

REFORM
INITIATIVES
IN

ADMINISTRATION

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ADMINISTRATIVE REFORMS IN INDIA AN HISTORICAL OVERVIEW

- “REPORT ON CIVIL ESTABLISHMENTS AND SALARIES” - SUBMITTED IN 1866 BY RICKETT
- “SECRETARIAT REORGANIZATION COMMITTEE” OF 1947
- TOTTENHAM REPORT ON THE REORGANIZATION OF CENTRAL GOVERNMENT OF 1946
- “ECONOMY COMMITTEE” OF (1949)

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

**“REPORT ON REORGANIZATION OF THE GOVERNMENT
MACHINERY”**

BY N.GOPALASWAMI AYYANGAR

- **GROUPING OF CENTRAL GOVERNMENT MINISTRIES INTO FOUR BUREAUS:**
 - **BUREAU OF NATURAL RESOURCES & AGRICULTURE**
 - **BUREAU OF INDUSTRY & COMMERCE**
 - **BUREAU OF TRANSPORT & COMMUNICATIONS AND**
 - **BUREAU OF LABOR & SOCIAL SERVICES**

(GOVT TURNED DOWN BUREAUS SET-UP)
- **SETTING UP OF AN ORGANIZATION AND METHODS (O&M) DIVISION**

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

SETTING-UP OF (IN MAY 1950)

- THE DEFENCE COMMITTEE
 - THE ECONOMIC COMMITTEE
 - THE PARLIAMENTARY & LEGAL AFFAIRS COMMITTEE
 - ADMINISTRATIVE ORGANIZATION COMMITTEE
(ADHOC)
-
- CABINET SECRETARY WAS TO BE REGARDED BY THE CIVIL SERVICE AS AN ADVISER AND CONSCIENCE KEEPER IN WHOM THE CIVIL SERVANTS COULD HAVE GREAT CONFIDENCE-
(ACCEPTED THE RECOMMENDATION)

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

- “REPORT ON PUBLIC ADMINISTRATION” AND “REPORT ON THE EFFICIENT CONDUCT OF STATE ENTERPRISES” OF A.D.GORWALA IN 1950
- “MACHINERY OF GOVERNMENT: IMPROVEMENT OF EFFICIENCY” (1952) OF R. A. GOPALASWAMI (TREATED AS A ‘CONFIDENTIAL DOCUMENT’!)
- TWO REPORTS (1953 & 1956) BY PAUL H APPLEBY AN AMERICAN EXPERT ON PUBLIC ADMINISTRATION-12 RECOMMENDATIONS- TWO ACCEPTED & REALIZED
- SETTING-UP OF AN O&M (ORGANIZATION AND METHODS)
 - INSTITUTE OF PUBLIC ADMINISTRATION FOR ADVANCEMENT OF ADMINISTRATIVE KNOWLEDGE

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

- 1954 - STANDING MACHINERY FOR ADMINISTRATIVE IMPROVEMENT WAS SET UP IN THE SHAPE OF THE O&M DIVISION
- 1964 - THE O&M DIVISION WAS MERGED WITH THE DEPARTMENT OF ADMINISTRATIVE REFORMS
 - LOCATED IN THE CABINET SECRETARIAT-TO FUNCTION DIRECTLY UNDER THE PRIME MINISTER

ADMINISTRATIVE REFORMS IN INDIA AN HISTORICAL OVERVIEW

- **VT KRISHNAMACHARI REPORT OF 1962**
 - **IMPORTANT RECOMMENDATIONS:**
- **EXPANSION OF THE I. A. S CADRE TO MEET THE NEEDS OF ECONOMIC & SOCIAL DEVELOPMENT**
- **COORDINATION OF THE ELECTIVE AND ADMINISTRATIVE ELEMENTS**
- **COORDINATION OF THE ADMINISTRATIVE AND TECHNICAL SERVICES**
- **PROGRESS OF THE COOPERATIVE MOVEMENT & COMMUNITY DEVELOPMENT PROGRAMME**

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

- DEPARTMENT OF ADMINISTRATIVE REFORMS WAS SET-UP IN MARCH 1964 - LOCATED IN THE MINISTRY OF HOME AFFAIRS.
- “SANTHANAM COMMITTEE REPORT IN 1964 ON PREVENTION OF CORRUPTION” - RECOMMENDED FOR SETTING-UP “ CENTRAL VIGILANCE COMMISSION”
 - RECOMMENDED A CODE OF CONDUCT FOR MINISTERS ON PAR WITH THE CHIEF MINISTERS OF ALL STATES

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

- **'ARC' OF 1966 WITH MORARJI DESAI AS ITS CHAIRMAN (LATER K. HANUMANTHAIYA) SUBMITTED 20 REPORTS MAKING OVER 500 RECOMMENDATIONS**
- **THE SINGLE MOST IMPORTANT REPORT SUBMITTED BY THE ARC IS ON PERSONNEL**
- **ON TRAINING THE GOVERNMENT ACCEPTED ALL THE RECOMMENDATIONS OF ARC**
- **IN EIGHTIES 'ADMINISTRATIVE REFORM THROUGH TRAINING' BECAME THE NEW CONCEPT**
- **"L.K. JHA ECONOMIC ADMINISTRATIVE REFORMS COMMISSION" REPORT RECOMMENDED FOR A SHIFT IN THE GOVERNMENTAL EMPHASIS FROM REGULATION TO DEVELOPMENT**

ADMINISTRATIVE REFORMS IN INDIA

AN HISTORICAL OVERVIEW

- IN 1990 JANUARY - ANNOUNCEMENT OF NEW ECONOMIC POLICY- THE REFORM PROCESS IN ADMINISTRATION ENTERED A DIFFERENT PHASE
- NEW BUZZWORDS “***DOWNSIZING***”, “***RIGHT SIZING***”, “***PRIVATIZATION***”, “***CONTRACTING***” BECAME POPULAR
- CONFERENCE OF CHIEF MINISTERS HELD IN MAY 1997 UNDER THE CHAIRMANSHIP OF THE THEN PRIME MINISTER
- THE ACTION PLAN FOR ***EFFECTIVE AND RESPONSIVE ADMINISTRATION*** AT THE CENTRAL AND STATE LEVELS WAS DISCUSSED

STATEMENT AND ACTION PLAN

THE CONFERENCE RECOGNIZED

THAT

AS THE COUNTRY

COMPLETES 50 YEARS OF INDEPENDENCE

AND AS THE

PEOPLE ARE ASSAILED

BY

GROWING DOUBTS

ABOUT THE

ACCOUNTABILITY

EFFECTIVENESS

AND

MORAL STANDARDS

OF ADMINISTRATION

CENTRAL AND STATE GOVERNMENTS SHOULD MOVE TOGETHER

TO

JUSTIFY

THE TRUST OF FAITH OF THE PEOPLE IN THE GOVERNMENT

BY TAKING UP

THE IMPLEMENTATION OF THE ACTION PLAN ENDORSED BY THE CONFERENCE IN A TIME
BOUND MANNER

EFFECTIVE AND RESPONSIVE ADMINISTRATION

CONFERENCE RESOLVED:

– CENTRAL AND STATE GOVERNMENTS WOULD WORK TOGETHER TO CONCRETISE THE ACTION PLAN DEALING WITH THE THEMES:

- ACCOUNTABLE AND CITIZEN FRIENDLY GOVERNMENT**
- TRANSPARENCY & RIGHT TO INFORMATION AND**
- IMPROVING THE PERFORMANCE AND INTEGRITY OF THE PUBLIC SERVICE.**

ACTION PLAN FOR AN EFFECTIVE AND RESPONSIVE GOVERNMENT-AN AGENDA

ACTION PLAN

- **CITIZENS' CHARTER AND AN ACCOUNTABLE ADMINISTRATION**
- **EFFECTIVE AND SPEEDY PUBLIC GRIEVANCE REDRESSAL SYSTEM**
- **EMPOWERING ELECTED LOCAL BODIES IN RURAL AND URBAN AREAS AND DECENTRALIZED DELIVERY OF SERVICES**
- **REVIEW OF LAWS, REGULATIONS AND PROCEDURES**
- **TANSPARENCY AND RIGHT TO INFORMATION**
- **ACCESS OF THE PUBLIC TO INFORMATION FROM PUBLIC OFFICES AND CREATION OF FACILITATION COUNTERS**
- **CODE OF ETHICS FOR PUBLIC SERVICES**
- **TACKLING CORRUPTION AND CLEANSING THE ADMINISTRATION AND**
- **STABILITY OF TENURE AND A SCHEME FOR CIVIL SERVICES BOARD**

RTA
RIGHT TO INFORMATION ACT 2005

PASSED BY LOK SABHA
ON 11 MAY 2005

PRESIDENT ASSENTS ON
15 JUNE 2005

GAZETTE NOTIFICATION ON
21 JUNE 2005

Came in to effect in second week of October 2005

RIGHT TO INFORMATION ACT

-Provides the Citizen:

- The Right to Access information that can be accessible in accordance with the provisions under the Right to Information Act
 - Which is held by or under the control of any ***Public Authority***
- TO PROMOTE
 - **Transparency and**
 - **Accountability**

THE ADMINISTRATIVE REFORMS COMMISSION

- Constituted on 31st August 2005
- Mandate: To Prepare a blueprint for revamping the public administration system
- Members:
 - Shri M. Veerappa Moily Chairman
 - Shri V. Ramachandran Member
 - Dr. A.P. Mukerjee Member
 - Dr. A.H. Kalro Member
 - Dr. Jayaprakash Narayan Member
 - Smt. Vineeta Rai Member-Secretary

ARC MANDATE

- **Organisational structure of the Government of India.**
- **Ethics in Governance.**
- **Refurbishing of Personnel Administration.**
- **Strengthening of Financial Management Systems.**
- **Steps to ensure effective administration at the State level.**
- **Steps to ensure effective District Administration.**
- **Local Self-Government/Panchayati Raj Institutions.**
- **Social Capital, Trust and participative service delivery.**
- **Citizen Centric Administration.**
- **Promoting e-governance.**
- **Issues of Federal Polity.**
- **Crisis Management.**
- **Public Order**

SECOND ARC WORK

The Second Administrative Reforms Commission (ARC) completed its work by 31st May 2009 and presented 15 Reports and made several Recommendations which are under Government Consideration

Reports Submitted-I

- Right to Information: Master Key to Good Governance
- Unlocking Human Capital: Entitlements and Governance - a case study
- Crisis Management
- Ethics in Governance
- ARC-Public Order
- Local Governance

Reports Submitted-II

- Capacity Building for Conflict Resolution
- Combating Terrorism
- Social Capital-A shared Destiny
- Refurbishing of Personnel Administration - Scaling New Heights
- PROMOTING e-Governance : The SMART Way Forward

Reports Submitted-III

- Report-Citizen Centric Administration
- Organizational Structure of Government of India
- Strengthening Financial Management Systems
- State and District Administration
 - All the above in to 3 Major Sectors : Governance, Socio Economic System and Security

Recommendations of Second Administrative Reforms Commission (Example of RTI)

- **Organizations which perform functions of a public nature that are ordinarily performed by government or its agencies, and those which enjoy natural monopoly may be brought within the purview of the Act**
- **Norms should be laid down that any institution or body that has received 50% of its annual operating costs, or a sum equal to or greater than Rs.1 Crore during any of the preceding 3 years should be understood to have obtained 'substantial funding' from the government for the period and purpose of such funding**
- **Any information which, if it were held by the government, would be subject to disclosure under the law, must remain subject to such disclosure even when it is transferred to a non-government body or institution**

**EFFECTIVE AND RESPONSIVE
ADMINISTRATION- NEED, CONCEPT AND
EVOLUTION OF NEW ADMINISTRATIVE
REFORM PROCESS**

INITIATIVE ORIGIN

- **NATIONAL DEBATE ON EFFECTIVE AND RESPONSIVE ADMINISTRATION**
- **INITIATED AT A CONFERENCE OF CHIEF SECRETARIES ON 20TH NOVEMBER 1996**
- **NEED FOR IMMEDIATE CORRECTIVE STEPS TO RESTORE FAITH OF THE PEOPLE IN THE FAIRNESS, INTEGRITY AND RESPONSIVENESS OF THE ADMINISTRATION**
- **PREPARE STRATEGIES FOR RESPONSIVE AND EFFECTIVE ADMINISTRATION TO REBUILD THE CREDIBILITY OF THE GOVERNMENT**

EFFECTIVE AND RESPONSIVE ADMINISTRATION

CONFERENCE RESOLVED:

– CENTRAL AND STATE GOVERNMENTS WOULD WORK TOGETHER TO CONCRETISE THE ACTION PLAN DEALING WITH THE THEMES:

- ACCOUNTABLE AND CITIZEN FRIENDLY GOVERNMENT**
- TRANSPARENCY & RIGHT TO INFORMATION AND**
- IMPROVING THE PERFORMANCE AND INTEGRITY OF THE PUBLIC SERVICE.**

ACCOUNTABLE AND CITIZEN -FRIENDLY GOVERNMENT ?

§ CITIZENS' CHARTERS

- SPECIFY STANDARDS OF SERVICE AND TIME LIMITS THAT THE PUBLIC CAN REASONABLY EXPECT**
- AVENUES OF GRIEVANCES REDRESSAL AND A PROVISION FOR INDEPENDENT SCRUTINY**

ACCOUNTABLE AND CITIZEN -FRIENDLY GOVERNMENT ?

§ REDRESSAL OF PUBLIC GRIEVANCES

- FACILITIES AT VARIOUS LEVELS FOR PROMPT AND EFFECTIVE REDRESSAL OF PUBLIC GRIEVANCES**
- REVIEW OF EXISTING SYSTEMS OF REDRESSAL OF PUBLIC GRIEVANCES**
- BUILT-IN SYSTEM FOR INDEPENDENT MONITORING**

ACCOUNTABLE AND CITIZEN -FRIENDLY GOVERNMENT ?

§ REVIEW OF LAWS, REGULATIONS AND PROCEDURES

- SIMPLIFICATION OF EXISTING LAWS, REGULATIONS AND PROCEDURES-REPEAL OF OBSOLETE LAWS**
- REFORM OF LAWS OPERATING AGAINST THE WEAKER SECTIONS**
- REDUCE THE TIME AND COST OF THE DISPOSAL OF CASES IN CIVIL AND CRIMINAL COURTS**

ACCOUNTABLE AND CITIZEN -FRIENDLY GOVERNMENT ?

§ PEOPLES PARTICIPATION, DECENTRALIZATION AND DEVOLUTION OF POWERS

- NEED FOR GREATER DECENTRALIZATION AND DEVOLUTION AND ADMINISTRATIVE POWERS AT ALL LEVELS**
- CONSISTENT WITH THE SPIRIT OF THE 73RD AND 74TH AMENDMENTS OF THE CONSTITUTION**
- STRENGTHEN PEOPLES' PARTICIPATION IN GOVERNMENT**
- DEDICATED VOLUNTARY AGENCIES IN ALL SCHEMES FOR THE DELIVERY OF BASIC SERVICES**

TRANSPARENCY AND RIGHT TO INFORMATION

- SECRECY AND LACK OF OPENNESS IN TRANSACTIONS IS LARGELY RESPONSIBLE FOR CORRUPTION IN OFFICIAL DEALINGS**
- CONTRARY TO THE SPIRIT OF AN ACCOUNTABLE AND DEMOCRATIC GOVERNMENT**
- TO ENSURE EASY ACCESS OF THE PEOPLE TO ALL INFORMATION RELATING TO GOVERNMENT ACTIVITIES AND DECISIONS**
- LEGISLATION FOR FREEDOM OF INFORMATION ACT**
- AMENDMENTS TO RELEVANT PROVISIONS OF OFFICIAL SECRETS ACT, 1923 AND INDIAN EVIDENCE ACT**
- COMPUTERIZED INFORMATION AND FACILITATION COUNTERS IN ALL OFFICES WITH LARGE PUBLIC INTERFACE**

IMPROVING THE PERFORMANCE AND INTEGRITY OF THE PUBLIC SERVICES

PEOPLE-FRIENDLY AND EFFECTIVE ADMINISTRATION ?

- CLEANSING OF CIVIL SERVICES AT ALL LEVELS AND ADHERENCE TO ETHICAL STANDARDS**
- COMMITMENT TO BASIC PRINCIPLES OF CONSTITUTION**
- CLEAR UNDERSTANDING OF RELATIONSHIP REGULATING POLITICIANS & CIVIL SERVANTS**
- ELIMINATION OF CORRUPTION IN PUBLIC SERVICE THROUGH PREVENTION, SURVEILLANCE AND DETERRENT PROSECUTION**
- TO DEAL RUTHLESSLY NEXUS AMONG POLITICIANS, CIVIL SERVANTS & CRIMINALS**
- POLITICIZATION OF CIVIL SERVICES TO BE CURBED TO MINIMIZE ITS IMPACT ON MORALE & MOTIVATION OF SERVICES**

STATEMENT AND ACTION PLAN

THE CONFERENCE RECOGNIZED

THAT

AS THE COUNTRY

COMPLETES 50 YEARS OF INDEPENDENCE

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RESPONSIVE ADMINISTRATION

- RESPONSIVENESS IS RESPONDING SPEEDILY AND QUICKLY
- CONCERN TO SPEED AND QUALITY OF SERVICE INDICATE RESPONSIVENESS
- ALSO JUDGED BY THE ACCESSIBILITY OF THE GOVERNMENT OFFICIAL
 - MAY BE AVAILABLE BUT NOT ACCESSIBLE
 - MAY BE ACCESSIBLE BUT ALWAYS NOT AVAILABLE
- WHEN CITIZEN'S INFORMATION NEEDS ARE MET IT IS CALLED RESPONSIVE ADMINISTRATION
- RESPONSIVENESS IS:
 - QUICKNESS WITH EASE
 - READINESS AND SHOWING ENTHUSIASM
 - SHOWING PHYSICAL WILLINGNESS

RESPONSIVE GOVERNANCE

- PUTTING PEOPLE FIRST IN ALL POLICY MAKING, PROCEDURE REVIEW, COST BENEFIT ANALYSIS
- MAY I HELP YOU – COUNTERS
- PREPARING CUSTOMER NEEDS ANALYSIS
- CITIZEN INFORMATION CENTERS and DIRECT HELPLINE
- PUBLICATION OF HANDBOOKS & GUIDES
- COME- ENQUIRE- SUBMIT- RECEIVE- LEAVE SYSTEMS :SINGLE WINDOW
- CALL- ON YOUR CUSTOMERS –VISIT THEM AT THEIR PLACE
- WRITE TO YOUR CUSTOMERS SEEKING THEIR SUGGESTIONS

SHIFT IN THE GOVERNMENT'S ROLE

FROM

TO

A REGULATOR AND
CONTROLLER

AN ENABLER
OF MARKET
BASED DEVELOPMENT
(Facilitator)

- ROLE OF GOVERNMENT TO BE:
 - o TO IMPROVE INTERFACE and
 - o HOW BEST TO MAKE SERVICE PROVIDERS RESPONSIVE & ACCOUNTABLE TO PEOPLE

GOVERNANCE –THE PARADIGM SHIFT

FROM

TO

- FAT, COMPLACENT ORGANIZATION
 - BUREAUCRACY
 - EXTREMELY TIGHT CULTURE
 - CUSTOMER HOSTILITY
 - WE KNOW BEST & WE KNOW EVERYTHING
- SLENDER, ALERT ORGANIZATION
 - OPENNESS
 - ABILITY TO CHANGE, MOVE & ADAPT
 - CUSTOMER EMPATHY
 - LEARNING ORGANIZATION

GOVERNANCE –THE PARADIGM SHIFT

FROM

- MISTRUST- FEAR
- ORGANIZATION
CONTROLLED BY HIERARCHIES
- CONCENTRATION
- RULE-DRIVEN
- LOCAL STANDARDS
- CONSERVATIVE
- INFLEXIBLE

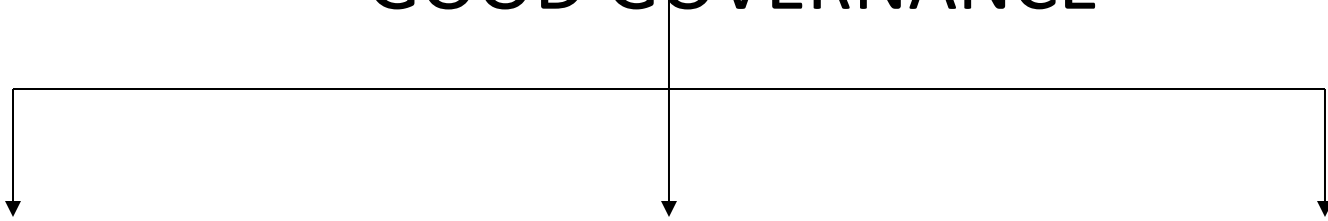
TO

- TRUST
- ORGANIZATION
BASED ON TEAM WORK
- CO-ORDINATION
- CUSTOMER-DRIVEN,
CONSULTATION WITH STAKEHOLDERS
- WORLD STANDARDS
- CREATIVE
- INNOVATIVE & FLEXIBLE

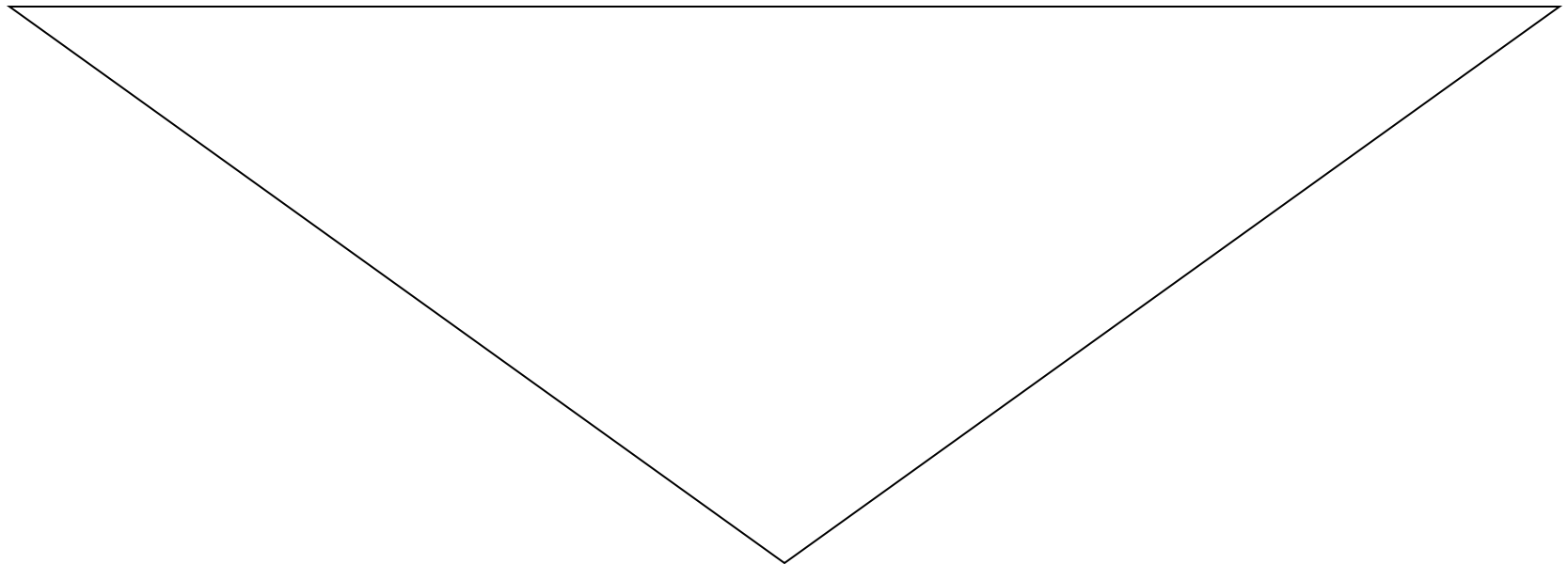
WHAT CITIZENS ARE SAYING

- TREAT US WITH COURTESY AND RESPECT
- MAKE THINGS EASY FOR US
- PROVIDE RELIABLE AND TIMELY HELP
- GIVE US CHOICE AND VOICE
- SHIFT FROM RULES DRIVEN PROCEDURES TO CITIZEN SERVICE DRIVEN PROCEDURES

GOOD GOVERNANCE



TRANSPARENCY + ACCOUNTABILITY + CITIZEN FRIENDLINESS



CITIZENS' CHARTER

THANK YOU ALL

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