



History of Administrative Reforms in Independent India

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Evolutionary Phase(1947-1969)

- This period saw the evolution of the civil service not only the AIS but also into various central services like Indian Audit and Accounts Service, Indian Audit Service.
- Paul H Appleby carried out in-depth analysis of public administration
- Appleby report led to creation of **Organization and Methods Division** in Cabinet Secretary's Office and publication of the first Manual of Office Procedure

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- The 1960s saw inadequacy of bureaucracy in facing challenges of developmental activities.
- So need felt for a fresh look into all aspects of administration- setting up of first Administrative Reforms Commission (ARC) in 1966.
- The 1st ARC was mandated for making public administration a fit instrument for carrying out the social and economic goals of development and also making administration responsive to people.

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- The First Administrative Reforms Commission was initially Chaired by Morarji R Desai, MP, and later on K.Hunmanthaiya, M.P became its chairman when Morarji R Desai, MP, became the Deputy Prime Minister of India.
- In the period between 1966 and 1970, 1st ARC gave 20 Reports containing 580 recommendations
- The evolutionary phase ends with submission of Reports of 1st ARC in 1970.

Experimental Phase (1970-84)

- The implementation of large number and sometimes sweeping changes recommended by 1st ARC took almost a decade.
- Department of Administrative Reforms and Department of Personnel created
- Desk Officer system introduced in secretariat functioning
- Performance budgeting technique introduced in Central Ministries.



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- The principle in delegation of financial rules introduced
 - Introduction of single financial adviser in Ministries/ Departmentalization of accounts
 - Setting up of D/O Personnel and Administrative Reforms at State Government level
 - Emphasis on training of Civil servants.
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Transitional Phase (1984-91)

- Introduction of the concept of Annual Action Plan (AAP) for all Ministries and Public Enterprises.
- The system of Memorandum of Understanding (MoU) for Public Enterprise which was actually its AAP
- Time limit fixed for inter Ministerial consultation for notes for Cabinet




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- Structured Training Programme for Civil servants at various levels-
- 6 to 9 years of service - Programme Implementation;
- 10-16 years of service- Management Concepts and Decision Making Techniques;
- and 17 to 20 years of service- Policy Planning and Analysis



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- National Informatics Centre (NIC) set up
 - Efforts Made to make computers an integral part of Government Offices
 - Sarkaria Commission on Centre - State Relations strongly supported AIS and stated that any move to disband AIS or permit any State Government to opt out of the scheme-harmful and retrograde in the interest of the nation.
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Reformist Phase (1991-1995)

- Economic reforms started to meet the financial stresses-
- industrial policy reforms introduced in 1991.
- 73rd and 74th Amendments of the Constitution for empowering local self governments in both rural and urban areas.



Mainstreaming Phase (1996-Present)


- Good Governance-empowerment of citizens by way of electing into local administration agencies for more effective delivery of public services
 - Citizens 'charter and Right to Information Act
 - Grievance Redressal machinery set up in many organizations
 - E-Governance –an integral part of Good Governance
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2nd ARC Administrative Reforms Commission (2nd ARC)

- 2nd ARC constituted in 2005 to suggest measures for a various gamut of Governance issues and it finished its term in 2009. The 2nd ARC was initially set up under the Chairmanship of **Mr. Veerappa Moily**, who resigned with effect from 1st April 2009. He is succeeded by **V. Ramachandran**.
- The 15 Reports submitted by ARC are:



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1. Right to Information: Master key to Good Governance
 2. Unlocking human capital: Entitlements and Governance-a Case Study
 3. Crisis Management: From Despair to Hope
 4. Ethics in Governance
 5. Public order: Justice for eachPeace for all
 6. Local Governance
 7. Capacity Building for Conflict Resolution - Friction to Fusion
 8. Combating Terrorism
 9. Social Capital-A Shared Destiny
 10. Refurbishing of Personnel Administration-Scaling New Heights
 11. Promoting e-Governance-The Smart Way Forward
 12. Citizen Centric Administration- The Heart of Governance
 13. Organizational Structure of Government of India
 14. Strengthening Financial Management Systems
 15. State & District Administration

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GoM (group of ministers) has so far considered the following reports:

- 1st, 2nd, 3rd, 4th, 6th, 7th, 9th, 11th, 12th, 13th, 14th & 15th.
- 8th Report –Combating Terrorism is being processed / implemented by Ministry of Home Affairs.
- In total, 13 Reports of the ARC have been already considered.
- Rest Two Reports (5th & 10th) are being considered by GoM.
- GoM decisions on 12 Reports are available at www.darpg.nic.in.

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- Recommendations of 2nd ARC fall in two groups
 - 1st set- changes for administrative structures/processes/techniques
 - 2nd set- a number of issues to be examined by Government- for implementation of suggested changes need strong political will and sustained political guidance at the highest level.

Institutional Mechanism

- In order to expedite the implementation of accepted recommendations of 2nd ARC, CoS in its meeting held on 06.11.2012 approved the proposal of DARPG to set up a Committee by respective Central Ministries /Departments/States/UTs under the chairmanship of concerned Secretary/ Chief Secretary/ Administrator to monitor their implementation.



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- Many Central Ministries / Departments/ States /UTs have set up such Committees
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Thank You