

Good Governance Practices: Reforms initiatives by the District Administration, KAMRUP METRO

A. Offline system:

Kamrup Metropolitan District Administration has taken up a lot measures for improvement of service delivery, quick disposal of day to day works in different branches, disposal of public grievances since 2009 through use of information and Communication Technology tools named and styled as 'MAHANAGAR'. The following IT Intranet applications are in place right now:

1. Dak Management System
2. File Indexing System in Settlement/Registration and Development ranch
3. MPLAD/MLALAD/Untied Fund scheme Management System
4. Bakijai case Management System
5. RTI case disposal System
6. Help Desk
7. Public Facilitation Center
8. Public Petition (for Different services)disposal System

The details of these applications are available in **a the brochure at Annexure**. The special Feature of this application is that the SMS gateway has been integrated with it through which system generated SMS get triggered off during the disposal of the petitions.

B. Online activity:

The district administration has recently put in place a web portal *kamrupmetroonline.in*. The following activities have been incorporated right now in the online system for public convenience.

1. A citizen can locate his original registered deed (registered prior to 2008) on click of a mouse and get the document instantly delivered in the Sub Registry Office. This has made the administration more effective in delivery of service to the extent of 98% in a day without any hassle and delay.
2. A blood Donor and information Management System has been included there where a citizen willing to donate blood can register their name. At time of crisis, a citizen will be able to call a donor requesting him or her to donate blood. Meanwhile the application has been utilized by some hospitals and has derived benefit.
3. The MPLAD and Untied schemes are now processed through this online system making it easy and quick in disposal in terms of generating sanction orders, misc reports and also in terms of monitoring. Information related to the schemes will be available shortly at public domain.

C. Upcoming systems:

1. **Online Price Monitoring System** is about to be started in the SUPPLY Branch that will reduce lot of works and time in the branch to get a daily report on price and stock of essential commodities. The system has already been presented to the wholesale traders and the supply officials. This online application will help the administration in price control and stock monitoring replacing the age old system.
2. **RBSK Monitoring System:** One application for monitoring the implementation of health related scheme namely RBSK (Rastriya Bal Swsthya Karyakram), is going to be introduced shortly, where the poor school going student (0 to 18 years) are screened

in the institution itself and then referred to other hospitals for treatment free of cost. The application will be run within the month June. This will help the administration in close monitoring on the health status of the referred students who are generally poor.

3. **KCC Loan Monitoring System:** Another application in the Agriculture sector has also been incorporated in this online system. This is in respect of KCC loan. In manual system it is difficult to monitor the progress made at different level e.i. ADO, DAO and the sponsoring BANK. Training as already been imparted to Agriculture Officials. This is also shortly being introduced.

D. Roadmap ahead

It has been felt by the district administration that there is a need of one networked online platform district level where all the departments can have subject specific IT applications like the one we have started. More applications pertaining to different branches are being added to this application so that it becomes easy for monitoring on mouse click.

Advisor's Comments:

The use of information and Communication Technology tools named and styled as 'MAHANAGAR' with the IT Intranet applications viz. (i) Dak Management System, (ii) File Indexing System in Settlement/Registration and Development Branch, (iii) MPLAD/MLALAD/Untied Fund scheme Management System, (iv) Bakijai case Management System, (v) RTI case disposal System, (vi) Help Desk, (vii) Public Facilitation Center, (viii) Public Petition (for Different services)disposal System, has been a huge achievement of the district administration in administrative reforms initiative.

It is recommended that the same set of tools with necessary customization/modification may be replicated in other districts. IT Department with the help of NIC and AMTRON is required to make the system web enabled so that all government departments/offices, CSCs and citizens having access to internet can benefit from the service.

**Good Governance Practices:
Reform Initiatives by District Administration, JORHAT**

- A. Delegation of various powers & functions to subordinate officers to empower them. Senior Officers are not doing those works which should be & can be done at lower level. This has helped Senior Management to focus on Priority areas and take strategic decisions for overall development of district.
- B. Dak, Incoming letters, documents are classified in 2-3 folders as per their importance & priority in disposal. Some Dak of ordinary nature which need not be seen by DC/ ADC is directly sent to Branches for immediate processing, thereby saving time.
- C. Soft Copy/ Scanned copy of all important Reports etc. is kept for record & e-mail based correspondence is made wherever feasible.
- D. Whatsapp Group of all senior officials of District Administration is used for fast dissemination of information & sharing knowledge etc.
- E. Periodic Trainings of Ministerial Staff in Noting, Drafting, Financial Rules, E-Governance etc. in reputed institutes like IIPM etc. Moreover, Stress Management workshop done for Officers & Staff at Brahmakumaris Institute. Counseling for Personal Financial Management, Medical Checkup, enrolling employees under new Insurance Schemes is being carried out. Regular Workshop/ Trainings for Magistrates to renew knowledge in Acts & Rules are carried out.
- F. Office renovation carried out to improve Work Environment - All Officers and Staff are being provided well furnished rooms/ cubicles with required facilities to effectively discharge duty.
- G. New facilities are being provided for General Public like newly constructed modern paid toilets, Safe Drinking Water, Public Facilitation Centre, clean & hygienic campus.
- H. New SLRM - Solid & Liquid Resource Management Centre is being set up in Office Campus to segregate & process Organic & Inorganic waste generated in Campus.
- I. New Comprehensive Website developed for District Administration giving information on all important things about Jorhat & to lodge public grievances, complaints etc.
- J. Constitution of Public Grievance Cell, Quick Response Teams for specific issues like Water Logging & artificial floods, Task Force to deal with other regular grievances set up for quick & effective grievance redressal. Time bound citizen centric services are given under RTPS Act.
- K. Modern Record Rooms are being constructed in DC/SDO/Circle offices for proper upkeep of old records. Quite old records are sent to State Archives for preservation.

- L. Employee motivation enhanced by Special Drive taken to expedite recruitment in vacant posts, granting promotion to Staff updating their Service Books, holding Pension Adalats to expedite grant of pension, clearing 10 year backlog of Compassionate Ground Appointments. Periodic Picnic, Cultural programs etc. are also arranged to enhance employee satisfaction.

Advisor's Comments:

All the initiatives of the District Administration listed above are laudable and during DCs conferences at State Head Quarters or in other wider forum necessary arrangement should be made by Departments like IT /AR & Training to highlight such achievements for setting up of road map in terms of reforms through IT applications.

**Good Governance Practices:
Reforms Initiatives by District Administration, DIBRUGARH**

- A.** Before promulgation of ARTPS ACT, G2C Services were provided to the citizen of Dibrugarh district by the District Administration through public facilitation centers since 2003 at Block, Circle & District level through CFCs (kiosk).
- B.** Against nominal service charges following services rendered through facilitation centers viz Jambandi, Legal Heir, PRC, Non Creamy layer, Bakijai Clearance Certificates.
- C.** In 2009, Arunodoy Facilitation Center was established as a single window system to provide various citizen services including issue of Senior Citizen Certificate, Certified Copy of Electrol Roll, Certified Copy of Jamabandi, Land Sale Certificate, Caste Certificate (SC), etc.
- D.** The Arunodoy Facilitation Centre was established with a view to channelize all the citizen centric services through the Facilitation Centres within the fixed time limits prior to promulgation of ARTPS Act.
- E.** After implementation of ARTPS Act 2012, notified services have been categorized Department wise.
- F.** At present the Facilitation Centre of D.C. Office Dibrugarh is operating from the old kiosk. The construction work of New Facilitation Centre of Deputy Commissioner office, Dibrugarh is on the final stage of completion on as per sanction of Department of Information Technology under e-District Project.
- G.** The new version of ARTPS Xohari 2.0 acknowledgement software has been installed in D. C. Office and in all Circle Offices and other line departments/offices related to ARTPS.
- H.** A monitoring and supervising committee for Revenue Circle offices for supervision of ARTPS has been formed with ADC (Revenue) as Chairman.
- I.** Monthly Reports on activities of ARTPS Act are submitted to the Government on regular basis. The e-District Project Manager is entrusted with the responsibility to monitor this aspect.
- J.** A training on e-District application software for PFC Personnel has been successfully imparted on 6th Feb, 2014 at NIELIT, Jorhat.
- K.** All G2C services are being provided to the citizens smoothly within stipulated time period.
- L.** Rate of disposal per month is 99.12% (Average).

- M.** Registration of Deeds, Registration of marriage, Issuance of certified copy of Registered Documents, Issue of Non-Incumbency Certificate etc. through Sub-Registrar Office.
- N.** Providing the facility of ramp and separate room for differently abled persons.
- O.** Bio-Metric Attendance for all the staff of Deputy Commissioner's Office, Dibrugarh and its amalgamated establishments.

Status of Notified Services of DC's Office, Dibrugarh ARTPS Act, 2012

Name of Service	No. of Applications Received w.e.f. 19.04.2013 to 30.04.2015	No. of Applications disposed off during the period within stipulated time period	Disposed within 1 week of expiry of stipulated time limit	Disposed After 1 week but within 2 week of expiry of stipulated time limit	Disposed after 2 week of expiry of stipulated time limit	Total Disposed off	Total Pending Applications at the end of the period
Issuance of Non-creamy layer certificate	1605	1018	214	129	185	1546	59
Issuance of Permanent Resident Certificate (PRC) for higher education	1307	890	56	38	180	1164	143
Issuance of Residential Status Certificate/ Report for Kisan Seva Kendra Dealership under Indian Oil Corporation Ltd.	1	0	0	0	1	1	0
Issuance of SC certificate	4491	440	472	571	2098	3581	910
Next of Kin Certificate	492	295	37	22	50	404	88

Advisor's Comments:

The achievements have been possible through a judiciously thought out process and translated into a mechanism. But the practices need to be sustained irrespective of change in leadership in district administration. To be published on the District Web Portal and linking the same to assam.gov.in portal under a special tab viz. district forum could enhance the possibility of taking up the same measures by other district administration/offices.

Good Governance Practices: Reforms Measures by the District Administration, DHUBRI

A. Public Grievance Cell

Public Grievances Cell, at District Head Quarter is headed by one Addl. Deputy Commissioner, Public Grievance. Grievances from public received regularly and forwarded to the concerned branches/offices/local authorities etc. for taking necessary action of the grievances and submit report accordingly.

Besides, Magistrate level enquiries are also done as and when required. Further, all the Heads of offices have also been instructed to observe Redressal Day & submit monthly report to this office.

The Public Petition received from 1st January/2014 to 31st December 2014, 164 Nos. (One hundred sixty seven) and 1st January 2015 to 26.5.2015, 56 (fifty six) and all the petitions have been disposed.

Further a toll free number 03662-1077 has been started and officer is engaged to run the Grievance Redressal Control Room. The officer relates the grievances received through the toll free number and get the reply from the concerned authority. Thereafter the same is informed to the person concerned over phone. This system has also become popular to the citizens.

B. Assam Public Service Act 2012

Assam Right to Public Service Act. 2012 has been implemented in Dhubrin District with effect from 19th April, 2013 in the light of Govt. Notification vide No. AR 69/2011/Pt-II/.95 Dated 10.4.2013.

To the citizens through Public Facilitation Centre in Deputy Commissioner's Office It is mentioned here that the following notified services are provided from D.C's Office, Dhubri.

1. Issuance Schedule Caste Certificate
2. Issuance Non-Creamy Layer Certificate.
3. Issuance Next of Kin Certificate.
4. Issuance P.R.C. for Higher Education
5. Issuance Kisan Seva Dealanship under IOC Ltd.

All the petitions are received in ARTPS Branch through online software and forwarded to Addl. Deputy Commissioner (Administrative Branch) through dispatched Register for necessary action.

As per "Assam Right to Public Services Act. 2012", we regularly submit the Online Monthly Status Report to the Principal Secretary to the Govt. of Assam, Administrative Reforms and Training Deptt. Dispur Guwahati-6 through the District Informatic Officer, NIC, Dhubri.

In this regard the status of Notified Services of D.C's Office Dhubri under Assam Right to Public Services Act. 2012 w.e.f. 19.04.2013 to 30.4.2015 is enclosed herewith as ANNEXUR-I.

We are taking utmost care for quick delivery of services.

C. Citizens' Charter

The Citizens' Charter has been properly displayed at the doorstep of offices, whereby people can know the services offered in a particular office.

D. e-district measures as Administrative reforms

Moreover, as directed by the Govt. of Assam, under the umbrella of National e-Governance Plan(NeGP), the e-district project is in an advanced phase of completion to facilitate the citizens timely and better services.

E. Whatsapp/SMS Services

We are also constantly using whatsapp / SMS services to monitor the activities of the line departments or getting feedbacks by messages and photographs and to give quickest possible instructions for all public service related works. Further public grievances are also received through these services and on redressal again informed to the person concerned.

Advisor's Comment:

Reforms initiatives of the district administration have been very encouraging and necessary modalities /mechanism need to be evolved to sustain the system.

**Good Governance Practices:
Reform initiatives in the District of GOALPARA**

- A. With an aim to facilitate the disabled section of the society, with regard to issuing of disability certificates to them, the District Social Welfare department and the Health department have unitedly worked to distribute the Disability certificates in medical "camps" which are being held regularly covering the entire district. In these camps, specialist doctors diagnose the percentage of disability and distribute the certificates. Till date 8, no. of such camps were held and we have provided certificates to around 754 disabled persons. We hope to reach each and every one of them in this current year and clear the backlog.
- B. Another initiative has been taken up by Social Welfare and Health department along with the District Administration. We have unitedly endeavoured to identify the malnourished children of our district categorise them into moderately malnourished and severely malnourished, ICDS project wise. There are 7 ICDS projects in Goalpara. Camps are held in every project and severely malnourished children are identified. Batch-wise, these children are brought to the "Nutritional Rehabilitation Centre" situated in the Civil Hospital, Goalpara for providing intense care for a period of 15 days or 30 days as per the requirement. Total no of Camps held to identify such children is 12. Total no. of children screened is 774. Severely malnourished children identified is 66. Moderately malnourished children identified is 165. Until now, 35 Nos. of severely malnourished children have been treated in the NRC, Goalpara.
- C. For the cleft lip and palate patients, an action plan has been worked out by the District Administration to identify the cleft lip and palate patients in the district in camp mode and make necessary arrangements for their operation with the support of OPERATION SMILE, the leading organization in the field of cleft lip & palate patients. Within a stipulated time frame of 6 months, it is aspired to identify these patients and operate them and make Goalpara a cleft lip & palate free district. Uptil now, 363 no of patients have been screened and 47 no. of patients have already been operated. More no of camps will be held shortly to identify such patients with cleft lip & palate.
- D. In order to effectively deal with Witch Hunting, it has been directed to constitute village centric vigilance committees consisting of Village Headman, educated personnel, Police, VDP members, PRI members, Anganwari Workers and ASHA, leading citizens & para legal volunteers to nip the crime in the bud and form the first line of defence for the Witch Hunting victims. The District Administration and the Police are working in close coordination with the Assam Mahila Samata Society to combat the issue of Witch Hunting in the district. Police control room numbers would very soon be generated, specifically to take up calls of Witch Hunting victims & respond to them immediately. We are working relentlessly to contain this problem
- E. In the District and to a large extent, we have succeeded in preventing the loss of human life due to Witch hunting in the last and current year.

- F. A few more administrative reforms that have been adopted very recently on the occasion of Civil Services day in Goalpara on 20th April and 21st April, 2015 are as follows.
1. Inauguration of a Citizen information board and a complaint/suggestion box in Kalyanpur GP under Balijana development Block.
 2. The District Administration plans to cover all the 81 GPs under this programme in a very short time, so that information is disseminated to the lowest rung of administration to enhance participatory involvement of the general public & create awareness among them.
 3. Moreover, all the departmental advertisements & notifications would be put up for public display on these Citizen information Board. Necessary directives to all departments are being issued to compulsorily use these CIB's.
- G. The suggestions and grievances given by general public would be redressed by the respective BDOs along with the GP functionaries. The gaps in response to citizen grievances are aimed to be bridged.
1. A citizens charter was inaugurated in the Civil Hospital, Goalpara. It has been resolved to display citizens charter in all the Govt. offices of Goalpara district.
 2. It was announced that the toll free helpline number 1077 in DC's ASDMA branch, Goalpara would be functional to receive public grievances apart from disaster related matters.
 3. Concept of Resident Welfare Associations were introduced in the 19 wards of Goalpara district to handle the issues pertaining to urban services and letters gap analysis in urban service delivery.

Various other reform measures are in the fray for enhancing the good relation between the general public & the Administration and to make the public offices, people friendly, accessible, transparent & accountable.

Advisor's Comments:

Special efforts through Health & Social Welfare Departments aimed at serving the poor and vulnerable sections of society in general and suffering children and helping out differently abled group in particular taking advantage of the special government schemes have been really encouraging sign of a welfare society. Another noteworthy attempt by district administration to fight social evils like witch hunting , superstitions and prejudices involving all sections of society need special mention and the proposed awareness drive in all GPs through government department/agencies about available services/programmes could certainly earn the the reputation of a citizen centric and popular administration.

District Administration is advised to take note of the reforms measures initiated and practiced in other districts as may be found in this report and if already practiced should go for a real-time analysis for self assessment.

**Good Governance Practices:
Reforms initiatives by the District Administration, BARPETA**

A. Prior to start of the **Public Facilitation Centre (PFC)**, services delivery was not up to the mark. Services for the people of the district were not citizen centric. Before the introduction of this system it was noticed that the people had to face various challenges to get timely and assured Govt. Services. People had to frequently visit the offices for getting various services and visit branches concerned for the services, requesting the dealing personnel repeatedly. Against this background of no specific delivery and mechanism, the possibility of certain unscrupulous elements demanding illegal gratification for timely provision of services couldn't be ruled out. Besides that one had to wait for a long time for getting the services.

People also did not have any idea about the required documents needed for a specific service. For that purpose they had to depend on either the office assistant or on the petition writer at the court.

Against this background, the Public Facilitation Centre was conceptualized as a one stop solution for the problems being faced by the public. It is a single window system for delivery of various services to the citizens in a time bound manner. PFC is capable of providing G2C services in a convenient way in comparison to old system for a nominal fee. Apart from generating some revenue for the office, people were rescued from paying hefty amounts to middle man. Besides that people were saved from undue harassment.

If not more, the PFC system would definitely lessen the possible reluctance and resistance when things like e-District and Right to Public service is implemented completely. This will also provide a leg up in creating public awareness for these programs of the future. So in nutshell application was introduced with the following objectives:

Change people's perception of Government and public offices by providing convenient and faster delivery of services to the citizens.

1. Ensure efficiency, transparency and reliability of such services at affordable cost. To realize the basic needs of the common man.
2. Provide hassle free delivery of services to the citizens by reducing red tapism and corruption.
3. Reduce delays in the issuance of various certificates so as to restore public trust and confidence in the government officials.
4. Faster decision making and disposal of files relating to the general public is necessary to increase the productivity of public offices.

Advisor's Comments:

As mentioned the introduction of PFC in the district as a single window system to provide manifold services to citizens could be very beginning of other IT based solutions through e-district project. It is encouraging to note that the district administration is gearing up for the successful working of the same.

**Good Governance Practices:
Reforms Initiatives by the District Administration, SIVASAGAR**

- A. For better management and prompt & efficient delivery of services, office works have been allotted as per priority among senior and subordinate officers.
- B. For swift processing and early disposal, letters and other documents received in DC office are classified in different folders as per their importance and priority.
- C. For quick dissemination of information and prompt delivery of letters, orders etc. e-mail based correspondence is adopted wherever feasible.
- D. Whatsapp Group of all senior officials of District Administration and Departments for sharing activities and discussing pertinent issues are opened.
- E. Periodic trainings of Ministerial Staff in Noting, Drafting, Office procedure etc. Training for executive Magistrates and Departmental Officers to renew knowledge in Acts & Rules are carried out.
- F. Office cleanliness is maintained by one day dedicated service by employees to improve Work Environment.
- G. For public convenience, pay and use toilets, safe drinking water , public facilitation centres developed.
- H. New Comprehensive Website developed for district administration giving information on all important developments.
- I. Public Grievance Cell has been constituted. One staff of the CA Branch is entrusted with the duty to monitor and report on the progress of public grievances. Further, contact numbers of all petitioners are collected and all sorts of developments on the grievances are informed over phone also.
- J. Time bound citizen centric services are given under RTPS Act.
- K. For people with disability (PWD), ramp is constructed in the DC office. Further, all officers sitting on 1st floor of DC office come down to the ground floor to listen the petition of such people as and when they visit DC office.
- L. Best employee award is introduced. Every month, best performing employees are awarded thereby motivating others also to work better.
- M. Filling up of vacancies, regular promotion to staff, updation of Service Books etc. are also carried out for employee motivation.
- N. All festivals such as Holi, Idd, Bihu etc. are celebrated irrespective of caste and creed in DC office for generating good will amongst public as well as to foster

brotherhood.

- O. Periodic get together, Cultural programmes etc. are arranged to enhance employee satisfaction and improving co-ordination.

P. Lakwa block of initiative (A pilot initiative in Sivasagar District)

Background

The practice of open defecation and use of unsafe toilet (Katcha Open Pit toilet without water seal) has a drastic impact on rural health status in general and on child survival rates and child development in particular. Although good nos. of toilets have already been constructed in rural areas of Sivasagar District, from the field survey observation it is found that still a major percentage of rural habitants do not have safe access to sanitary toilets. Even 30 to 40% of the constructed toilets are still not being used.

Considering the above, the District Water & Sanitation Committee Sivasagar decided to take up pilot initiative to create one Block complete ODF aiming at saturation approach. After thorough discussion with PRI representatives and project functionaries, Lakwa Development Block is identified to take up this pilot initiative setting up time bound objective.

UNICEF, Assam is also coming forward to extend their support as a partner with DWSC, Sivasagar. M/s Feed Back Foundation, New Delhi will provide technical support towards capacity building of masons and motivators and will also extend hand holding support with direct financial assistance from Unicef.

Lakwa Block is targeted to achieve total ODF status within 30th June, 2015

- i. **Objectives:** To saturate 4 GPs of Lakwa Block within 30th June, 2015.

- ii. **Project Target**

1. New construction of IHHL
2. Charaidew GP - 1649 nos.
3. Hollow Phukan GP - 777 nos.
4. Chalapather GP - 1105 nos.
5. Nimanagarh GP - 999 nos.

Besides saturating entire IHHLs, toilets of all schools and AWCs will be made fully functional and is used conditions. The unused toilets will be converted to used and defunct toilets will be made functional with community involvement (Shifting of focus from coverage to usage).

- iii. **Policies adopted**

1. A Mixed process of incentivisation and community approaches to total sanitation in formulated.

2. Different technological options are given as per beneficiaries choice.
3. To develop community ownership construction of bathing space attached to the toilets at the cost of beneficiaries are encouraged.

iv. Actions already taken up

1. Orientation of PRI members and project functionaries of Lakwa Block (Kick off meeting) held on 12-01-2015.
2. Directory (Database) of all project functionaries including all stake holders / masons / motivators etc. for entire Lakwa Block prepared.
3. 10 nos. motivators per GP selected and trained.
4. 6 nos. NGO / SHGs are selected and engaged for work in 4 GPs.
5. Primary data collection (As on 26-01-2015) in 4 GPs completed through trained motivators.
6. District specific IEC materials are developed.
7. One fulltime B.S.O (Block sanitation officer) is notified from Nodal Department, i.e.- PHED and 2 officers are notified from Lakwa Block (JE/AE, PHED) to supervise sanitation activities.
8. 160 nos. masons are selected to undergo skill development training and to work in 4 GPs.

v. Implementation Phase

1. Construction materials made available in the Sub-Division level / GP level.
2. Fund release procedure made simplified ensuring quality of works and 100% supervision and monitoring.
3. At least 15 IHHLs completed per GP/per day.

vi. Way forward

Based on the successful technical field level interventions in achieving total ODF status in 4 GPs of Lakwa Block and creating an enabling environment during this period, similar activities will be carried out in entire Sivasagar District in Mission Mode.

Q. Border Outreach Programme:

To enhance people to people contact through sports, cultural exchange, meetings to bring the three sister states, Assam, Nagaland and Arunachal Pradesh closer than ever before

Sivasagar district, which is about 360 kilometers northeast of Guwahati serves as one of the prime business and education centres of Upper Assam. It is prominently placed in the tourism map of the state. Along with the historic remains of the Ahom era, the flora and fauna and lush green tea gardens in and around Sivasagar leave an everlasting impression on the visitors. The district shares inter-state border with two North-Eastern states of India, viz. - Nagaland and Arunachal Pradesh. The inter-state bordering districts of the two states are Mokokchung, Lungleng and Mon districts of Nagaland and Longding district of Arunachal Pradesh. Since time immemorial, Assam shares a cordial relationship with her neighbours, which are now part of the North-Eastern entity. However, due to many uncanny reasons, the friendly relationships have weakened. As such and with a view to strengthen brotherhood and harmony among the people living in the border areas of Sivasagar district in Assam with those of Mokokchung, Lungleng and Mon districts in Nagaland and Longding district in Arunachal Pradesh, Sivasagar

District Administration has launched a "Border Outreach Programme". The Festivals were scheduled at Amguri Tea Garden Field under Amguri Revenue Circle of Assam-Nagaland Border on 20th February, at Kherbari LP School under Sapekhati Revenue Circle of Assam-Arunachal Border on 21st February, at Geleky Athkhel under Nazira Revenue Circle of Assam-Nagaland Border on 25th February, and Namtola Bagicha LP School under Sonari Revenue Circle of Assam-Nagaland Border on 28th February, 2015.

Main Features of the Programme:

1. The Festivals were held at inter-state border areas for easy accessibility, viz.- (i) Assam-Nagaland Peace Festival on 20th February, 2015 at Amguri Tea Garden Field, Haluwating, under Amguri Revenue Circle in Sivasagar district. (ii) Assam-Arunachal Pradesh Border Peace Festival on 21st February, 2015 at Kherbari L.P. School playground under Sapekhati Revenue Circle adjacent to the Trans Arunachal Highway and only one KM away from the Head Quarter of Kanubari Sub-Division of Arunachal Pradesh. (iii) Assam-Nagaland Peace Festival at Geleky Athkhel under Nazira Sub-Division adjacent to Lungleng district of Nagaland on 25th February under the theme "Canopy-sisters under one roof: A step towards brotherhood" and (iv) Assam-Nagaland Peace Festival under Sonari Sub-Division on 28th February, 2015 at Namtola Bagicha L.P. School playground under Sonari Revenue Circle adjacent to the entrance road to Tijit Subdivision of Mon district of Nagaland.
2. The Festivals were attended by political and Govt. representatives such as Hon'ble MLA, Nazira LAC Shri Debabrat Saikia, Hon'ble MLA, Kanubari LAC Shri Gabriel Denbang Wangsu, Deputy Commissioner of Sivasagar, Virendra Mittal, Deputy Commissioner, Mokokchung, Sushil Kumar Patel, Mr Tope Bam, Deputy Commissioner, Longding, Shri Nekase Sema, Deputy Commissioner, Lungleng, Mr Bibekananda Das, Superintendent of Police, Sivasagar, Superintendent of Police, Lungleng Kevithitu Sofi, Addl. Deputy Commissioners of respective districts, other officials of district administration etc.
3. The Festivals were attended by representatives of social organizations, students' organizations, media, sports persons, cultural artists and other leading citizens of the participating states.
4. The Festivals were marked by colourful display of rich culture of participating states, i.e. - (i) a host of cultural groups from Tuli area representing Tuli town, Tzudikong, Wameken, Kangtsung, Anaki etc. performed including display of Naga bamboo cutting, stick walking, Gocart etc while Bihu dance, Jhomur dance, Gumrag dance of "Mishing tribe" of Assam, Hengdang Dance of Tai community were performed at Haluwating on 20th February, 2015 (ii) Arunachal Pradesh displayed beautiful cultural heritage of their own and Bihu dance from Assam stole the show alongwith Jumuir, chorus, satriya bayan etc. at Sapekhati on 21st February, 2015 (iii) traditional dances of Konyak tribe of Nagaland, Bihu, traditional dances of Nepali community, Jhumur dance and traditional dance of Mising community were performed at Athkhel, Geleky on 25th February, 2015 and (iv) cultural troupes from Nagaland displayed beautiful cultural heritage of their own. The officials of district administration of Sivasagar and Tijit took part in Naga dance with traditional dresses
5. Self Help Groups (SHGs) from surrounding Assam-Nagaland villages and Assam-

Arunachal villages took part in the Festivals and displayed handicrafts, agricultural products and ethnic food products.

6. Sports events were another attraction in the Festivals, such as men and women volleyball, tug of war (both men and women), Blindfold Pot Breaking and friendly men & women football matches.

R. Endowment camp for conflict affected

Sharing the pain of the conflict affected people of Kokrajhar and Sonitpur, who became homeless on the bloodbath of December, 2014; the Sivasagar District Administration organized an endowment Camp in the heart of the Town in association with the local business and social associations. Similar Camps were also organized at Charaideo and Nazira Sub-Divisions. People of Sivasagar came out in hordes and donated in both cash and kind for the affected. The three-day camp could successfully garner Rs. 6,17,785/- (Six Lakh Seventeen Thousand Seven Hundred and Eighty Five Rupees) only alongwith large numbers of food items and clothes. As per direction received from the ASDMA, the food items and clothes were handed over the Chirang District Administration for distribution amongst inmates sheltering in the relief camps of Chirang. Similarly, the cash amount was deposited in the Chief Minister's Relief Fund.

S. Peaceful Bihu celebration

1. In order to maintain peace and harbor amity during celebration of Bihu Functions, the Sivasagar District Administration organized a consultative meeting with the representatives of local social, student and business organizations as well as Bihu Function Committees. During discussion, below mentioned resolutions were adopted-
2. All Bihu Function Committees to strictly maintain law & order and peace.
3. Extortion of any kind for raising fund for Bihu Functions to be eschewed by all Committees.
4. No Bihu Committee could organize without prior permission of the District Administration.
5. No Bihu Function would be allowed beyond the season.
6. While using loud speakers, all Bihu Committees will abide by the Supreme Court directive.
7. In view of the recent death of cultural artists in accidents due to late night Bihu Functions, it was resolved that no Bihu Function would continue after midnight.

Advisor's Comment:

All the measures mentioned above are very well thought out and need to be continued and improved over time through a systematic arrangement to ensure continuation of the practices. Deputy Commissioner may demonstrate these measures as best practices for others to emulate in appropriate forums and by adequate coverage of the achievements on district web portal. Q to S may be termed as administrative strategy adopted to restore harmony and peace, cultural assimilation etc. and are excellent initiatives of district administration reflecting the humanitarian face of administration.

**Good Governance Practices:
Reforms initiatives by the District Administration, NALBARI**

A. Doorstep delivery of jamabandi

Jamabandi is a record of rights over land and is a primary document which becomes the basis for issuing various other certificates. In availing bank loans and for seeking land sale permission a Jamabandi becomes essential. The record keeping and issue of this vital document valued by every land owner has been mired in controversies leaving apart the travails one goes through in the office of Mouzadar, the Circle Office, the SDO office and the Deputy Commissioner's office.

District Administration Nalbari is seeking to bring about transparency in this entire procedure right from updating the land records to its final issue to the legitimate land owner. The district administration has eliminated the hardship of obtaining this Jamabandi by taking steps to deliver this document at the door step of the owners. In order to do this the administration has entered all the relevant land records through the Dharitree software into the server being maintained at the district headquarter. The records are regularly updated whenever there is any mutation. The NIC then prepares the patta in PDF format and prints it out on a high quality paper. In order to ensure that the security of the Jamabandi is maintained the document is embedded with a hologram and a number of security features like the Digital signature of CO and LM, a water mark and the round seal of DC office. The copies of Jamabandi (currently covering 3 out of 7 circles) were issued in village level meetings and through specially designated stalls for issuing Jamabandi copies. Advance information about the issue of Jamabandi copies is done through various publicity mechanisms like miking, through Gaon Burahs and PRI members. Sample copy of the Jamabandi is at Annexure 1.

B. (E-Panjiyan)Clearing Backlog of Sale Deeds:

E-Panjiyan is a computerized system of recording sale deeds. Before introduction of this computerized system, the procedure followed was that the deed would be submitted in the office of Sub-registrar which would be followed by writing of the certified copy of deed by an Extra Writer and its delivery (it use to take 3-7 days). This would be copied in the volume register. The new sale deed would have to be indexed in the Index register and then the original deed would be returned. Indexing the new need and returning the original deed would take many years because of an acute shortage of manpower besides the issues of attitude, corruption and misuse.

E Panjiyan started in Nalbari district on 17th January, 2012. In June 2014 around 65,000 original deeds were pending at various Sub- registrar offices of the district for indexing and entry in the volume register. These were pending since 1994 and there was no interest to clear this back log causing great harassment to public. The district administration decided to clear this back log in a Mission mode beginning in July 2014. Four numbers of data entry operators were engaged for indexing which is now computerized. One Junior Assistant was engaged solely to scan the original deeds. After the scan was stored the original deed holder was informed through a post card (Annexure 2)to collect his original deed.

Before the introduction of E — Panjiyan in the district, copying of documents in the office of Sub-registrars was done manually and it use to take years to get back the original documents . After the introduction of E — Panjiyan

C. Innovative Reforms measures for improvement of public service delivery system

The time has reduced drastically from years to merely one day. However, due to earlier practice of manual copying there was huge backlog in the district. To dispose off such a huge back log and to facilitate the citizens, it was decided to engage the Extra writers from the offices of Sub- Registrars and few private technical persons to scan these pending deeds in Mission mode manner. Accordingly with the help of the present infrastructure and with this additional manpower the work of scanning was started in June, 2014. Till date 36,841 such deeds have been scanned. To facilitate the public and to inform them that their deeds are ready for delivery, it was decided to send post cards to each such individual whose deed was ready for delivery. As of today 46,291 such post cards have been issued. A separate counter has been made in the Sub-Registrar's offices to provide services to those visitors who are coming with these post cards.

D. Creation of village land bank:

A Land Bank contains a detailed record of all type of Govt. land in the district. It has details such as its location, present status etc. This information is required to know how much of government land is under encroachment, since when it has been under encroachment, who the encroachers are, etc. The information about government land enables us to allot land to the landless and to the erosion affected families and also to make allotment for government institutions. After much discussion and appreciation of various formats, a suitable format was designed for collection of data pertaining to the government land. The data collection based on actual field visit by LMs and verification by Circle Officers was done. The data was corrected where necessary and digitization of this data was done starting October 2013. The data is now available at the click of a mouse along with its status of encroachment and encroachers if any. The detailed data including also its distance from the nearest NH and PWD road is of great help to the district administration in planning for the future. The future encroachments would be stopped and become the dear responsibility of the field staff.

E. Innovations under Food & Civil Supplies:

The objective of the Food, Civil Supplies and Consumer Affairs Department is to ensure availability of essential commodities and check malpractices in supply and trade of food grains and other notified items. Targeted Public distribution system is meant for making available essential commodities to the weaker sections at administered prices. The mandate of the Department to provide food security to the entire population of the State by way of implementation of Public Distribution System and Target Public Distribution System is often debated and questioned. District administration, Nalbari with an objective to reach out to all has come up with the following innovative measures to ensure effective implementation of PDS and for improving service delivery. (Photographs in Annexure 3).

LPG

1. Mandatory display of list of compulsory and optional items for new LPG connection along with price.
2. Uniform colour of LPG carrier vehicles along with details for easy identification and

accessibility.

3. Use of coloured coupons having printed price and name of places.

Innovative reform measures for improvement of public service delivery system

1. Fixed distribution points with information boards.
2. Provision of home delivery.
3. Uniform for delivery boys with personal details.
4. Daily report from each LPG dealers for effective monitoring and reporting.

Fair price shops

1. Uniform colour(Blue) of F.P shops for easy identification.
2. Compulsory display of price list of stock and PDS commodities.
3. Compulsory display of AAY & BPL beneficiary list
4. Separate stock & issue register for each commodity.

S.K.Oil Hawkers

1. Publication of list of Hawkers along with other details at GP Offices (in Assamese)
2. Uniform colour of S.K. Oil drum (in blue) showing details like Name of hawker, license number, area of distribution etc.
3. Fixed distribution points
4. Distribution of S.K Oil in the presence of the Gaon Burah and PMI members.
5. Regular submission of distribution certificate by Gaon Burahs in rural areas and Ward Commissioners in urban areas.

Advisor's Comments:

Commendable achievements in delivery of services in revenue and Food & Civil Supplies matters through use of IT and successful implementation of e-district could serve as the panacea to all evils inherent in traditional system of administration.

**Good Governance Practices:
Reform Initiatives by the District Administration, BONGAIGAON**

A. Delivery of public services at the doorsteps:

To enable all citizens access a "Package" of basic services at their doorsteps (GP HQ) in rural areas, all the departmental heads led by DC ensured their participation in the Gram Sabha which is held monthly in the first half of DDC meeting in a particular GP and deliver the public services in the door steps through service delivery camps relieving the rural villagers from visiting the District HQ. Such open air Gram Sabhas cum service delivery camps followed by DDC meeting have become successful to bridge due gap between general public & Govt. machineries and have tremendous compact as most of their problems are resolved on the spot during such meetings.

Goal:

Translating Govt. policy into reality for citizens through effective service delivery

Objectives:

1. To enable all citizens to access a 'package' of basic services at their doorstep [GP] in rural areas.
2. To resolve public grievances regarding service delivery under flagship programmes at Gaon Sabhas promptly on the spot.
3. To inform/educate all, especially women, of the details of the specific programmes/schemes being delivered by different departments in order to empower them to demand, obtain and monitor its implementation as user groups.
4. To conduct social audit of ICDS, Midday meal scheme, NSAP, sanitation & drinking water under NBA etc, NESA/TPDS, NREGA, NRLM at GP level.
5. To identify gaps in GP/Block Plans (including MSDP) for facilitating corrections
6. To identify deficiency in delivery and time-bound fix accountability on officials for eliminating these
7. To focus delivery of the schemes /special relief available for the old, physically challenged, destitute infirm.

The Package of services include:

1. Health treatment, check up, Blood sugar, etc, tests Health services for women & senior citizens under NRHM as well as Health Education relating to the specific area. [Referrals can be made also].
2. Veterinary services-Artificial Insemination (AI) vaccination, providing of medicine.
3. Public Health (drinking water, sanitation, cleanliness measures, etc
4. Financial services: account opening, KCCs, Rupay cards, Financial literacy, credit opportunities, credit linkage for SHGs
5. Agriculture; input delivery, extension, mechanization, ATMA services, etc
6. Job demand generation under NREGA & launching of minimum one work under MGNREGA.
7. Awareness of skill development opportunity through RSETI, NRLM, NSAP and career counseling for youth. Selection of youth/women for credit-linked training in RSETI is made

8. Social Sector schemes under NSAP & Social welfare
9. Employment Registration for physically, challenged
10. Forestation & social forestry
11. Revenue: mutation, conversion, partition, deposit of revenue demand, Jamabandi copies where due and awareness on Disaster Management Plan for the area.
12. Handloom & sericulture-In addition, community specific schemes under ITWD,WPT & BC, MSDP, etc is included where applicable.

Inputs for the delivery of the package:

1. The Inputs are provided by the concerned Departments under their specific schemes and delivered in separate counters/camps at the venue. There may be no eligibility criteria for health, public health, veterinary, forestation, job demand (MNREGA) and for tilling agriculturists. [Responsibility —DC & respective District Heads]
2. Launching of minimum One work under MNREGA in the area [Responsibility — DPC & PO/GP Secyl Venue Arrangement camps for service delivery (Responsibility- GP Secy).

Entry Strategy:

1. The District Level Committee is comprised of the following
 - a. DC.
 - b. CEO ZP
 - c. ADC (Dev.
 - d. PD, DRDA-Member Secretary.
 - e. District Heads of all concerned Department.
 - f. Lead Bank Manager-Member.
2. Meeting of DLC for briefing and planning detailment of personnel, preparation of awareness material/mobilization of inputs. Etc
3. Briefing district Heads.
4. One day workshop functionaries of all departments on service delivery, public hearing procedure, recording & reporting in formats in coordination with GP Secretaries.
5. Notice for Gaon Sabha datesFor withdrawal, the Gaon Sabha will revisit after about a month to assess results and obtain feedback as to whether objectives were indeed achieved as part of the validation.

Out of 65 GPs 30 nos. of GPs have already been covered by this service delivery camps.

B. Adopting a Model Village

Much before the idea of SAGY, district administration, Bongaigaon has taken the decision to adopt a village called "Nigomghola" a beautiful Garo village under Chaprakata G.P as Model village. Though the village is in the neighboring area of Bongaigaon town, it lacks basic infrastructure like electricity, education, communication etc. Many Gaon Sabhas with Dist Heads are held there to redress the problems of this tiny backward village and deadline is fixed by Dist Administration to each Department to install the facilities in the village for the benefit of the villagers. An effective convergence of various departmental schemes are done with the following departments:

1. Public Works Department (Rural Road)
2. Handloom & Textile.

3. Public Health Engineering
4. APDCL
5. Education
6. Social Forestry
7. Panchayat & Rural Development.
8. Sericulture.
9. DIC
10. NRLM
11. Irrigation.
12. Agriculture etc.

After Nigomghola more villages will be adopted by Dist. Administration as Model Village.

C. Third party monitoring by media personnel

An innovative step has been taken by District Administration in case of monitoring of Rural Development Schemes. Third party monitoring done by electronic/print media personals have been introduced in the district to get the first hand information on Rural Development Schemes executed through DRDA/Zilla Parishad. This has been proved very effective to get the real picture of the schemes meant for the backward rural people and to take remedial steps immediately.

Advisor's Comments:

The reforms initiatives carried out by the District Administration is praiseworthy and in particular the practice of monitoring of rural development schemes engaging electronic/print media seems to be very effective for immediate remedial measures. May be shared with the rest of the district administration as a best practice measure.

**Good Governance Practices:
Reform Initiatives by District Administration, HAILAKANDI**

With a view to improve the efficiency, knowledge and for quick disposal of official work the officials have been trained on "Office Procedure & Management and Financial Management" twice in the year 2013 & 2014. The Training on Skill development also being arranged specially Computer application for quick disposal of office work.

- A. ARTPS have been introduced on 55 No. of notified services under:
(a) D.C Office, Hailakandi, (b) Joint Director of Health Services, (c) O/O the Dist. Transport Officer, (d) Labour Office, (e) Employment Exchange, (f) Supdt. Of Sale Taxes, (g) Circle Offices, (h) Sub-Registrar, (i) ARCS Office, (j) Fire Services Office, (k) Dist. A.H. Vety. Office.
- B. e-District Project has also been introduced in this district with four services viz.
1. Permission for delayed birth certificate,
 2. Permission for delayed death certificate,
 3. Permission for fairs/festivals/loud-speaker,
 4. Bakijai Clearance certificate.
- C. As regard reforms measures on Revenue Administration it may be stated that a good no. of reforms have been introduced which are being implemented In this district viz.
1. Computerization of Land Records under "Dharitri"
 2. Constitution of Village Land Management & Conservation Committee,
 3. Village Land Bank,
 4. GM's Special Scheme for Rehabilitation of erosion affected families.
- D. For redressal of grievances of public in general. Public Grievance Cell has been set up in this office. Grievances received from the public are disposed of on proper verification/enquiry/hearing etc.
- E. Citizen Charter has already been displayed in the prominent places showing details of services & the name of the disposal authority.

Advisor's Comments:

All the measures taken by the District Administration could prove to be highly effective in providing solutions to the citizens problems through e-service facilities or otherwise. At the same time arrangement for regular training of the district officials in skill development and other official procedures have been a very encouraging move to sustain the quality of service in administration.