruls, Regulations and procedures having inter-sectoral impact and also for repeal of all dysfunctional laws. The Commission submitted its report on 30 September, 1998. The important recommendations of the Commission included recommendations for repeal of 1382 out of 2500 Central Laws, expeditious amendments to a critical list of about 109 Acts, documentation of administrative Laws, Rules Regulations Executive Instructions, etc. by all the Ministries/Departments, harmonization of statutes and laws with reference to the perspective of domestic and foreign investors, trade and industry, consumers, exporters and importers and development of a viable alternative
- disputes resolution machinery. 21.3.2 A Standing Committee was constituted in November, 1998 under the Chairmanship of Secretary (Personnel) to monitor the follow-up action on the implementation of the recommendations made by the Commission. The Committee monitors the implementation position.
- 21.3.3 Out of the 1382 Central Laws of different categories recommended for repeal by the Commission, 409 Acts including 5 War-time Permanent Ordinances have since been repealed. The various Ministries/Departments

- have decided to retain 819 Acts (which includes 700 Appropriation Acts and 27 Reorganization Acts). As regards amendments, 50 Acts have already been amended and 17 Amendment Bills have been introduced in Parliament. 21.3.4 The Legislative Department has, with the assistance of NIC, has placed all the unrepealed Central Acts of all-India application which find a place in the scheme of the India Code available on NICNET and INTERNET. Action has also been initiated by the Legislative Department to make subordinate legislations also available on NICNET and INTERNET with the assistance of the concerned administrative Ministries and NIC. An Action Plan has been
- The remaining Acts are at various stages of processing.
- prepared and communicated to concerned Ministries/Departments for making all subordinate legislations available on NICNET.
- Electoral Laws.

- 21.3.5 Simplification/consolidation of rules and procedures will mostly follow amendments and repeal of laws. Legislative Department has taken steps to bring sector-wise compendium of legislations beginning with compendia of
- 21.4 e-Governance:

- Grievances).
- 21.4.1 Use of Information Technology along with re-engineering of governmental processes is being promoted in order to improve efficiency and effectiveness of Government and to ensure transparency and accountability. A High-Powered Committee, with the Cabinet Secretary as its chairperson, has been constituted for this purpose. It is serviced by an Executive Committee chaired by the Additional Secretary (Administrative Reforms & Public

- 21.4.2 As Information Technology gradually permeates the working of the Central Government, a minimum agenda for e-governance has been drawn up with the assistance of the IT Managers designated in various Ministries/Departments on the lines of the Grievance Officers, Vigilance Officers etc. This Minimum Agenda, inter alia, ensures provision of a basic minimum infrastructure as well as the computerization of certain Government to Government and Government to Citizen transactions. Most of the Ministries/Departments have developed their websites. The pay-roll accounting system has also been computerized in most of the Ministries/Departments. About

- 90% of the reporting Ministries/Departments have provided PCs and have LAN set up. As regards electronic work flows like e-mail, on-line notice board, use of grievance redress software, availability of forms in website, submission of forms on-line and on-line delivery of services, more than one-third of the Ministries/Departments have made significant achievement in this regard and the rest of the Ministries/Departments have initiated action.
- 21.4.3 The progress of implementation of this Minimum Agenda is being monitored by the Department of Administrative Reforms & Public Grievances. Another mechanism to monitor the implementation of the agenda is through convening a Conference of Information Technology managers in the Ministries/Departments, who are generally officers of the level of Joint Secretary. IT managers are charged with the primary responsibility for the implementation of Minimum Agenda for e-Governance as also for facilitating and coordinating all activities and initiatives in this area. The fifth IT Managers Conference was held on 25-26 June, 2003 in New Delhi. The theme for the Conference was "Championing Change Management - Creating Ownerships". The Conference included plenary sessions and panel discussions on themes such as Transition to Citizen Centric Governance & "Less Paper Office",
- Electronic Workflow & Web Enabling Processes, Rapid Prototyping and Deployment of Solutions Framework for Electronic Transactions, Transforming Governance & Business Process Re-engineering. During the Conference, several
- IT Managers indicated the initiatives that had been taken in their Ministries/Departments. The Sixth IT Managers Conference was also held in New Delhi on 25-26 March, 2004. The agenda for the Conference was "Road Map and
- Action Plan for Mission Mode Projects and review of implementation of the Minimum Agenda for e-Governance". The need for improving the delivery of services to the citizen through the use of Information Technology was

Subordinate and Attached Offices. The objectives envisaged are as follows:-

Pursuit of excellence and quality for improved electronic delivery of information and services to citizens/clients.

The above guidelines have been circulated to all Ministries/Departments of Government of India as well as States/Union Territories.

notifies appropriate channels for redress of grievances. Most of them also indicate obligations on the part of the users.

National Bank, Oriental Bank of Commerce and Punjab & Sind Bank' was released by MOS(PP) on 26-8-2003.

Posts and Oriental Bank of Commerce participated.

the offices to increase accessibility of information in the public domain by the citizens.

How to make the administration efficient and transparent?

How to make the administration accountable?

How to make the administration responsive and citizen-friendly?

Simplification of rules, regulations and procedures and creating public

Introducing e-governance in Central Government Offices (including e-

Outsourcing of the work done in Government offices for efficiency, cost

control and cutting down staff expenditure with specific focus on

(viii) Delegation of authority from 'nodal' Ministries to 'functional' Ministries,

the officials becomes absolutely necessary, to the Secretaries of the Ministries/Departments.

Making the Civil Service e-governance friendly.

Making the Civil Service responsive and citizen-friendly, transparent, accountable, and ethical.

Putting a premium on intellectual growth of civil servants and on upgrading their domain knowledge.

Any other matter that the Committee may consider relevant to the subject of the civil service reforms.

redressal mechanism has also been made a part of the CC, with time limits for disposal of grievances.

Committee is required to submit its report in six months time. The Committee is required to give specific recommendations with reference to the following:

(iv) Protecting the Civil Service against wrongful pressure exerted by (a) administrative superiors; (b) political executive; (c) business interest; and (d) other vested interests.

Changes in rules governing the disciplinary proceedings against civil servants to decentralize the process as far as practicable, and to make the disposal of such proceedings time-bound.

21.10.1 Vision of Government of Andhra Pradesh: The AP VISION 2020 focuses on total eradication of poverty, emergence of the State as a learning society built on discipline and collective sense of purpose.

21.10.5 Janmabhoomi: This scheme provides for transparency in decision making in Grama Sabhas (in village Panchayats) and the officials/public representatives are, thus, made accountable to the people.

Programme and Coordinated Action Plan are being prepared for initiating reforms. Projects in areas of Human Resource Management, Civil Service Reforms, Anti-corruption and procurement are being undertaken.

(v) Changes if any, necessary, in the various All India Civil Services Rules and Central Civil Service Rules to provide a statutory cover to the proposed civil service reforms.

The steps taken by some of the State and UT Governments to make administration more responsive to the needs and expectations of the people are as follows:

Irrigation, Health & Medical, Housing & Infrastructure Development Corporation, APTS & APSRTC and more agencies are adopting this route for their procurement of their needs.

21.10.2 SMART Government: The State Government is taking several steps to usher in a 'Simple, Moral, Accountable, Responsive and Transparent' (SMART) Government.

Committee has also been constituted to offer advice in this respect. Performance based placements/rewards/punishments systems are underway.

Effective redressal of Public Grievances and furnishing information to the visitors to the Secretariat;

Decentralisation of powers up to Divisional level vis-à-vis strengthening of the role and powers of Divisional Commissioners,

online for 11 different certificates. The portal has been awarded "Bronze Icon" in the category of best websites at national level in November, 2003.

introduced by MCD to make the system transparent and simple. The guidelines in this regard have been put on MCD's website. All electoral rolls have also been placed on the website.

officials and 40 departmental websites have been hosted. Incentives in the shape of increments, appreciation letter etc. are being given to employees for exceptional performance.

same before the Cabinet Sub-Committee. The entire process is expected to result in major restructuring of many departments and reduction of expenditure through right-sizing.

water, sanitation and nutrition etc. has been encouraged. The Women Policy 2003 emphasises on equality of women, survival of girl child, equality of opportunity and their economic independence.

Utilisation of Information Technology in Government Administration (E-Governance),

Mechanisms for Monitoring & Coordinating Self-Employment Opportunities in the State.

Compilation of Annual Administrative Report by State Government Departments,

telephone, cell phone and internet. This facility will be replicated in other departments with public interface.

Ambala, Kaithal, Kurukshetra, Karnal and Sonepat and necessary guidance was given to achieve the desired results.

Committee headed by the respective MLA of the area are taken into account while finalizing the Tribal Sub-Plan.

authorities and make suo-moto disclosure and also to nominate authorities down the line for all their subordinate offices.

215 Treasuries in the State have been computerized and treasury transactions are being made online using the software 'Khajane'.

14 more are being established. 1581 Gram Nyayalaya have been set up for the rural poor. Annually, 1000 Lok Adalat Shivirs are also organized.

a scheme of accelerated promotion, in addition to normal channel of promotion is proposed to be introduced to reward honest and dedicated officers.

Re-deployment Units has been set up to redeploy 1338 surplus staff in Departments with vacant posts.

Departments and Collectors/subordinate offices in the State have opened Information-cum-Facilitation Counter in their offices.

Ministers, all Secretaries, Special Secretaries and some Additional Secretaries.

21.18.2 Streamlining the System of Redressal of Public Grievances:

agency for arranging financial assistance from the Chief Minister's Public Relief Fund.

Infrastructure facilities towards this end have already been provided in all the 206 taluks.

21. 18.7 Administrative Reforms: Some of the administrative reform initiatives taken are as under:-

section of the Administrator. Complaint boxes have been placed to receive complaints from general public.

been put. The requisite forms are also available on the website which can be submitted online. E-mail facility is available in all offices.

services of respective departments, many of which can be submitted online, have been put on the website for convenience of citizens.

have been placed on the Govt, websites both in English and Tamil.

circulation.

21.20 U.T. of LAKSHADWEEP

21.20.1 Redressal of Public Grievances:

21.21 U.T. of ANDAMAN & NICOBAR ISLANDS

Secretary every month to measure the citizen's satisfaction.

21.19 TRIPURA

brought out manuals on banking, accounting and purchase operations etc. and manuals relating to sale of power and execution of works.

State level under the supervision of Special Secretary/Joint Secretary (Grievances).

within the Ministries and from Ministries to their field offices;

readiness to introduce e-governance and e-support for the whole gamut of

and MTNL participated in the workshop.

implementation of Citizen's Charter.

21.7 Information and Facilitation Counters (IFCs):

8.1 Core Group on Administrative Reforms (CGAR):

awareness about them;

administrative reforms;

Public Sector Enterprises (PSEs)

Administrative Reforms & Public Grievances is servicing the CGAR.

Civil Service Reforms;

concerned Departments on different subjects.

obtaining the approval of appropriate authorities.

cards to retiring employees, effective from 1-4-2004.

21.9 Committee on Civil Service Reforms:

them.

these sources.

machinery etc.

21.11 ASSAM

following areas:

Quick movement of files;

for All as envisaged in the National Training Policy.

Employee motivation and proper work culture;

Rationalisation of Government Department;

'Single Window' facility for investors/entrepreneurs;

Rationalisation of District/Sub-Divisional level Committees,

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21.12 NCT of DELHI

in this regard.

21.13 HARYANA

21.14 HIMACHAL PRADESH

Simplification of procedures:

KARNATAKA

21.15.4 Accountability:

21.15.5 Responsiveness:

respective departments.

21.16 MADHYA PRADESH

21.17 ORISSA

21.18 TAMIL NADU

schemes and 50 Non-plan schemes.

satellite-based training imparted to gram panchayat members.

e-governance Strategy Action Plan have also been implemented.

available on State Govt. website, for public scrutiny.

techniques, social and economic policy analysis etc.

to be followed, documents required and the time limits for implementation.

21.15

21.10 ANDHRA PRADESH:

21.6.4 The following Workshops on formulation/effective implementation of Citizen's Charters were organized :-

Commitment to partnership, networking and value addition through citizens and stakeholders participation in decision-making.

Finance (Banking Division), Office of the Jute Commissioner, Ministry of Textiles, Department of Posts and Tea Board participated.

Ministries/Departments/Organisations and to prepare an Action Plan for its implementation of its recommendations within a given timeframe, with reference to the following subjects:

Increasing efficiency and transparency in Government processes through cost-

- stressed in the Conference.
- 21.4.4 The Seventh National Conference on e-Governance was held at Chennai on 13-15 November, 2003 on the theme "Achieving Excellence through transformation". The Conference was inaugurated by the Deputy Prime Minister. National Awards for Best e-Governance Paper, Exemplary e-Governance initiatives and for Best Website were given by the Deputy Prime Minister during the inaugural session. A reference Compendium for CIOs and IT Managers and a Book on "QM in Government" were also released by Deputy Prime Minister of India. The delegates to the Conference included Senior Officials from the States, Central Ministries/Departments, IT Industries,
- Academic Institutions and experts from both Government and Non-Government Organisations. The Conference also included the presentation of Awards for the National Essay Contest for Children on the topic "Information and Communication Technologies - How it will shape my future?" 21.4.5 As part of the recommendations of the Task Force on Information Technology, the Ministry of Personnel, Public Grievances and Pensions has been entrusted with the task of setting up of a National Institute of Smart Government (NISG). The Institute would attempt to raise societal awareness of and capability in smart governance by promoting policies and practices which reinforce 'hassle-free' environment for the citizens. It would develop

Commission/Ministry of Finance.

21.4 Dissemination of Best Practices:

disposal of work in passport offices have been completed.

21.5 Redress of Public Grievances:

21. 6 Citizen's Charters:

at Annex I)

(iii)

(vi)

modules.

- high impact e-governance applications in delivery of citizen services for the Central and State Governments. It would be the focal referral site for any information on solutions, benchmarks and best practices within the country and abroad. This Institute is being set up in Hyderabad in collaboration with Department of Information Technology, Department of Administrative Reforms & Public Grievances and the State Government of Andhra Pradesh. The NISG was incorporated on 28-5-2002 as a Section 25 'Not for profit Company' under the Companies Act, 1956. Steps are being taken to draw up its detailed road-map and activities for the next few years.
- 21.4.6 The Expert Group constituted to conceptualise the setting up of a Central Portal for delivery of Government information and services has given its report. The report of the Expert Group, which was released at the sixth
- National Conference on e-Governance held in Chandigarh on 24-25 October, 2002 has been distributed to all Central Ministries/Departments and State Governments. Necessary steps would be taken to set up the India Portal to
- serve as a one-stop non-stop destination for public to access information on various aspects of Government functioning on the basis of the recommendations of the Expert Group. The portal would also serve as a 'single-window' for delivery of government services. 21.4.7 The matter of setting up of the India Portal was discussed with the Department of Information Technology and NIC on 4 December, 2003. One of the points discussed during the meeting was that while initiating action on the broad recommendations with respect to implementation of India Portal, it would be necessary to ensure that contents were available to be linked with the Portal. The considered view expressed in that meeting was that it
- would be necessary to advance the implementation of several mission mode projects identified under the National e-Governance Action Plan and gateway initiatives prior to setting up of India Portal. Department of Information Technology is pursuing further the setting up of India Portal. National e-Governance Plan

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