

### **State Portal Project (<http://assam.gov.in>)**

The IT Department, Government of Assam is implementing the State Portal project (<http://assam.gov.in>). The State Portal has a Content Management System (CMS) facility with which departments will be able to upload their contents on their own.

As on date, contents of more than **40 departments** of the State has been uploaded in the State Portal. Content updation of the departments is an ongoing activity and everyday contents of various departments are being added in their respective pages. The contents uploaded of the departments can be viewed from the link: <http://assam.gov.in/govdept>

It may be mentioned here that departments may have their own portal separately but it would be ideal to have every department's page in the State Portal as this would facilitate availability of all the Government Information in a single window. It is suggested that the departments which do not have any website /portal will select a nodal officer who will co-ordinate on behalf of the department and upload the department's content in the State Portal.

Below is a list of all the departments of the State having their own website or having content in State Portal.

Name of the Department	Website Available (Yes/No)	Content Available in State Portal	Web Address
Administrative Reforms and Training	Yes	Yes	<a href="http://artassam.nic.in">http://artassam.nic.in</a> <a href="http://www.assam.gov.in/web/administrative-reforms-and-training-department">http://www.assam.gov.in/web/administrative-reforms-and-training-department</a>
Agriculture	Yes	Yes	<a href="http://www.agriassam.in">http://www.agriassam.in</a> <a href="http://www.assam.gov.in/web/agriculture-department">http://www.assam.gov.in/web/agriculture-department</a>
Animal Husbandry & Veterinary	No	Yes	<a href="http://www.assam.gov.in/web/animal-husbandry">http://www.assam.gov.in/web/animal-husbandry</a>
Assam Accord Department	No	Yes	<a href="http://www.assam.gov.in/web/implementation-of-assam-accord-department">http://www.assam.gov.in/web/implementation-of-assam-accord-department</a>
Border Areas Department	No	Yes	<a href="http://www.assam.gov.in/web/border-areas-department">http://www.assam.gov.in/web/border-areas-department</a>
Co-operation Department	No	Yes	<a href="http://assam.gov.in/web/co-operation-department">http://assam.gov.in/web/co-operation-department</a>
Cultural Affairs Department	No	Yes	<a href="http://www.assam.gov.in/web/cultural-affairs-department">http://www.assam.gov.in/web/cultural-affairs-department</a>
Chief Minister's Secretariat	No	Yes	<a href="http://www.assam.gov.in/web/cm-secretariat">http://www.assam.gov.in/web/cm-secretariat</a>
Chief Secretary's Office	No	Yes	<a href="http://www.assam.gov.in/web/chief-secretary-s-office">http://www.assam.gov.in/web/chief-secretary-s-office</a>

Name of the Department	Website Available (Yes/No)	Content Available in State Portal	Web Address
Education (Elementary & Secondary) Department  Education (Higher) Department	Yes	Yes	Directorate of Secondary Education, Assam - <a href="http://www.madhyamik.in/">http://www.madhyamik.in/</a> Directorate of Elementary Education, Assam - <a href="http://deeassam.gov.in/">http://deeassam.gov.in/</a> Directorate of Higher Education, Assam - <a href="http://dheassam.gov.in/">http://dheassam.gov.in/</a> Directorate of Technical Education, Assam - <a href="http://dteassam.in/">http://dteassam.in/</a> <a href="http://www.assam.gov.in/web/education-department">http://www.assam.gov.in/web/education-department</a>
Election Department	Yes	Yes	Chief Electoral Officer, Assam - <a href="http://ceoassam.nic.in/">http://ceoassam.nic.in/</a> National Voters' Services Portal (NVSP) - <a href="http://nvsp.in/">http://nvsp.in/</a> <a href="http://www.assam.gov.in/web/ceo-assam">http://www.assam.gov.in/web/ceo-assam</a>
Environment and Forest	Yes	No	<a href="http://assamforest.in/">http://assamforest.in/</a> Pollution Control Board, Assam - <a href="http://pcbassam.org/">http://pcbassam.org/</a>
Excise	No	Yes	<a href="http://assam.gov.in/web/excise-department">http://assam.gov.in/web/excise-department</a>
Finance	Yes	Yes	Assam Financial Corporation - <a href="http://www.afconline.gov.in/">http://www.afconline.gov.in/</a> Commissionerate of Taxes - <a href="http://www.tax.assam.gov.in/">http://www.tax.assam.gov.in/</a> State Finance Commission, Assam - <a href="http://sfcassam.nic.in/">http://sfcassam.nic.in/</a> eProcurement Portal, Government of Assam - <a href="https://assamtenders.gov.in">https://assamtenders.gov.in</a> <a href="http://www.assam.gov.in/web/finance">http://www.assam.gov.in/web/finance</a>
Fisheries	Yes	No	<a href="http://fishassam.gov.in/">http://fishassam.gov.in/</a>
Food, Civil Supplies & Consumer Affairs	No	Yes	<a href="http://www.assam.gov.in/web/food-cs-consumer-affairs">http://www.assam.gov.in/web/food-cs-consumer-affairs</a>
General Administration Department	No	Yes	<a href="http://assam.gov.in/web/general-administration-department">http://assam.gov.in/web/general-administration-department</a>
Guwahati Development Department	Yes	Yes	GMC Portal - <a href="http://gmcportal.in:8080/GMCPortal/index.jsp">http://gmcportal.in:8080/GMCPortal/index.jsp</a> Guwahati Metropolitan Drinking Water and Sewerage Board (Guwahati Jal Board), Assam - <a href="http://guwahatijalboard.gov.in/">http://guwahatijalboard.gov.in/</a> Guwahati Metropolitan Development Authority - <a href="http://www.gmda.co.in/">http://www.gmda.co.in/</a> <a href="http://assam.gov.in/web/guwahati-development-department">http://assam.gov.in/web/guwahati-development-department</a>

<b>Name of the Department</b>	<b>Website Available (Yes/No)</b>	<b>Content Available in State Portal</b>	<b>Web Address</b>
Health and Family Welfare Department	Yes	Yes	Directorate of Medical Education, Assam - <a href="http://dmeassam.gov.in/">http://dmeassam.gov.in/</a> National Rural Health Mission (NRHM), Assam - <a href="http://www.nrhmassam.in/">http://www.nrhmassam.in/</a> <a href="http://www.assam.gov.in/web/hfwd">http://www.assam.gov.in/web/hfwd</a>
Hill Areas Department	Yes	Yes	Development Commissioner for Hill Areas of Assam - <a href="http://dchaassam.gov.in/">http://dchaassam.gov.in/</a> <a href="http://www.assam.gov.in/web/hills-and-barak-valley-division-assam">http://www.assam.gov.in/web/hills-and-barak-valley-division-assam</a>
Home	Yes	No	Assam Police - <a href="http://assampolice.gov.in/">http://assampolice.gov.in/</a> Police Commissionerate Guwahati - <a href="http://guwahaticitypolice.gov.in/">http://guwahaticitypolice.gov.in/</a>
Information Technology	No	Yes	<a href="http://www.assam.gov.in/web/information-technology">http://www.assam.gov.in/web/information-technology</a>
Information and Public Relations Department	Yes	Yes	Directorate of Information and Public Relations (Janasanyog), Assam - <a href="http://www.diprassam.gov.in/">http://www.diprassam.gov.in/</a> <a href="http://www.assam.gov.in/web/info-public-relations">http://www.assam.gov.in/web/info-public-relations</a>
Industries and Commerce	Yes	No	<a href="http://www.investinassam.com/">http://www.investinassam.com/</a> e - Udyog, Department of Industries and Commerce, Government of Assam - <a href="http://www.diccassam.com/">http://www.diccassam.com/</a> Assam Industrial development Corporation Limited (AIDC) - <a href="http://www.aidcltd.com/">http://www.aidcltd.com/</a>
Irrigation	Yes	No	<a href="http://irrigassam.nic.in/">http://irrigassam.nic.in/</a>
Judicial	No	Yes (Basic Info)	<a href="http://assam.gov.in/web/judicial-department">http://assam.gov.in/web/judicial-department</a>
Labour and Employment	No	Yes (Basic Info)	<a href="http://www.assam.gov.in/web/labour-and-employment-department">http://www.assam.gov.in/web/labour-and-employment-department</a>
Legislative	No	Yes (Basic Info)	<a href="http://www.assam.gov.in/web/legislative-department">http://www.assam.gov.in/web/legislative-department</a>
Mines & Minerals	No	Yes (Basic Info)	<a href="http://assam.gov.in/web/mines-and-minerals-department">http://assam.gov.in/web/mines-and-minerals-department</a>
Minority Welfare	No	Yes (Basic Info)	<a href="http://assam.gov.in/web/minority-welfare-department">http://assam.gov.in/web/minority-welfare-department</a>
Panchayat and Rural Development	Yes	No	<a href="http://pnrdassam.nic.in/">http://pnrdassam.nic.in/</a> Assam State Rural Livelihoods Mission Society (ASRLMS) - <a href="http://www.asrlms.in/">http://www.asrlms.in/</a>
Parliamentary Affairs Department	No	Yes	<a href="http://www.assam.gov.in/web/parliamentary-affairs">http://www.assam.gov.in/web/parliamentary-affairs</a>
Pension and Public Grievances Department	Yes	Yes	<a href="http://pensionassam.nic.in/">http://pensionassam.nic.in/</a> <a href="http://assam.gov.in/web/pension-public-grievances-department">http://assam.gov.in/web/pension-public-grievances-department</a>

<b>Name of the Department</b>	<b>Website Available (Yes/No)</b>	<b>Content Available in State Portal</b>	<b>Web Address</b>
Personnel	No	Yes	<a href="http://www.assam.gov.in/web/personnel">http://www.assam.gov.in/web/personnel</a>
Planning & Development	Yes	No	<a href="http://planassam.info/">http://planassam.info/</a> <a href="http://www.planassam.gov.in/">http://www.planassam.gov.in/</a> Public Private Partnership Project, Assam - <a href="http://assamppp.gov.in/">http://assamppp.gov.in/</a>
Power (Electricity)	Yes	Yes	Assam Electricity Grid Corporation Limited - <a href="http://www.aegcl.co.in/">http://www.aegcl.co.in/</a> Assam Power Distribution Company Limited - <a href="http://www.apdcl.gov.in/">http://www.apdcl.gov.in/</a> Assam Power Generation Corporation Limited (APGCL) - <a href="http://www.apgcl.org/">http://www.apgcl.org/</a> State Load Despatch Center (SLDC), Assam - <a href="http://www.aegclsldc.org/">http://www.aegclsldc.org/</a> Inspectorate of Electricity, Assam - <a href="http://www.ceiassam.org/index.html">http://www.ceiassam.org/index.html</a>  <a href="http://www.assam.gov.in/web/power-department/home">http://www.assam.gov.in/web/power-department/home</a>
Printing and Stationary	Yes	Yes	Directorate of Printing and Stationery, Government of Assam - <a href="http://dpns.assam.gov.in/">http://dpns.assam.gov.in/</a>  <a href="http://assam.gov.in/web/printing-and-stationary-department">http://assam.gov.in/web/printing-and-stationary-department</a>
Public Enterprises Department	Yes	No	<a href="http://dpeasom.gov.in/">http://dpeasom.gov.in/</a>
Public Works Building & NH	No	Yes	<a href="http://assam.gov.in/web/public-works-building-nh">http://assam.gov.in/web/public-works-building-nh</a>
Public Works Roads	Yes	No	<a href="http://www.apwd.in/apwrportal">www.apwd.in/apwrportal</a>
Revenue & Disaster Management	Yes	Yes	<a href="http://revenueassam.nic.in/">http://revenueassam.nic.in/</a> Assam State Disaster Management Authority - <a href="http://sdmassam.nic.in/">http://sdmassam.nic.in/</a>  <a href="http://www.assam.gov.in/web/revenue-and-disaster-management-department">http://www.assam.gov.in/web/revenue-and-disaster-management-department</a>
Science & Technology	Yes	Yes	Assam Science Technology and Environment Council - <a href="http://www.astec.gov.in/">http://www.astec.gov.in/</a> <a href="http://www.assam.gov.in/web/science-and-technology">http://www.assam.gov.in/web/science-and-technology</a>
Secretariat Administration Department	No	Yes	<a href="http://www.assam.gov.in/web/secretariat-administration-department">http://www.assam.gov.in/web/secretariat-administration-department</a>
Social Welfare Department	Yes	Yes	<a href="http://socialwelfareassam.com/">http://socialwelfareassam.com/</a>  <a href="http://www.assam.gov.in/web/social-welfare-department">http://www.assam.gov.in/web/social-welfare-department</a>
Soil Conservation Department	No	Yes	<a href="http://www.assam.gov.in/web/soil-conversation-department">http://www.assam.gov.in/web/soil-conversation-department</a>

Name of the Department	Website Available (Yes/No)	Content Available in State Portal	Web Address
Sports and Youth Welfare Department	No	Yes	<a href="http://www.assam.gov.in/web/sports-youth-welfare-department">http://www.assam.gov.in/web/sports-youth-welfare-department</a>
Tea Tribes Welfare Department	No	Yes (Basic Info)	<a href="http://assam.gov.in/web/department-of-tea-tribes">http://assam.gov.in/web/department-of-tea-tribes</a>
Tourism Department	Yes	No	<a href="http://assamtourism.gov.in/">http://assamtourism.gov.in/</a> Assam Tourism Development Corporation Limited - <a href="http://www.assamtourisonline.com/">http://www.assamtourisonline.com/</a>
Transport	Yes	Yes	<a href="http://assamtransport.gov.in/">http://assamtransport.gov.in/</a>  <a href="http://assam.gov.in/web/department-of-transport">http://assam.gov.in/web/department-of-transport</a>
Urban Development Department	Yes	Yes	Directorate of Town and Country Planning, Assam - <a href="http://tcpassam.gov.in/">http://tcpassam.gov.in/</a>  <a href="http://assam.gov.in/web/urban-development-department">http://assam.gov.in/web/urban-development-department</a>
Water Resources Department	No	Yes	<a href="http://assam.gov.in/web/department-of-water-resource">http://assam.gov.in/web/department-of-water-resource</a>
Welfare of Plain Tribes and Backward Classes Department	No	Yes	<a href="http://assam.gov.in/web/welfare-of-plain-tribes-backward-classes-department">http://assam.gov.in/web/welfare-of-plain-tribes-backward-classes-department</a>

**\*Status of Government Departments websites : Courtesy State e-Mission Team (SeMT)**

## **Departments found Preparing Annual Administrative Reports**

<b>Sl. No.</b>	<b>Name of Department</b>
1	Revenue & Disaster Management Department
2	Administrative Reforms & Training Department
3	Finance Department
4	Planning & Development Department
5	Soil Conservation Department
6	Water Resources Department
7	Urban Development Department
8	Labour & Employment Department
9	Secretariat Administration Department
10	Public Works (Roads)Department
11	Public Works (Building & N.H.) Department
12	Public Enterprises
13	Public Health Engineering Department
14	Environment & Forest Department
15	Assam Accord Department
16	Power Department
17	Panchayat & Rural Development Department
18	Implementation of Assam Accord
19	General Administration Department
20	Passport Department
21	Cultural Affairs Department
22	Fishery Department
23	Tourism Department
24	Parliamentary Affairs Department
25	Handloom & Textiles
26	Welfare of Minority Dev. Department
27	Parliamentary Affairs Department
28	Cooperation Department
29	Animal Husbandry & Veterinary Department
30	Science & Technology Department
31	Election Department

### Indicators of Good Governance

<b>Name of Department</b>	
Website with regular update (10)	
Organisation Chart (5)	
Job Chart (5)	
Citizen Charter/Mandate (10)	
Annual Administrative Report (5)	
Public Grievance Redress Mechanism (10)	
Electronic Service Delivery (G2C) through Department portal or otherwise (10)	
Use of IT in the form of MIS/PMIS for office automation by the Department (10)	
Designated Officer for Vigilance matters (5)	
Designated Officer for Audit Objection (5)	
Nodal Officer for Reforms (5)	
Implementation of AARC recommendations (10)	
Practicing of Secretariat Manual Provisions by the Department officials (10)	

Total Score: (Values indicated in brackets for each indicator)

- 80 and above – Excellent
- 70 to 80 – Very Good
- 60-70 - Good
- 50-60 - Fair
- Below 50 - Poor



**HIGHLIGHTS OF THE RECOMMENDATIONS  
OF  
ASSAM ADMINISTRATIVE REFORMS COMMISSION (2005)**

**Compiled By**

**The Advisor to the Government of Assam**

**(Administrative Reforms)**

**Assam Sachivalaya, Dispur**



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Advisor to the Govt. of Assam  
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## PREFACE

For the interest of good governance, all the State Government employees should be aware of administrative reforms measures initiated by the Government in the Secretariat as well as in field offices. With this objective in view, the gist of major recommendations of the Assam Administrative Reforms Commission (2005) are compiled here for the State Government officers and other staff, who are expected to be benefitted by going through this handy booklet.

Those who want to go through the report of the Assam Administrative Reforms Commission (2005) may view the website [assam.gov.in](http://assam.gov.in)

27-07-2015  
Assam Sachivalaya, Dispur



(Jatin Hazarika)

## **Introduction**

Administrative Reforms are continuous processes for improving the quality of governance. World Bank has defined governance, as the manner in which power is exercised in the management of a country's economic & social resources for development and Good Governance is synonymous with all round balanced development. In broader sense, the term 'governance' encompasses all aspects of the way a country is governed, including its economic and social policies as well as regulatory framework.

One of the basic responsibilities of public administration is to provide services to the citizens. To satisfy the imperatives of good governance, administration is required to thrive for improving services it provides to citizens, making it easier for the citizens to gain access to government, simultaneously providing citizens with information about processes that involve them.

Again, there are three important elements of good governance. They are: accountability, transparency and contestability.

Accountability means decision makers accept responsibility for their decisions. Transparency relies on a presumption of access to information about how the Government works, i.e. transparency means operation in a manner that is open, honest and able to be questioned because there is ready access to information. Contestability is about using competition to achieve value for money in service delivery.

The pragmatic agenda for reforms and renovation of public administration must include:

- Replacement of cumbersome administrative procedures with more simplified and transparent ones
- Reduction of red tape and corruption
- Quick redress of public grievances
- Streamlining and better defining the mandates and functions of Government Departments and institutions as well as redefining the functional roles of Government Officials
- Rationalizing organization structure of Government Departments and agencies
- Raising the quality of public officials
- Modernizing the public administration system through computerization and e-governance initiatives
- Improvement of the financial management mechanism

## **Highlights of the Recommendations of Assam Administrative Reforms Commission 2005**

### **Accountability of the Civil Service:**

- Formulate meaningful and pragmatic Mission statement for each Government Department
- Frame well defined job chart for each and every official along with modalities of delegation of power to lower level functionaries.
- Ensure that delegated powers are exercised
- Reduce levels in the hierarchy, make administration officer-oriented with indication of KPA for each officer so that responsibility can be fixed on an individual
- Instead of post-audit, concurrent audit must be introduced.
- Audit should focus more on the output of a scheme, rather than on processes.
- Citizens charters must be introduced for critical items for all departments in a time bound manner and head of the office must be made accountable for proper implementation of citizen's charters.

### **Redefining Functional Goals:**

- The civil service must shift focus from being a provider and regulator to that of a facilitator
- Functional audit must be conducted for every department.
- Organizational review should also take place for every department.
- Government should immediately outsource certain activities.
- All staff in the department must be trained on priority so that they know the purpose of their jobs in meeting their departments' goals and objectives.
- Merger of schemes that are similar in nature.
- Abolition of schemes that have outlived their utility.

### **Improving Systems and Work Methods:**

- The paper work in government offices should be reduced by abolishing all unnecessary reports and returns, reducing number of circulars.
- The existing system of file movement needs to be thoroughly revamped. Gradually files may have to be replaced by floppies. Until such time, file movement can be monitored on computers.
- The introduction of desk officer system, which has been explained in detail in the chapter on Secretariat Reforms, must be done at the earliest. This would be the first and the most important step to improving systems and work methods in the secretariat.
- All field officers should also follow a similar pattern and reduce file movements to only three or maximum of four levels.
- The number of meetings both at the secretariat and at the field levels must be reduced. This would give more time to officers to go on tour and make inspection where necessary.
- The greater delegation of powers and exercise of delegated powers would ensure that there is much less paper work and less time spent in getting approvals from various levels.

- A lot of extra work is generated in the government because there is inadequate information sharing between the departments. Several other departments also require the information collected by one department in one form. If all departments would put such information databases on the LAN or e-mail it to other secretaries, it may be very useful to them in their policy formulation.
- Apart from reducing the number of forms, each department should also look at the size of the forms. There should be an attempt to simplify the forms and returns being used in the government.

**Rationalization of Civil Services:**

- In several departments the officers are more than the frontline staff. There is a need to rationalize this distribution and have more workers for service delivery, at field level.
- The location of staff and employees in several departments is skewed. Most of the officers are located in the Capital or in District Headquarters while the need is to have officers at actual implementation/cutting edge level.
- There are several employees to carry out the same task for different departments like in the case of grant of scholarships. If one or two employees could be utilized for this purpose, it would reduce the number of employees required for this purpose.
- Changing the manner of Government functioning by the introduction of Desk Officer, would reduce delays, bring in efficiency and also help in reduction of number of employees.
- Employees are very often recruited at the launch of a new scheme or programme. Merger of similar schemes/programmes would render some staff as surplus who could be redeployed where there is actually work.
- Every department must make a scientific assessment of the total number of direct recruitment vacancies available based on the above principles and only then should the department proceed for filling up the vacancies.
- Utilizing the direct recruitment vacancies for recruitment by promotion would in the long run affect the efficiency of the government.
- For new work entrusted to a department, new sections and posts must not be created, but the work should be entrusted to existing staff.
- Computerization must be introduced in a time-bound manner in all departments so that less people would be recruited for the same work.
- Only computer literate person should be recruited for all categories of post.

**Review of Performance Appraisal:**

- There should be a different format of Performance Appraisal Reports for officers and staff. For officers, quarterly Participating Assessment and for staff annual Participating assessment should be introduced.
- All levels of officers who have to undertake performance appraisal must be given proper training in how to do the job objectively.
- Counseling may be introduced to those employees who get repeated adverse remarks.
- Action should also be taken against those officers who delay in writing the Performance Appraisal Reports where they are either reporting, reviewing or accepting authorities.

- Performance Appraisal Reports, which are to be approved by the concerned departmental Ministers sometimes, are delayed for several months. A time frame should be fixed for approval of such reports.

**Human Resource Development Strategy:**

- All training must be made compulsory.
- Employees/officers who do not attend training should not be eligible for increment or promotion.
- Allot higher funds for training.
- Each department must have specified budget for training not just for the technical staff but for all the staff in the department.
- Training should not only include exposure of government employees to departmental practices, work methods, technical skills of a particular department; but must also expose them to personality development, stress and time management, communication skills etc.
- Government employees must be exposed to work in the private sector and they must be taken on field visits.
- Some relationship should be established between the career plan of an employee and the training imparted.
- Employees due for retirement in the next three years need not be deputed for any training, specially training overseas.
- Training on awareness skills must also be given to class IV employees and drivers.
- There should be an annual calendar of training which must be well publicized, and strictly followed.
- In addition to the Training Institutes of the Government, efforts should be made to identify other good training institutions.

**Transparency and the Right to Information:**

- Amendments be made to the Official Secrets Act and the Civil Services Code of Conduct Rules
- Discretionary powers must be reduced to the minimum, and exercising Discretionary Powers must be transparent.
- Regulatory Authorities should be set up for all public utilities.
- Public should have easy access to government orders, forms etc. They should be made available locally in the post offices, banks, local panchayat offices, Block offices, Circle offices, fair-price shops etc. besides putting the same in the district website.
- Public Facilitation Centres should be set up in all offices.
- WAN and LAN should be set up at the earliest to enable easy sharing of information within departments and between departments and speedy disposal of grievances.
- Existing rules and procedures should be simplified to make them citizen friendly.
- Each department, especially those with constant public interface, must bring out a compendium of all their relevant forms which the public have to use, so that all the forms are available at a single place. There must be wide dissemination of such information.
- The rules to the Right to Information Act must be framed as expeditiously as possible.
- Delegation of financial power should be on the basis of current prices, and must be reviewed every three years.

- Must have concurrent audit rather than post audit.
- Renewal period for licenses etc. be enhanced, this would reduce transactional cost.

**Recruitment:**

- Recruitment for all posts must be only meritocratic.
- Selection of APSC Members must be done through well structured transparent system to command respect and faith of people.
- Revise cadre and recruitment rules for all departments to have merit based recruitment, and modify qualifications for certain posts.
- Recruitment for certain posts could be on contract basis.
- Compassionate appointment to be restricted to families of deceased police personnel and insurgency/riot victims.

**Transfers:**

- Government should enact a legislation on transfers, with clear cut guidelines.
- Action should be taken against those employees who request for transfers based on third party recommendations.
- Employees such as teachers, village mandals, ANMs need not be transferred except under exceptional circumstances.

**Departmental Enquiries:**

- Relevant rules of departmental enquiries should be amended to provide for a specific mandatory time frame and to reduce discretionary powers.
- It is also necessary to amend the relevant Service Rules to enable the review of integrity and efficiency of officials at any stage during their career and to compulsorily retirement of such officials of doubtful integrity.
- There has to be stricter and compulsory monitoring of the progress of all departmental enquiry cases by the Secretary. This should not be treated as a routine exercise and must be included as an item of review in the monthly Departmental meetings chaired by the Secretaries.
- It is preferable that all departmental enquiries are entrusted to retired government officials on a conditionality that non-completion of the enquiry proceedings as per prescribed time frame would result in non-payment of emoluments.

**Redress of Grievances:**

- Fix responsibility for each task, which is possible if the hierarchical levels are reduced.
- Appoint grievance redressal officer for each department and accordingly give publicity.
- Change the language of various application forms to make them citizen friendly.
- Train officials in grievance redressal, courtesy in talking to petitioners.
- All grievances must be computerized. Arrangement need to be made for redressal for grievances with shorter time frame.

**Self Employment:**

- Provide skill development opportunities to unemployed for self employment.
- Explore possibility of facilitating creation of self employment opportunities and avenues in major state Government Department having such opportunities.

- Re-orient employment exchange centers for improving self employment by developing mechanism for information dissemination as well as counseling unemployed.
- Employment exchanges to be geared up to function as placement centres for government and non-government jobs.

**Service Delivery System:**

For effective good governance, revamping of Delivery System for implementation of Government Programmes, dovetailed with monitoring & evaluation system is the basic need.

For improving of government delivery system,

- There should be clearly defined Vision, Mission, Goals and Objectives for each Department. This should be displayed in all offices of the Department as well as in the website.
- Information regarding Acts, Rules, Regulations and procedures pertaining to the Department should be readily available to all employees of the department.
- Simplification of Acts, Rules, Regulations and procedures should be made.
- Job Chart along with the responsibilities for each employee be clearly defined and enumerated.
- System for redress of public grievances should be well defined and clear.
- The sense of responsiveness of employees should be increased through training as well as non training interventions.
- System of proper records management preferably through computerisation should be put in place.
- Preparation and implementation of Citizens Charter by all departments and offices especially those having mass contact with people must be ensured.
- The system of single window Facilitation Centre should be set up.
- The concept of Public Private Partnership should be popularised and increasingly adopted by Departments.
- Motivation and bringing about attitudinal change of Government employees should be encouraged.
- Participatory approach in development process should be developed.
- Concerned employees should be trained on writing project proposal as well as project management.
- Technical Manual to be produced for transfer of technology to grassroot level along with training.

**The Assam Administrative Reforms Commission (2005) made the recommendations; (gists of which are compiled in this booklet) taking into account the core management principles of public administration under which the administration must direct itself to, firstly achieve efficiency and effectiveness in the operations of public organisations and secondly, the public administration gearing itself to coping with the challenge of economic liberalisation, political and social plurism, as well as rapidly changing technologies to achieve the aforesaid goals; public service organisations must adopt mission driven result oriented management practices with the objective of meeting the needs of the citizens.**