

जारी  
30/1/14

14-07(2)  
संख्या : /43-1-2014

प्रेषक,  
जावेद उस्मानी,  
मुख्य सचिव,  
उत्तर प्रदेश शासन।

सेवा में,  
प्रमुख सचिव,  
नगर विकास विभाग,  
उत्तर प्रदेश शासन।

प्रशासनिक सुधार अनुभाग-1

लखनऊ :: दिनांक :: 30 जनवरी, 2014

विषय : सर्वोत्तम प्रथाओं (Best Practices) पर कार्यवाही किया जाना।

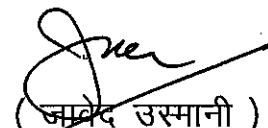
महोदय,

कृपया उपर्युक्त विषयक प्रशासनिक सुधार और लोक शिकायत विभाग, भारत सरकार के पत्र संख्या-1/2/2006 DDI, दिनांक 10-01-2014 (प्रति संलग्न) का अवलोकन करने का कष्ट करें। भारत सरकार द्वारा पत्र के साथ प्रशासनिक सुधार पर हुए 19वें क्षेत्रीय सम्मेलन का कार्यवृत्त प्रेषित किया गया है जिसमें विभिन्न राज्य सरकारों द्वारा विकसित सर्वोत्तम प्रथाओं (Best Practices) का उल्लेख भी किया गया है।

2- आपसे अनुरोध है कि हिमाचल प्रदेश राज्य में नगर विकास विभाग से सम्बन्धित **Sustainable Plastic Waste Management Project** सर्वोत्तम प्रथा (Best Practice) पर अपने विभागीय अधिकारियों से विचार-विमर्श कर इसे उत्तर प्रदेश में भी लागू करने पर विचार करने का कष्ट करें। यदि आवश्यक समझें तो उक्त सर्वोत्तम प्रथा (Best Practice) के कियान्वयन के सम्बन्ध में 2-3 विभागीय अधिकारियों को हिमाचल प्रदेश राज्य भेजकर जानकारी प्राप्त कर ली जाए।

संलग्नक-उपरोक्तानुसार।

भवदीय,

  
(जावेद उस्मानी)  
मुख्य सचिव।

07

सं-1120-07/43-1-2014

No. 592/MS/GI/2014



F. No. 1/2/2006-DD-I  
Government of India  
Ministry of Personnel, Public Grievances & Pensions  
Department of Administrative Reforms & Public Grievances

5<sup>th</sup> Floor, Sardar Patel Bhavan,  
Sansad Marg, New Delhi-110001

Dated: 10.01.2014

To

Shri Jawed Usmani  
Chief Secretary,  
Government of Uttar Pradesh,  
Lucknow 226003  
Uttar Pradesh

**Subject: Regional Conference for States in the Northern, North-Eastern and Eastern Regions, 16<sup>th</sup> & -17<sup>th</sup> December, 2013.**

Sir,

I am directed to forward herewith a copy of record of proceedings of the Regional Conference held at Haryana Institute of Public Administration, Gurgaon on 16-17 December, 2013, for information.

Yours faithfully,

(Rajesh Kumar Sharma)  
Director

Telefax: 011-2336 2369  
[rksharma.darpg@nic.in](mailto:rksharma.darpg@nic.in)

सं-1120-07/43-1-2014

15-1-2014  
(जवेद उस्मानी)  
मुख्य सचिव,  
उत्तर प्रदेश शासन।

1007/PSIAR/14.  
JSAR

2013-1/Gurgaon/12/2013  
य. डी. देवान

22-1-14  
(रमाकान्त सिंह)  
उप सचिव  
प्रशासनिक सुधार विभाग  
उत्तर प्रदेश शासन।

प्रमुख सचिव,  
कार्यक्रम कार्यान्वयन, समग्र ग्राम विकास,  
वाह्य सहायित परि योजना विभाग,  
प्रशासनिक सुधार एवं लोक सेवा प्रवर्धन  
उत्तर प्रदेश शासन।

आजजाफ  
D.S.  
शरकम  
22.01.14  
(राकेश कुमार)  
संयुक्त सचिव,  
प्रशासनिक सुधार विभाग,  
उत्तर प्रदेश शासन।

there also are concerns like persistent current account deficit, slow-down of manufacturing sector, inflation, unemployment etc. which need to be addressed. He exhorted civil servants to bring about good administrative reforms in order to provide the basic services like water, electricity, sanitation, health and such essential services to the people. He also mentioned that we should not only 'learn from successes' but also from 'failures'. He urged the Civil Servants to get involved with people in order to understand their needs and aspirations in a better way and to try to solve them in an efficient manner. He called for a more accountable and responsible bureaucracy which punishes the delinquent officials.

- A presentation on transformation of Commercial Tax regime in Karnataka was made by **Shri Pradeep Singh Kharola**, MD, Bangalore Metro Rail Corporation.
- **Shri Arun Jha**, Additional Secretary (AR&PG), Government of India presented Vote of Thanks on the occasion.

#### **Panel Discussion: Innovation in Governance**

The Inaugural Session was followed by a Panel Discussion on Innovation in Governance during which the panellists and the participants highlighted the role of innovation in improving Governance for better public service delivery. Gist of the discussions is as follows:

- Opening the Panel Discussion, **Shri Sanjay Kothari**, Secretary (AR&PG) emphasised the importance adoption of self-certification in place of affidavits, where affidavits are not statutory requirement, and simplification of various forms used for public services.
- **Shri Arun Jha**, Additional Secretary (AR&PG) outlined that techno-bureaucratic method of governance which was in practice since Independence is now witnessing a great journey. Participatory governance is the need of the day as the aspiration levels of citizens have gone up tremendously. E-governance is the key to good governance and we need to involve people here.
- **Shri Pradeep Singh Kharola**, MD, Bangalore Metro Rail Corporation mentioned that innovations in governance should look beyond the use of IT only and also incorporate procedures at various levels. Innovation should also be brought out in institutions and structures, along with simplification of procedures and ideas. He said that there are various challenges to introduction of innovations, some of which are (a) converting success of pilot projects into full-scale projects, (b) making the changes irreversible, (c)

removing the fear of the unknown, (d) making the rules dynamic to keep them relevant, and (e) marriage of domain and technical knowledge for better service delivery.

- **Shri Ranjiv Singh Dalal**, DG, HIPA pointed out that service delivery has to be efficient and aimed towards satisfaction and happiness of the citizens. Otherwise, it could often take the form of agitation or violence. He talked about administrative reforms and Haryana Police leading to reduction in corruption and bringing in more transparent system. The problem with clumsy administrative processes is that it not only harasses the public but also members of the staff.
- Secretary (AR&PG) declared the floor open for discussion on the topic by the participants. The following important points came out of the discussions:
  - (i) Innovation should be methodical and as per the needs of the day. Too much of innovation can in fact lead to inefficiency in the system.
  - (ii) Innovation in IT is important but computerization of all processes is a must in the first place. It will lead to saving of time and automatic simplification of procedures. Importance of technology for good and efficient governance cannot be over-emphasised.
  - (iii) Most of the time, innovation is a team work in government sector. Glamorising a person's achievements too much, can lead to demoralization of the team or the successors.
  - (iv) Short-term achievements should not be taken as innovations. Emphasis should be given to slow, incremental and continuous innovation.
  - (v) The top management should provide constant supervision, monitoring and troubleshooting in the process of innovation.
  - (vi) In the government sector, the performers are burdened with more and more work while non-performers are left without much work. This leads to demoralization of the good staff. Attempts should be made to motivate the non-performers.
  - (vii) Innovations alone would not solve the problems of governance. We should also look at the issues like transfer and posting policy, specialization of work, post-retirement rehabilitation policy of civil and police officers, inclusion of projects in the Right to Services Act, putting

in place a proper communication plan and training from below, for better governance.

- (viii) Issues like prevalence of ghost employees in Manipur were discussed.
- (ix) Rationalization of Pension forms and procedures was highlighted in the session.
- (x) Putting information on the website does not always ensure transparency since all citizens do not have access to the computer and internet facility. Attempts should be made to ensure that citizens get the right information in other ways.

### **Presentations by Representatives of Governments of States and Union Territories**

#### **1. Punjab**

The representative of Government of Punjab made a presentation on **Reforming Public Service Delivery: Affidavit Free Regime in Punjab** in which the following was highlighted:

- The initiative is based on the belief that there is no need of affidavits for a large number of services. Instead of affidavits, services can be availed by self attestation/declaration form.
- In case of Punjab, it was found that Affidavits are required for only 12 services. There are a total of 89 services which can be availed by giving self declaration/self attestation certificates.
- All services, except where affidavits are a mandatory requirement, can be availed of through self-certification/attestation. Some of these services are issue of birth certificate, income certificate etc.
- Since 2009, the number of services requiring affidavits has come down drastically which has saved a whopping amount of Rs. 600/- crore, as worked out by Punjab Governance Reforms Commission. This includes the monetary cost of getting the affidavits and the opportunity cost of loss of productivity and wages.
- Punjab is Contemplating an Independent Evaluation of the Reform measures and their impact on society and economy.
- Along with other initiatives such as RTI, RTS implemented by Government of Punjab, the citizens are getting empowered and the speed of public delivery of services increased considerably.

#### **Interaction**

In the ensuing interaction, the following was discussed/observations were made:

- The issue of savings by the Government on account of introduction of this scheme was further discussed.
- It was suggested that there is need to take similar initiative in other States and the Central Ministries as a way forward.

## **2. Bihar**

In the Presentation on Innovation at Governance in Bihar, the representative of the Government of Bihar highlighted the various initiatives taken by Bihar like Bihar Right to Public Service Act and initiatives related to recommendations of the 2<sup>nd</sup> ARC were indicated.

The following points, inter alia, were discussed:

- The agenda of the Government is "Growth with Justice";
- Recommendation of 2<sup>nd</sup> ARC in the area of Health, Education, Transport, Rural Development, Social Justice Department were also discussed.
- Bihar is the only state which has imposed a penalty of Rs.65 lakh on 5000 government employees in Bihar for not providing the services in the stipulated period as mentioned in the Act.
- Some other initiatives of Bihar Government like " Adhikar " and facility to provide digital documents like domicile certificates to the people of Bihar living in Delhi for which facilitation counter has been made operational at Bihar Bhawan, New Delhi was highlighted.
- Success of project can be gauged from the fact that from August 2011 to December 2013 5,93, 58,479 application were received and out of these 5,77,82,505 were disposed off.
- Reengineering processes in the Collectorate Office in Nalanda District on pilot basis was explained.

## **Interaction**

In the interactive discussion, Additional Secretary (AR&PG) appreciated the steps taken by Government of Bihar for decentralising the process of decision making in the State.

## **3. Himachal Pradesh**

- The representative of Himachal Pradesh made a presentation on the Sustainable Plastic Waste Management Project in Himachal Pradesh, which

was conferred the Prime Minister's award for excellence in Public Administration and the steps taken to ban the use of plastic bags in Himachal Pradesh.

- The presentation briefed about different stages in which this initiative was implemented and the target was achieved.
- Use of plastics in Road Construction was explained as was the Eco-Monitoring Scheme.
- He further explained the Environmental Audit Scheme which utilised the services of school students.
- Nine point Environment Conservation Code implemented by Government of H.P. was also explained.
- He shared data about 1162 cases of violation which have been registered and informed that an amount of Rs.9,48,000 has been realised.

### Interaction

- One of the participants wanted to know if any study has been made to ascertain the quality of plastic in place of bitumen as a raw material for road construction.
- Additional secretary (AR&PG) emphasised on the need to sustain such practices and its replication in other parts of the country.

### 4. West Bengal

The representative of West Bengal made a presentation on Select Best Practices and status of Implementation of recommendation of 2<sup>nd</sup> ARC in the State.

- The initiatives are the following:
  - *Swamy Vivekanand Swanirbhar Karmsansthan Prakaipa* Scheme is related to employment generation for youth between 18-45 years with family income under Rs.50,000/- having five family members.
  - *Atma Maryada* is a scheme targeting unemployment through development of individual entrepreneurs.
  - *Atma Samman* is a scheme targeting unemployment through development of group entrepreneurs in the State.
- Through these schemes, financial support is given to the targeted beneficiaries. The total project cost is Rs.2918 crore out of which Government subsidy is Rs.667 crore and bank loan component is Rs.1959 crore. The total number of schemes approved is 136509.
- Another scheme namely Fair Price Outlets for Medicines, Consumables and Implants aims to provide generic medicines to the people at low price. This

scheme is being implemented on Public Private Partnership basis round the clock.

- It was highlighted that States like Tamil Nadu, Rajasthan and the few other States have implemented such a scheme.
- The presentation also highlighted status of initiatives such as Kanyashree Prakalpa, Green Sundarbans, Nirmal Bharat Abhiyan (NBA), Yuvashree, Tele Medicine, Smart Card, GIS for Municipalities, Bagnan Story of Development : SHGs, etc. implemented in West Bengal.

### **Interaction**

- Doctors are required to prescribe only generic medicines.
- The scheme is applicable to all persons and has therefore a high coverage.
- The use of GIS in municipal services like property taxation leading to higher compliance was also discussed.

### **5. Manipur:**

Shri Radha Kumar Singh, Deputy Commissioner (Imphal West), Manipur made a presentation on Computerisation of Personnel Information System in the State.

- Manipur has a large proportion of rural and remote areas leading to difficulty in posting of officials there. This led to development of CPIS.
- The software contains all the personnel details of an employee such as appointment, promotion, transfers and postings etc.
- The data is constantly updated.
- The CPIS website is accessed by the employees to get the details.
- It was informed that the other good governance initiatives being implemented in the State are –

- (i) Manipur IT Economy Zone, which is the first in the entire North Eastern Region,
- (ii) Development and rejuvenation of Loktak and other lakes,
- (iii) Manipur Public Service Commission online System Project,
- (iv) IT Capacity Building at grass root level, etc.

### **6. Meghalaya**

- The representative of Government of Meghalaya made a presentation on "Meghalaya State Aquaculture Mission" launched in 2012 to create 1 lakh fish ponds covering a total water area of 10000 ha. with a target fish production of 20,000 m.t. annually.
- This is a mission mode project where peoples' participation is aimed through labour and financial partnership.



- The project has the following components – (i) area and productivity development, (ii) infrastructure development, (iii) creating fish sanctuaries, (iv) capacity development and human resource development, (v) mass media outreach, and (vi) emerging opportunities.
- The presentation covered additional income generation of people leading to better life styles.

#### 7. Odisha

- Next presentation was from Odisha on "Child Tracking System and the Project was named "e-Shishu"
- Basic Goals of the Project includes
  - Access
  - Retention
  - Quality of Education
- Presentation covered the need for Child Tracking System (CTS), Work-Flow of the project "e-Shishu", objectives and achievements of the CTS Project.
- Revision of CTS as per Right to Education Act, 2009 was also explained.

#### Interaction

- One of the participants suggested that data should be collected at the ASHA or ANM level and as soon as the child is born, a unique identification number should be assigned to every child.

#### 8. Nagaland

- Next presentation was made by the representative from Nagaland on "Communitisation Improving Public Service: The Nagaland Experience".
- The term communitisation was elaborated.
- It covered areas where reforms have been initiated through communitisation.
- Elaborated the challenges faced, results achieved in different sectors where reforms were initiated through the process of communitisation.

#### 9. Uttar Pradesh

- The representative of Uttar Pradesh made presentation on Sugarcane Information System, an award winning initiative of the State.
- The sensitivity involved in sugarcane procurement in UP, the collaborative process between the government, private sector and the cooperatives, and establishment of a transparent and easy method of procurement.

## 10. Assam

The representative of Assam made a presentation on "Combating Malnutrition and Under-5 Mortality". The following points were explained through the presentation:-

- Issues and Effects of Malnutrition.
- Extent of Malnutrition Problem in Assam
- Gravity of Under 5 Mortality
- Efforts done by state to control malnutrition and under 5 Morality
- Linking Child with Anaganwadi worker, supervisor and CDPO
- Continuous Tracking on Malnutrition
- Involvement of mother in combating malnutrition.

### Interaction:

During the interactive session, the following issues were discussed:

- It was sought to know various indicators through which severity of malnutrition is identified.
- It was observed that involvement of mothers is crucial to tackle the problem of mortality of children below five years.
- It was sought to know as to why this scheme is limited to four districts only. It was also suggested that this programme should be replicated all over the state.
- The procedure followed for procuring weighing machines for this programme was also sought.
- Secretary (AR&PG) suggested that there is need to institutionalize the programme so that the programme is run by the successor as well.

## 11. NCT of Delhi

- Next presentation was from Directorate of Education, Govt. of NCT of Delhi on "ICT led Radical improvement in Delhi Government Schools".
- The presentation covered pre-Implementation Scenario, Strategy adopted, process of Execution, Brief on Online module developed by department, e-Governance initiatives like Financial Management, Fund Allocation, Computer added learning (CAL), transfer, posting, admission etc., Standardization, Best practices adopted, and achievement of the Department both in term of improved result and intake of students in Government Schools.

### Interaction

- During the interaction, the following remarks/questions were raised:
  - Whether all the transfers are being done through the online system.
  - As to how maintenance of computers provided in the schools is ensured.
  - Whether any quality index to measure the success of programme/ improvement of students has been evolved.
  - It was also suggested that such a system may be replicated by other States.

## 12. Mizoram

- The representative of Mizoram made a presentation on "Public Distribution system in Mizoram". The presentation covered Objective of the Programme, Methodology followed in procuring food Grains, mode of Distribution, etc.
- The Strength of PDS in Mizoram and the awareness drive about the availability of stock in the designated PDS Shops through loudspeakers was also explained.

### Interaction:

During the interactive session, the following points were discussed:

- The level of pilferage in the system
- The steps taken by the Government to create more jobs in the state.

## 13. Chandigarh

- The representative of Government of Chandigarh made a presentation on Attainment of Monitorable Maternal and Child Health Indicators in Chandigarh through Integrated Service Delivery Approach like Prenatal Genetic Screening, Support to HIV/AIDS affected Pregnant Women/ Children & By involving Officials, Scarce Grass Root Level Workers, Community vis-à-vis UN MDGs Timelines".
- The presentation covered Steps taken to empower the women; Problem of malnutrition, mental retardation and Down Syndrome; Steps taken to ensure to the check Down Syndrome at the earliest stage of pregnancy; Process to control Down syndrome in next two years through awareness and participation of mothers; Participation of Health workers; High cost containment and Institutionalization of the programme.

### Interaction:

In the interactive session, the following suggestions were made:

- It may be correct to do screening for Down Syndrome at 9-15 weeks instead of current practice of conducting it in 28 week.
- There is need to create awareness about the situation to empower the mothers.

#### 14. Haryana

- The Additional Chief Secretary, Government of Haryana presented a new initiative of the **State-Integrated Village Information & Services System** and demonstrated the project live to the participants of the Conference.
- The project was well appreciated by the participants.

#### Valedictory Session

- While summing up the discussion, it was emphasised that these good governance practices successfully implemented in one State need to be adopted, replicated and further innovated in other parts of the country.
- Replication of the successful initiatives will avoid reinventing the wheel again and enable the concerned Governments to improve the system and show the desired outcomes to the people, less time.
- At the end, Secretary (AR), Government of Haryana presented vote of thanks to all the participants and HIPA for the organisational support.

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