

Good Governance Practices: Administrative Reforms Measures in Revenue & Disaster Management Department

A. Activities:

Normal works of Revenue & DM Department are disposed by maintaining minimum level. In order to expedite the decision taken by the Department, the level is maintained as follows-

1. Processing level: The processing of files are initiated by Superintendent through the dealing Assistants to the Under Secretary or Deputy Secretary or Joint Secretary, who acts as Branch Officer.
2. Decision making level: The Under Secretary or Deputy Secretary or Joint Secretary takes initial decision as per existing rules / guidelines etc. and put up the matters if necessary with relevant / guidelines to the Secretary/ Commissioner & Secretary or Additional Chief Secretary for approval.
3. Approving level: The Secretary / Commissioner & Secretary / Additional Chief Secretary examine the matter and arrive at a decision or put up to Minister in Charge of the Department for final approval.

B. The **Additional Chief Secretary allocates the subjects** to his Sub ordinate Secretaries. Review of works are made by Secretary/ Commissioner & Secretary or Additional Chief Secretary from time to time. The Court matters and Audit matters and other important matters are periodically reviewed.

From 2005 to 2015, this department has made quite a number of new endeavor to modernize the department and make it more people oriented. Since this department is directly associated with citizens of the State, several new initiatives have been made. Some of these are enumerated below.

1. For the benefit of the citizens, a Website for the department has been launched viz., revenueassam.nic.in. All relevant information of the department including all important circulars of recent times are available in the website.
2. For computerization of land records, the software Dharitree has been developed and presently in 19 districts, the work related to mutation, partition etc. are done through Dharitree.
3. Village Land Bank has been made and all the districts (except BTAD & Hill districts) have digitized the same for protection of VGRs & PGR in pursuance of Hon'ble Supreme Court's Judgment Dated 20/01/2011 in Civil Appeal No. 1132/2011, SLP@ NO.3109 of 2011- (Jagpal Singh & others- Vs- the State of Punjab & others).
4. Department has taken concrete steps for making Dharitree available online to citizen.
5. Digitization of cadastral maps has been completed except for a few village for which map sheets are not available.
6. Project launched for integration of R.O.R. and maps through the Software Bhu-Naksha.
7. The web-based MIS of land revenue administration has been launched by Hon'ble Chief Minister on 18/08/2015.
8. Notification has been issued for the Survey of un-surveyed areas by ensuring maximum utilization of resources including the newly acquired Modern equipment, DGPS and ETS.

9. The Assam Survey and Settlement Training Institute is being modernized to make it a full fledged land management Institute and modern equipment of survey is being procured.
10. The Department is periodically imparting training to all level of officials in land management and computerization of land records in collaboration with IIT, Guwahati and Survey of India, Hyderabad and Gauhati University.
11. For rehabilitation of erosion affected families, a scheme viz., “Chief Minister’s Special Scheme for rehabilitation of Erosion Affected Families” has been launched.
12. To protect VGRs/ PGRs, green fencing of VGRs and PGRs is being taken up.
13. To protect land from land grabbers, the Assam Land Grabbing (Prohibition) Act, 2010 has been enacted.
14. A new Land Policy is being framed.
15. An attempt has been made to amend the Assam Land and Revenue Regulation, 1886 and the Assam Land Records Manual.

C. MIS for Revenue and Disaster Management Department, Government of Assam:

A Web-based, User-friendly and Responsive System design and developed by NIC Assam State Centre to facilitate flow of information across various layers of Revenue & Disaster Management Department for management and decision making purposes.

Components of MIS

MIS for Revenue and Disaster Management Department is based on four major components

1. Data Gathering:

Data pertaining to various modules are gathered from District, Sub-division, Circle and Sub-registrar Offices.

2. Data Entry:

The data entered from various offices are stored in a centralized database for further processing.

3. Data Transformation:

Data is processed using MIS application to generate useful information.

4. Information Utilization:

The useful information is retrieved as needed by the department and applied to a wide variety of decision related to conduct departmental activities.

Stakeholders of the system :Users

- a) Revenue and Disaster Management Department
- b) Directorate of Land Records, Land Requisition Acquisition & Reforms
- c) Inspector General of Registration
- d) Deputy Commissioners
- e) Sub-divisional Officers (Civil)
- f) Circle Officers
- g) Sub-Registrars

Solution provider:

National Informatics Centre (NIC) Assam State Centre.

Salient Features of the System:

Basic Feature:

- a) System provides a interactive interface to enter and retrieve information by a flexible way.
- b) Device independent design so that system can be accessed form PC, Laptop, Tablets and Mobiles.
- c) It maintains all the Information relating to various functional areas and eliminates the repeated entry of information.
- d) System Generates Reports in Pre-Defined formats

Query/Reports:

- a) Tracking of Transaction Information through pre-defined parameters
- b) Office-wise reports based on functional areas

Security:

- a) Accessible to authorized users only
- b) Highly secured database

User Friendliness

Easy navigation, user-friendly and responsive design

Data Collection and Information Processing:

Functional Areas	
<ul style="list-style-type: none"> a) Office Infrastructure Details b) Manpower Strength c) Manpower Details d) Records of Disciplinary e) Proceeding against Employee f) Availability of Statutory Forms g) Availability of Survey Equipments h) Records of Boundary Marks i) Administrative Reports j) Records of Assets k) Records of Meeting l) Records of Office Inspection m) Status of Court Cases 	<ul style="list-style-type: none"> n) Status of Audit Paras o) Land Settlement Case Status p) Records of Conversion q) Records of Reclassification r) Records of Mutation s) Status of Hills/Hillocks t) Status of Wetlands u) Status of Ecological Site v) Tea Garden Status w) Status of Bakijai Cases x) Revenue Collection Status y) NC Village Information z) Revenue Village Information

Summary and Detailed Reports in Pre-Defined formats:

Reports Modules	
<ul style="list-style-type: none"> a) Office Infrastructure detail b) Disciplinary Proceedings c) Audit Paras d) Employee Strength e) Statutory Report f) Hill Status g) NC Village Information h) Survey Equipment i) Office Inspection j) Land Settlement k) Boundary Marks l) Tea Garden Status 	<ul style="list-style-type: none"> m) Deed Registered n) Revenue Collection(Direct Payee) o) Defaulter Reports p) Court Cases q) Conversion r) Classification s) Mutation t) Bakijai u) Revenue Collection v) Revenue Village Information w) Wetland Status

D. e-Panjeeyan Project from Assam sets new standards:

Introduction:

NIC Assam State Centre, in collaboration with Revenue & Disaster Management Department, Government of Assam, bagged the **Gold Award in National e-Governance Award 2012-13** under the category **Government Process Re-engineering (GPR)** in the recently concluded **16th National Conference on e-Governance** held at Jaipur from February 11-12, 2013. This Award is in recognition to the state-wide rollout of the **e-Panjeeyan (Registration) Project** in 75 Sub-Registrar Offices (SROs), and the extensive Government Process Re-engineering (GPR) carried out in the process. The Selection Committee especially appreciated at the drastic reduction in time in providing the Original Copy of the Deed to the concerned parties; it used to take 9-10 years in bigger places like Guwahati in the pre-computerization period to get the Original Copy; now it has been reduced to a single day. Unlike in some other states, this project not only caters to property registration but all kinds of registrations including marriages. *e-Panjeeyan* also has been successfully integrated with e-Stamping solution from Stock-holding Corporation of India Ltd (SHCIL) .

Overview:

The Revenue and Disaster Management Department (R&DM), Government of Assam, had initiated the state-wide rollout of computerization of Registration, which is being implemented under the Asian Development Bank-funded **Assam Governance and Public Resource Management Project (AGPRMP)**. In Assam there are 75 sub-Registrar Offices out of which four Sub-Registrar Offices under the Pilot Project has already been computerized under the Department of Electronics and Information Technology, Government of India's **Horizontal Transfer of Successful e-Governance Program** scheme. After successful implementation of the pilot project, it has been replicated in another nine Sub-Registrar Offices. The remaining 64 Sub-Registrar Offices will be computerized under the current scheme of state-wide rollout.

The software solution (*e-Panjeeyan*) for the computerization of registration project has been provided by the NIC Assam State Centre, and is based on JEE and MySQL with an object-oriented approach. The software is designed as per the rules of the Registration Act, and built with the objective of providing operational and decision-making support to all activities of Sub-Registrar Office. The application software provides solutions for the Pre-Registration, Registration and Post-Registration activities of Sub-Registrar's office. It also supports Web Services for interpretability with Land record System, e-Stamping and exporting data to a Central Server for data storage.

The primary objectives of e-Panjeeyan are as follows:

- a) Making available a computerized system to provide services to the citizen.
- b) Visible enhancement of citizen services through reduction in service delivery time.
- c) Enhance transparency and accountability in the system.
- d) Increased efficiency of operations.
- e) Integration with the Land Record, e-Stamping, Central Server for data storage.

Benefits accrued from the system to its stakeholder are as follows:

For Citizens:

- a) Transparency in the registration process by automating Stamp duty and registration Fees evaluation on the basis of the type of document and assessed market value for property.
- b) One-stop services related to registration and obtaining the original registered document on the same day (in the manual process it took 10 or more years).
- c) Simplified the registration procedures for obtaining certified copies of documents such as Non Encumbrance Certificate, Marriage Certificate, etc.
- d) MIS reports for monitoring enhanced the speed, reliability and consistency of the system.
- e) On-line query on registered documents and its retrieval.
- f) Digitization of photographs and finger prints to ensure genuine witnesses, executants and claimants.
- g) Online verification of Land Records Database and e-stamping
- h) Easier tracking of all applications.

For the Department:

- a) Ease of administration.
- b) Reduced manual work.
- c) Reduced Process Delays.
- d) Easier tracking of all applications.
- e) Online verification of Land Records Database and e-stamping.
- f) Automatic generation of all meaningful MIS reports.
- g) Modernization of Sub-Registrar Offices.
- h) Increased Government Revenue.

Some salient features of e-Panjeeyan are:

- a) Assessment of fees and stamp duty based on document-type.
- b) Auto-generation of serial number of the document presented.
- c) Generation of Enquiry Slip.
- d) Scanning of documents and Biometric Inputs (i.e. Digital Photo and Finger Impression of 1st Party, 2nd Party, Witnesses, etc.) after the endorsement is completed.
- e) At the end of the day, generation of accounting figures viz., the total receipt of fees, its article-wise break up, stamp duty and additional stamp duty.
- f) Searching and Printing of a document based on certain criteria.
- g) Registration of Marriage as per Indian Marriage Act.
- h) Generation of MIS reports.

Situation before the e-Panjeeyan initiative:

- a) Before the implementation of e-Panjeeyan i.e. in the pre-computerization days, it was very difficult for the department to deliver the original documents of registration on the same day and it used to take several years because copying of documents was done manually. This was one of the major disadvantages of pre-computerization days.
- b) There was no instant mechanism for assessment of Stamp Duty and Registration Fee required for Document Registration.

- c) Also, there was no mechanism to maintain identities of witness, executants and claimants in an organized structure.

Post- Computerization Scenario:

Bottlenecks eliminated:

- a) Copying the registered document by hand
- b) Preservation of physical copies of original deeds awaiting copying as well as other records.
- c) Requirement of photographs beforehand by the citizens
- d) Out of turn registrations carried out in the manual system.
- e) Manual -
 - i. calculation of Stamp Duties, Registration and other Fees etc.
 - ii. searching of registered deeds/documents.
 - iii. creation of Fee book, registers, indexes, and thumb register.
 - iv. creation of Revenue Collection report and other Reports.
- f) Opaqueness of the registration processes to the citizens has been eliminated through the clearly demarcated counters.
- g) Multiple visits by citizens to the SROs for Registration etc. eliminated.

New processes:

- 1. Scanning of all documents & copy of the registration deed operational.
- 2. Biometric input capture of witness, executants etc.
- 3. System strictly follows FIFO (First In First Out) - Token number provided to citizen & processing of documents carried out sequentially
- 4. Processes have been enabled for:
 - a. Checklist for all types of Registration.
 - b. Standardization of procedure in all offices.
 - c. Biometric endorsement by Sub- Registrar
 - d. Photographs taken using webcam through Panjeeyan software.
 - e. Registered deed stored in digital form.
 - f. Standardized MIS Reports.
 - g. User activity log management.
 - h. Computerized calculation of stamp duty, fees.

E-Stamping enabled-alternative to physical stamp paper:

- a. Computerisation enabled e-Stamping resulting in :
- b. Easily available of e-Stamp certificate at the SHCIL counter
- c. Any denomination of e-Stamp Certificate can be generated.
- d. Reduction in processing time for stamp duty payment
- e. Third party verification of certificate possible for genuineness
- f. Integration of e-Stamping within Panjeeyan – mandatory locking of e-Stamp certificate
- g. Assam is the first State to have complete integration of e-Stamping into the Registration software.

Extent to which the Objective of the Project is fulfilled:

- a. The project is currently rolled out and operational in all 75 SROs in Assam (i.e. 100%)

- b. Staff intensively trained at State, District & SRO level.
- c. Replacement of manual process of document registration with computerized system in all SROs of Assam.
- d. Fast and efficient scanning of registered document for storing and retrieval which replaced the previous tedious process of manual copying the entire deed.
- e. Use of bio-metrics for
 - i. Endorsement of the deed/document by the Registering Office.
 - ii. Capturing images finger prints of parties, witnesses and identifier involved in the registration process.
- f. Supports Web Services for interoperability with e-Stamping issued by SHCIL for verifying the certificate and locking the certificate.

Key Performance Indicators:

Indicator	Manual Process	Computerized Process
Registration process cycle time including delivery of original documents	Upto 10+ years	Within 1 hour from presentation
Issue of certified copy and other certificates	1 – 4 weeks	Immediately (10 minutes)
Searching of registered deeds	4-5 days	Instantaneously
Report generation	Highly delayed and individual dependent	Instantaneously
Generation /maintenance of registers/indexes	Highly delayed and individual dependent	Instantaneously
Assessment of stamp duty/fees etc	20 – 30 minutes	instantaneously

Achievements:

I. National Awards for e-Governance 2012-13:



The Gold Award under GPR Category being received by Shri VK Pipersenia, IAS, the then Principal Secretary (Revenue & DM), Government of Assam

II. CSI-Nihilent e-Governance Awards 2011-11:



Transformation of the physical eco-system SRO, Dhubri

I. Before Computerisation



II. After Computerisation



III. COMPUTERISED GUWAHATI SRO



Hurdles to overcome:

The lack of connectivity between Revenue Circles, SROs and the State-level Data Centre of the Revenue & Disaster Management Department has however been a major bottleneck which has prevented this project from being an entirely online system.

Future Road Map:

- a. **Registration Online** including online slot booking for personal appearance of parties.
- b. Instant access to Land Record, access of e-Stamping service from SRO.
- c. Online payment of fees using Debit card, Credit card.
- d. Digitally signed document repository
- e. Enhanced Government-to-Citizen (G2C), Government-to-Government (G2G) and Government-to-Business (G2B) Services

Advisor's Comments:

Very impressive and landmark achievements in the area of G2C service delivery. Should have initiated steps to demonstrate their achievements as best practices measures to educate other government departments and agencies about the benefits of technology in bringing about the fascinating changes in day to day administration. NIC's role as an instrument of change in the face of the paradigm shift in the approach to the whole system of governance under central government's patronage need to be reviewed in relation to the state administrative machinery in its current status.

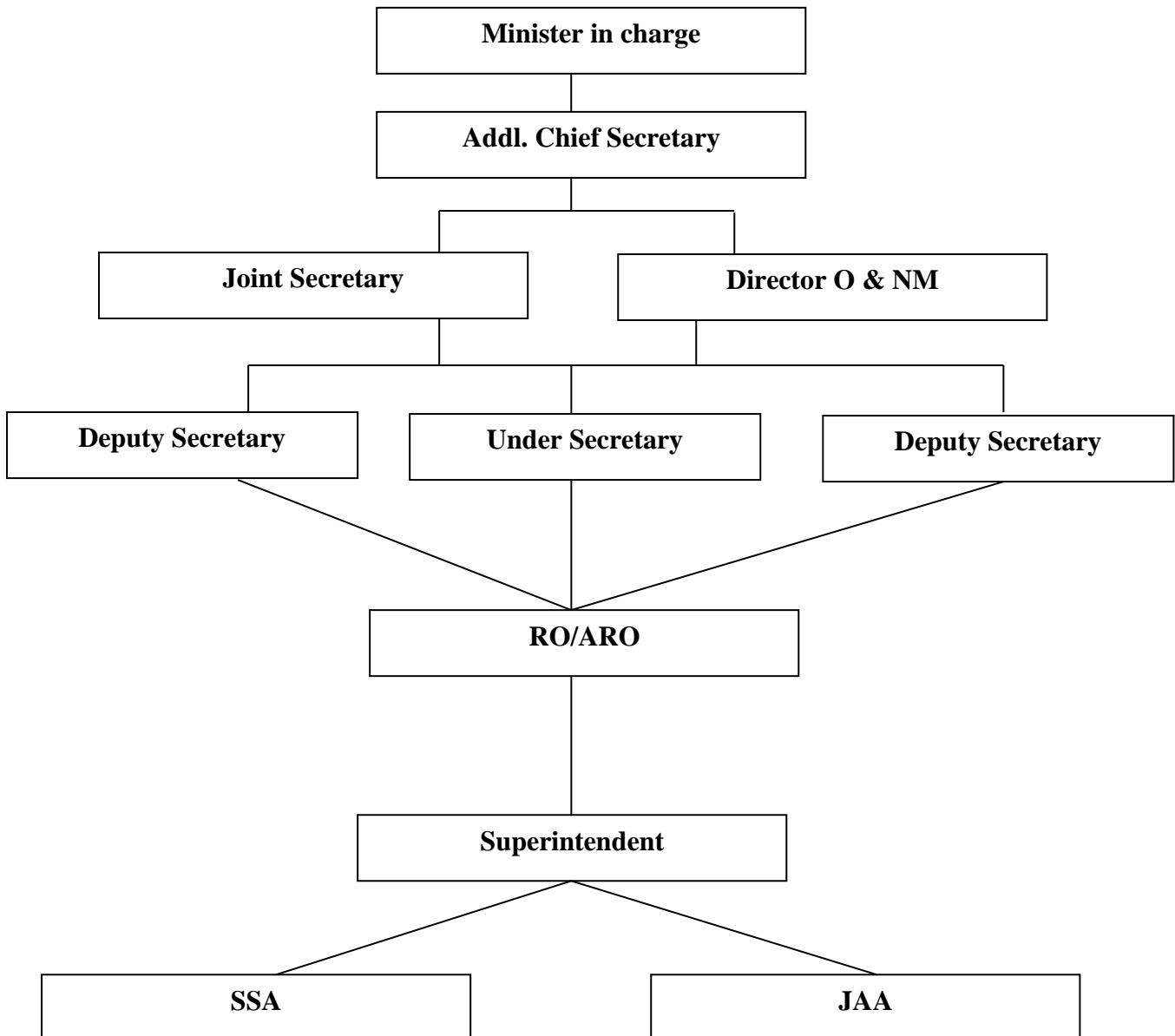
**Good Governance Practices:
Achievements of Administrative Reforms and Training Department**

- A. Assam is one of the pioneer States in the Country in guaranteeing citizens of timely delivery of notified public services. This has been made possible after the enactment of the Assam Right to Public Services Act in the year 2102. The AR & T Department made strenuous effort for standardising the delivery system all over the State, framing Citizen's Charter for the notified services and developing standardised formats for making applications for obtaining services. Rules under the Act were framed simultaneously for unhindered implementation of the Act. The Act itself is a unique image of (1) Transparency (2) Accountability (3) timeliness in the Public service delivery. Initially 54 services were taken up covering 18 Administrative Departments. In all districts excluding the Sixth Scheduled districts. But now the Act has been extended also the Sixth Schedule districts. The feedback received from various districts suggests that people from all walks of life are extracting the benefit of this Act. Impressed by the performance of this Act, World Bank has now proposed to take up the electronic service delivery of some selected services especially in the remote areas of the State.
- B. In order to do away with the cumbersome process of attestation of certificates by Gazetted officers and submission of Affidavits for obtaining various services, AR & T Department have simplified the system and introduced Self attestation of documents and self declaration in Non-Statutory matters. This has gone a long way in citizen centric governance. So far 48 services under the control of 24 Departments have been covered.
- C. The Department has for the second consecutive year taken initiative for preparation of Results Framework Documents (RFD) under Performance Monitoring and Evaluation System (PMES). As many as 53 Administrative Departments have framed their RFDs for the second year. This has helped the Departments to identify their prioritized targets and implement the same within the specified time ensuring the best of their performances. The Department has also received Award of Excellence from PMD of Cabinet Secretariat Government of India.
- D. Conferment of functional autonomy status to the Assam Administrative Staff College (AASC) has been a notable step of the AR & T Department. This has enabled this apex training institution in realizing the objectives of independent functioning like the other premier Institutions of India. For this purpose the Assam Administrative Staff College Society has been formed for effective functioning of the Staff College. The Institution has recently been certified as an ISO 9001/2008 quality Management system.
- E. The Department has also formulated the State Training Policy - making training as a device for capacity building for the government employees enabling them to deliver service effectively. The Policy is in operation since 2012.
- F. For the first time training for District level employees have been designed and executed since 2012-13 and continuing for the 4th consecutive year.
- G. Training Manual for ACS Officers Trainees and Manual for District Training of IAS Officers

Trainees have been published

- H. Handbook of General Circulars for Personnel and Political Departments published of which second edition is also published within a year.
- I. Training Modules for Secretariat Services at all levels have been developed.
- J. Induction Training for Secretariat Staffs have been introduces and going on.

Organizational Structure of Administrative Reform and Training Department



Advisor's Comments:

RFDs for the development departments have been a very effective tool in assessing their performances in the backdrop of the set objectives and goals during a year. However, it appears that the practice has not been continued beyond 2013-14.

A.R. & Training Department should ensure submission of RFD by line departments as the process involves much needed exercise of adapting to technology of online submission with very significant and scientific methods of calculating self appraisal in advance by considering own set targets against expected achievement dates or the criterion as fixed by themselves. Departments may have their own shortcomings in achieving the desired targets resulting in poor performances at the time of final evaluation, but the system should not be discarded as it encourages the practice of latest techniques of monitoring.

**Good Governance Practices:
Reforms Measures in Finance Department**

A. Projects which are implemented, under implementation or funded by the Finance Department to facilitate Quick Processing / Disposal of Administrative matters

Sl. No.	Initiative	Through	Benefit
1	Direct Transfer of Salary to Employee's Bank Account	Finance Department	<ol style="list-style-type: none"> 1. Collection of Cash from Bank and individual distribution is done away. 2. Higher employee's satisfactions as employees are eligible for various other benefits directly from the Bank.
2	Comprehensive Treasury Management Information System	Finance Department	<ol style="list-style-type: none"> 1. Faster processing of Bills submitted at Treasury. 2. Availability of Instantaneous Reports. 3. On time submission of Accounts to AG.
3	Taxes Information Management System	Commissionerate of Taxes, Finance Department	<ol style="list-style-type: none"> 1. Faster Processing of Applications / Claims etc. 2. Availability of Instantaneous Reports 3. Online Payment of taxes. 4. Detection and avoidance of Tax evasion.
4	Automation of File Processing	Finance Department	<ol style="list-style-type: none"> 1. Tracing of files, and Pendency Monitoring leading to efficiency enhancement. 2. Proposed to provide access to Public for status enquiry in future.
5	Automation of File Processing	Directorate of Accounts & Treasuries, Finance Dept and Directorate of Eco & Statistics	<ol style="list-style-type: none"> 1. Tracking of files and Pendency Monitoring leading to efficiency enhancement. 2. Proposed to provide access to Public in future.
6	Automation of Property Registration (funded under AGPRMP, Finance Department)	Revenue and DM Department	<ol style="list-style-type: none"> 1. The public at large are benefiting from this project as citizens have the facility of getting the original registered deed much earlier, possibly the same day, against a few years taken earlier. 2. The office processes have become more efficient after computerization.
7	Macro Fiscal Projection	Directorate of Economics & Statistics	<ol style="list-style-type: none"> 1. Automation of compilation of Primary Data at State Level. 2. Report Generation. 3. Comparative Statement Generation etc.

8	Audit Monitoring System	Directorate of Audit, Finance Department	<ol style="list-style-type: none"> 1. Effecting Scheduling and Execution of Audits of LSG Institutions across state. 2. Monitoring of the Audit Report till Closure.
9	Automation of Budget Preparation & Distribution	Finance Department	<ol style="list-style-type: none"> 1. Streamlined and Structured preparation of Budget. 2. Availability of figures for instant comparison. 3. Facility for online publishing of Budget on passing. 4. Instantaneous Allocation of Budget to Executing Agencies for Distribution to DDOs.
10	Automation of Cash Management	Finance Department	<ol style="list-style-type: none"> 1. Real-time tracking of Fund Availability. 2. Close Monitoring of Fund Utilization for assigned project / activity.
11	Automation of Ceiling Management	Finance Department	<ol style="list-style-type: none"> 1. Effective Control of Budget Execution. 2. Avoidance of Long Process for Ceiling Issue. 3. Close Monitoring of Ceiling Utilization.
12	Report Monitoring System	Finance Department	<ol style="list-style-type: none"> 1. Effective Monitoring of AG Reports, till closure
13	Property Tax Reform under Unit Area Method (funded under AGPRMP, Finance Department)	Guwahati Municipal Corporation (GMC)	<ol style="list-style-type: none"> 1. Reform of existing rules/Act. 2. Reengineering of business process to include assessee/change of ownership/property tax collection/general revision etc. 3. Collection of Property tax through portal.
14	Integrated Government Financial Management Information System	Finance Department	<p>Integrated Government Financial Management Information System (IGFMIS) is envisaged as a single source of information relating to the Financial Management of Govt. of Assam. This involves the consolidation of information from multiple sources various departments of the Government of Assam and also other agencies having financial transactions with the Government. The Project will cover all DDOs and estimating officers spread across various departments in the State. Senior officers of each department/directorate will have access to generate various reports online subject to authorization. Effort is being made to implement the Project at the earliest.</p>

15	Employee & Pensioner Database	Finance Department	<ol style="list-style-type: none"> 1. Avoidance of cumbersome manual records and errors thereof. 2. Quick Decision Making, Projections on financial Commitments. 3. Faster Redressal of Issues due to availability of information etc.
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B. Public Grievance

On all the automation projects where the stakeholder is the public, one of the objectives was to reduce the possibility of grievances.

In addition, it is also proposed to set up Kiosks for the public to directly access information with relation to the status of their files, SMS, Email Integration etc. at the Finance Department.

In order to address the public grievances against unscrupulous Financial Establishments the Finance department has enacted the Assam Protection of Interests of Depositors (in Financial Establishments) Act 2000 which has been amended in 2013 which provides for filing of grievances by the public against any Financial Establishments, enquiry into public complaint and submission of report by Deputy Commissioner within 90 days of receipt of complaint.

1. In the taxation sector, Assam Value Added Tax Act, 2003 has been introduced in Assam w.e.f. 1st May, 2005 replacing Assam General Sales Tax Act, 1993. This Act provides for levy of tax on sale of goods. VAT is multi point levy with credit for tax paid on purchases. While some commodities are exempted from payment of tax, some commodities are taxable at 5% and rests of the commodities are taxable at 14.5%. Some commodities- like petroleum products, tea and liquor etc. have been kept outside VAT mechanism and these are taxable at first point of sale.
2. The Assam Entry Tax Act, 2008 has been introduced w.e.f. 01-06-2008. Initially Entry tax was introduced on seven categories of, goods in the state w.e.f. 1.10.2001 with previous sanction of the President of India. The list of taxable goods was expanded from time to time. The purpose of introduction of this Act was to prevent trade diversion on some specified goods and consequent loss of revenue. This Act was declared unconstitutional by Guwahati High Court. The State Legislature re-enacted the Assam Entry Tax Act, 2008 and the constitutional validity of the same has been upheld by Gauhati High Court. The State collects a substantial amount of revenue through this Act from crude oil and other raw materials, machineries, various finished goods brought into a local area. The rate of entry tax varies from 2% to 4%. The Entry Tax collected is utilized for the purpose of providing infrastructure and amenities to facilitate trade and commerce.
3. The Tax Department has launched a new website namely <http://www.taxassam.gov.in> in October, 2010 facilitating online filing of returns by the tax payers.
4. The department has introduced the facility of E-payment of VAT/ CST and Entry Tax w.e.f. 01-04-2009 Presently, the tax payer can make on-line payment through six banks namely State Bank of India, IDBI, Union Bank of India, HDFC, United Bank of India and ICICI. 70% of total revenue is being collected through on-line payment.
5. A Central VAT Registration Cell (CVRC) has been setup in Guwahati w.e.f. 01-10-2009. Registration certificate under VAT/ CST and Entry Tax is granted on the same day on

- which an application for registration is filed by a dealer in CVRC.
6. For the purpose of streamlining checking etc. at the Check gates and reducing inconvenience to the transporters, construction of Composite Check post at Srirampur has been completed in July, 2010.
 7. Advance online entry of consignment details of import of goods by transporters has been made compulsory. As a result, checking of vehicles at the check gates has been easier and less time consuming. The advance online entry for goods brought through Railway and Airlines has also been made compulsory.
 8. Under the Right to Public Service Act, 2012, the department has brought in two services namely, Registration under the Assam Value added Tax Act.2003 and issuance of 'C' and 'F' form to the tax payers.

Advisor's Comments:

*Very commendable achievements in terms of office and services automation. Important to demonstrate the success story so that other line departments can follow suit and achieve the same. It may also be required to provide possible **help, guidance and resources** wherever required.*

Good Governance Practices: Reforms Measures in the Planning & Development Department

A meeting on implementation of Recommendations of AARC was held under the chairmanship of SriAshutoshAgnihotri, IAS, Commissioner & Secretary, Planning & Development Department on 15/05/2015 and the following decisions were taken:

Smti. Indira GogoiKonwar, ACS, Deputy Secretary to the Govt. of Assam was designated as the Nodal Officer of the Planning & Development Department. An awareness programme on recommendation of AARC 2005 was organized among the Officials and the Committee decided to introduce weekly arrear statement provided in the manual of the office procedure.

A. Desk Officer System for Quick Movement of Files:

It was decided to introduce the desk officer system in the department. The works of Planning & Development Department are disposed at minimum three to four levels.

1. The processing of the files are initiated by the Superintendents through the dealing assistants to the Under Secretary/Deputy Secretary/Joint Secretary directly who acts as the Branch Officer.
2. The Under Secretary/Deputy Secretary/Joint Secretary takes initial decisions as per the existing rules/procedures/guidelines etc and put up the matters with relevant rules to the Commissioner & Secretary/ Additional Chief Secretary for approval.

B. Streamlining of Workflow:

Marking of important daks/files is being introduced as recommended by AARC.

C. Rules and Manuals of Office Procedure:

Related to A.R. & Training Department.

D. Training:

Orientation training, Manual of Office procedure etc to the Officers and Employees of Secretariat are conducted by AR & T.

E. Employees motivation and proper work culture:

Utmost care is taken for motivation of the employees and Officers towards proper work culture. ACRs are recorded and reviewed and accepted by the concerned authority and send to concerned Administrative departments.

F. Organizational Chart and Job Chart:

These are uploaded in the department portal.

G. Selection and Promotion Matter:

As per rule.

H. Work Environment:

Work environment has improved considerably.

I. Effective Redressal of Public Grievances & furnishing information to the visitors of the Secretariat:

Planning & Development Department is not directly related to citizens and public. However, Public Grievances petition received by this department through the CM Secretariat Public Grievances Cell are attended and follow up actions are taken accordingly.

J. Single Window facility for investors/Entrepreneurs:

Not applicable.

K. Rationalization of Government Department.

Not applicable.

L. Updating of Handbook of general circular:

Not applicable.

M. Strengthening the role of Divisional Commissioner:

Compilation Officers are deputed to the Office of the Divisional Commissioner as and when required.

N. of Annual Administrative Report:

Annual Administrative Report is published every year in this department. However, this year Annual Administrative Report is yet to be published.

O. Quick disposal of files and receipts:

All efforts are made to dispose of the files and daks quickly.

P. Punctuality of attendance by the employees:

Maintenance of punctuality of the attendance is ensured by Superintendent and Deputy Secretary by maintaining attendance register and occasional physical verification.

Q. IT Applications in the Department:

Local Area Network of Planning & Development Department:

1. A Central Sever with back up facility connected to the Local Area Network (LAN) installed in the department with nodes extended to all officers and staff with internet connectivity. LAN started in 2006 and **all officers and staff** covered under the ambitious computerization project over the years in phases.

2. IT infrastructure of the department consists of :

- PCs : 180
- Printers : 100
- Scanners : 40
- Two conference halls with state of the art equipments/devices like LCDs, drop down screens, overhead LCD projectors with **video conference facility**.

- **System installed to constantly monitor and check the functioning of all the systems** of the department so as to enable instant restoration of services as and when malfunction detected.
 - **4 wifi zones** in both F and D blocks.
3. **All officers and staff are adept in basic computer applications and trained** in the use of software applications accessible through INTRANET and INTERET with unique user id and passwords assigned to each of them.
4. **Use of MIS/Software in Office Automation, Service etc:**
Computer Application Division of the Department has introduced/developed the following MIS/ Software for information and office automation/service delivery etc.
- Dak Management Software.
 - File Tracking Software.
 - Software for monitoring of NLCPR projects.
 - P & D Library Management Software (Archiving of Library Books).
 - Database of Officers and Staff of the department (under preparation).
 - MIS for Monitoring Flagship Programme (<http://assam.gov.nic.in>)
 - Digital Archiving of important files, documents, reports, publications etc.(in progress). On completion of the project the same will be made available to all officers and staff of the department using an MIS on department LAN.



Scanning works in progress for digital archiving of important documents, files, reports etcetc at the computer lab of Planning & Development Department

- Setting up of Space Based Information Kiosk (SBIK) with support from North East Space Application Centre (NESAC) Borapani (process is on)

5. **Computer Application** Division also **impart training to department staff** on basic computer applications.

R. **Website:(planassam.info):**

Planning & Development Department already has a **highly dynamic web portal** for dissemination of information/services. Most of the above MIS/Software indicated under “**Q (4)**” have been made available **on the web so that officials of the department can have easy access to the same using their unique ids and passwords from anywhere on earth.**



Advisor's Comments:

It appears that both Planning & Development and Finance Departments have made extensive use of IT applications in office automation etc, thereby setting an example of commendable initiative in paving way for far-reaching consequences of administrative reforms. It is recommended that other line departments lacking in proper guidance and ideas as to how to bring about the much needed change should approach these two departments for necessary guidance and support.

**Good Governance Practices:
Reforms Measures in Industries & Commerce Department**

A. Desk Officer System:

A Committee consisting of three Members is constituted to look into introduction of Desk Officer System in the Department. It is pertinent to point out that the department deals with large number of subjects & organizations. Usually the number of officers in the department is-very low. Therefore, it is doubtful whether the Desk Officer system will be able to deliver satisfactorily. However to improve efficiency of the Department, the Department has simplified the necessary time of working. The DA / Supdt enters the PUG in one note sheet and points out the relevant reference. Thereafter the Deputy Secy /Joint Secy puts up the matter to the senior most Secretary with their signatures.

B. Streamlining of Workflow:

Marking of important Daks / Files is being introduced as recommended by AARC.

C. Rules & Manuals of Office Procedure:

Not Applicable.

D. Training:

Orientation training covering Executive Business, Manual of Office Procedure etc. to the officers & Employees of Secretariat are conducted by AR&T.

E. Employee's motivation & proper work culture:

Utmost care is taken for motivation of the officers and employees towards proper work culture. As regards ACRs / P-ARs the matter pertains to AR &T Department.

F. Organizational Chart & Job Chart:

Organizational Chart with clear-line reporting by the officers and staff is introduced by well defined Job Charts assigning works to all levels of officers and employees specifying the designated superior officer to whom they will report to.

G. Selection and Promotion Matter:

Related to ARSC and Secretariat Training School.

H. Work Environment:

Work Environment has improved considerably. However, the quality of Note Sheets, File Cover & File Boards, Tagetc should be improved by the supplying department.

I. Effective Redressal of Public Grievances & furnishing information to the visitors of the Secretariat:

For effective redressal of public grievances and furnishing information, a Nodal Officer is being notified for giving information to the Public Grievance Redressal officers posted at the Centre about the latest status of public grievances relating to the Department. However RTI Act is fully implemented.

J. Single Window Facility for Investors / Entrepreneurs:

An Investment Cell has been created to guide, assist and handhold investors providing

necessary information such as policies of the State Govt., various incentives, Schemes and opportunities available to make it convenient for investors / entrepreneurs to take investment decisions. Also as communicated by Govt. vide letter dated 19-12-2014 attempt is being made for adequate equipment and empowerment of the Investment Cell to hold channelize investments.

K. Rationalization of Govt. Department:

Relates to AR & T Department.

L. Updating of Hand Book of General Circulars:

Updating of Hand Book of General Circulars is under process.

M. Strengthening the role of Divisional Commissioner:

Not related to the Industries & Commerce Department.

N. Compilation of Annual Administrative Reports:

Compilation of Annual Administrative Reports is under process.

O. Quick Disposal of Files and Receipts:

All efforts are made to dispose of the files & Daks quickly.

P. Punctuality of attendance by the employees:

For maintenance of punctuality of attendance by the employees, utmost care is taken.

Action taken report in respect of Industries and Commerce Department on the action points of the **minutes of the high power committee** for implementation of recommendation of Assam Administrative Reforms commission held **on 01-03-2004**.

Action Point B (3): Organizational Chart with clear-line reporting by the officers and staff is introduced by well defined Job Charts assigning works to all levels of officers and employees specifying the designated superior officer to whom they will report to.

Action taken report in respect of Industries and Commerce Department on the action points of the **minutes of the high power committee** for implementation of recommendation of Assam Administrative Reforms commission held on **06-07-2004**

Action Point 3.1.5 (III): Marking of important Dak / Files is being introduced as recommended by AARC.

Action Point 3.1.5 (IV): Uploading of Hand Book of General Circulars is under process.

Action Point 3.2.1 (IV): Organizational Chart with clear-line reporting by the officers and staff is introduced by well defined Job Charts assigning works to all levels of officers and employees specifying the designated superior officer to whom they will report to.

Action Point 3.3.1 & Action Point 3.3.2: For effective redressal of public grievances and furnishing information, a Nodal Officer is being notified for giving information to the Public Grievance Redressal Officers posted at the Centre about the latest status of public

grievances relating to the Department. However RTI Act is fully implemented.

Action Point 3.4.4 (a): An Investment Cell has been created to guide, assist and handhold investors providing necessary information such as policies of the State Govt., various incentives, Schemes and opportunities available to make it convenient for investors / entrepreneurs to take investment decisions. Also as communicated by Govt. vide letter dated 19-12-2014 attempt is being made for adequate equipment and empowerment of the Investment Cell to hold channelize investments.

Action Point 3.4.4 (b) : About 1350 bighas of additional land have been acquired by AIIDC and that of about 2390 bighas of additional land have been acquired by AIDC Ltd for setting up of Industries & Industrial Infrastructure.

Action Point 3.4.4 (c): Zoning Atlas is being finalized in consultation with Environment & Forest Department.

Action Point 3.4.4 (d): The matter is being taken up with Power Department.

Action Point 3.4.4 (e): There was an outstanding due payable to ASEB for Rs. 86,42,187.00 (Rupees Eighty Six Lakhs Forty Two Thousand One Hundred Eighty Seven only) {Principal Amount} and Rs. 1,00,34,001.00 (Rupees One Crore Thirty Four Thousand and One only) against penalty / surcharge. A tripartite talk / discussion was held with the ASEB, Industries & Commerce Department and ASIDC in 2004 and it was decided to pay the principal amount by the Govt. within 31-12-2004 and to waive the surcharge by the ASEB. However, the payments were made by the Govt. in 2007. Hence, ASEB refused to waive surcharge. Moreover the ASEB moved the LokAdalat claiming surcharge of Rs. 1,54,78,585 (Rupees One Crore Fifty Four Lakhs Seventy Eight Thousand Five Hundred Fifty Eight only) accumulated upto 2007 and LokAdalat in its court held on 06-12-2014 directed both the respondents and complainant to place the matter in their respective Board for settlement of waiver process. The matter is still pending with ASEB.

Action Point 4.12: Committees to be retained and abolished are yet to be identified.

Advisor's Comments:

Regular publishing of Annual Administrative Reports, a dynamic web portal displaying all the major achievements and well structured online service delivery systems could further enhance the credibility of the department in terms of its causative value towards creating a favourable environment for development. Special thrust necessary to make G2B and G2C services effortless through IT applications and streamlining of inherent administrative mechanism. GIS mapping of all existing, ongoing and upcoming projects supported by a comprehensive database on available resources and listing of investment potentials as add on.

Good Governance Practices: Reforms Measures in the Soil Conservation Department

A. Desk Officer System for Quick Movement of Files:

The works of Soil Conservation Department are disposed by maintaining minimum level of three to four levels –

1. The processing of the files are initiated by Superintendents through the Dealing Assistants to the Under Secretary or the Deputy Secretary directly who act as the Branch Officer.
2. The Under Secretary/ Deputy Secretary takes initial decisions as per the existing rules/ guidelines etc and put up the matters with relevant Rules/ Guidelines to the Secretary/ Principal Secretary for approval.

B. Streamlining of Workflow:

1. While disposing Departmental matters, the procedure of making Priority markings is followed for disposal of various matters on priority basis.
2. The Superintendent keeps special attention on the matter of putting up all the cases [which do not bear priority marking] to the Branch Officer by the Dealing Assistants within a period of seven days as per standing guideline in Manual of Office Procedure.
3. All the Assistants have been directed to follow the instruction of preparation of Arrear List w.e.f the 25th April, 2015 as per instruction of Administrative Reforms and Training Department vide letter no. no. AR 41/2015/6 Dated the 10th April, 2015.

Branch Officer/Deputy Secretary has been directed to take necessary action for inspection of the Branch and submit report within two weeks and also initiate follow up action accordingly.

C. Rules and Manuals of Office Procedure: Important circular issued by Soil Conservation Department which may be incorporated in the Handbook of General Circulars:

1. Notification No. Soil 193/2003/3 dated 05-12-2003- In respect of Creation of Soil Conservation Divisions under B.T.C.
2. Notification No. Soil 23/97/127 dtd. 03/05/2007 in respect of Qualifying Service Period for Promotion to the Post of Director Soil Conservation from the Post of Addl. Director, Soil Conservation.

D. Training : Training of Officers are conducted from time to time, specially for the newly recruited Soil Conservation Officers through several reputed training institutes like:

1. Eastern Forest Rangers' College, Kurseong.
2. Central Academy for State Forest Service Burnihat.
3. Central Soil & Water Conservation Research & Training Institute, 218 Kaulagarh Road, Dehradun, Uttarakhand.

E. Employees motivation and proper work culture:-ACRs of the Officers and staff are recorded regularly and performance of the officers and staff are reviewed accordingly.

F. Organizational Charts and Job Charts:

1. Organizational Charts and Job Charts of the Department already prepared.
2. However, for smooth functioning of the Department Re-organisation proposal of the Department is under process.

G. Selection and Promotion: Selection and promotion of Soil Conservation Officers are done by the Department as and when required and the latest position of filling up of the existing vacancies of the Department by Direct Recruitment and promotion are under process.

H. Work environment :

1. After completion of the new BhumiSangrakshanBhawan at R.G. Baruah Road, the work environment of the Directorate, three offices of Joint Directors and four nos. of Soil Conservation Divisions namely the Engineering, Planning, Soil Survey and South Bank Divisions have substantially improved. Moreover nos. of Divisional Offices like Darrang, Jorhat etc. and a no. of Range Offices have also been constructed during recent years.
2. Proposals have also been prepared for Maintenance of the Sub-ordinate offices of Divisions and Ranges from current year's budget.

I. Effective redressal of Public Grievances and Furnishing Information to the Visitors to the Secretariat.

1. Public Grievance petitions received by the Department are attended and follow up actions are taken accordingly.
2. In addition to the maintenance of registers as per the Manual of Office Procedure (Secretariat), the following Registers are maintained regularly for easy tracking of movement of records /disposal position of various grievance petitions etc. and for taking follow up actions accordingly.
 - a. Register of Court Matters.
 - b. Register for complains/ grievances received from Prime Minister's Office.
 - c. Register for complains/ grievances received from Chief Minister's Office.

J. Single Window facility for investors/ Entrepreneurs: -Single Window facility has been introduced at the Directorate level.

K. Compilation of Annual Administrative Report:-Preparation of Annual Administrative Report for the year 2014-15 is under process and will be published shortly.

L. Quick Disposal of files and receipts :

1. Although the Desk Officer System is not introduced in the Department, however the works are disposed by maintaining minimum level of three to four levels -
 - a. The processing of the files are initiated by Superintendents through the Dealing Assistants to the Under Secretary or the Deputy Secretary directly who act as the Branch Officer.
 - b. The Under Secretary/ Deputy Secretary takes initial decisions as per the existing rules/ guidelines etc and put up the matters with relevant Rules/ Guidelines to the Secretary/ Principal Secretary for approval.
 - c. After getting approval from the Secretary/ Principal Secretary, the decisions are implemented through the implementing officers.
 - d. Most of the matters are disposed through a 3 level processing and in a few cases the matters are disposed through more than 3 level as and when required.

2. Check on delays:

- a. While disposing Departmental matters, the procedure of making Priority markings is followed for disposal of various matters on priority basis.
- b. The Superintendent keeps special attention on the matter of putting up all the cases [which do not bear priority marking] to the Branch Officer by the Dealing Assistants within a period of seven days as per standing guideline in Manual of Office Procedure.
- c. All the Assistants have been directed to follow the instruction of preparation of Arrear List w.e.f. the 25th April, 2015 as per instruction of Administrative Reforms and Training Department vide letter no. no. AR 41/2015/6 Dated the 10th April, 2015.
- d. Branch Officer/Deputy Secretary has been directed to take necessary action for inspection of the Branch and initiate follow up action accordingly.

3. Issue and Dispatch: Registers like file movement register of diarist, Superintendent, Assistants are maintained for receipt of official letters and for issue and for dispatch of daks, the following measures are taken:

- a. Issue of letters and other documents are done through Issue Branch of Assam Secretariat.
- b. In case of making correspondences with remote areas sometimes correspondences are made with the help of APRO through W.T. Messages.
- c. Moreover, all the offices of the Addl. Directors, Director, Divisional Offices of the Soil Conservation Department have their own E-Mail IDs, so in urgent cases correspondences are made with subordinate offices/Divisions through their Mail IDs.

4. Punctuality of attendance by the employees: - Maintenance of punctuality of attendance is ensured by Branch Officer/ Secretary/ Principal Secretary by maintaining attendance register and occasional physical verification.

5. View of Department on areas of work/ subjects dealt which may be delegated to the Divisions for better disposal:- Appointment of Grade-III and Grade-IV employees may be done by the concerned Divisional Officers for filling up the vacancies occurring in the establishments of the Divisions which are presently done by the Director, Soil Conservation centrally. For this purpose Division Level Selection Committees may be notified by the Department.

Advisor's Comments:

Following serious drawbacks in terms of infrastructure facilities reported during interactions with senior officials of the department:

- 1. No internet connectivity to officers of the department.** *This appears to be a severe hindrance to the efficient functioning of the official works as the ICT applications are a pre-requisite for result oriented, quick and seamless service delivery in a modern day concept of administration and management.*
- 2. Inadequate hardware infrastructure like PCs and other peripherals.**

In spite all these constraints it is heartening to note that the department is making efforts to harness the leverage of space based information for planning purpose and the officials have done really a good job by putting their skills and efforts in optimizing the results with limited resource in terms of technology.

Good Governance Practices: Reforms Measures in Irrigation Department

A. Desk officer system:

(Department has no objection for introduction of the system. It may be informed that Irrigation Secretariat consists of following rank of officers:

Under Secretary	: 5 nos. (Sanctioned strength)
Deputy Secretary	: 3 nos. (do)
Secretary	: 1 no. (do)

There is no any officer in the rank of Joint Secy. /Additional Secretary.

There are 6 nos. of Major Branches and 2 nos. minor sections of Irrigation Department for smooth functioning of works. On practical experiences in comparison to work load, 9 nos. of officers appear to be less for quick disposal of work.

Out of the above mentioned 9 nos. of officers, 8 nos. are from Assam Engineering service and 1 no. from Assam Secretariat Service. Hence, officers posted from Engineering Service are not well conversant with the rules & procedures to be followed in Secretariat work, unless the above officers undergo orientation training to cope up with Secretariat work.

As such, the following views are placed below in respect of implementation of Desk officer system:

1. Increasing the sanctioned strength of officers in the rank of Under Secretary(Deputy Secretary: at least 3 nos. in the level of Under Secretary & 2 nos. in e rank of Deputy Secretary.
2. Imparting Training to newly posted officers.

B. Streamlining the work flow:

Department has no objection in implementing the system of Priority status of files/dak as recommended by the committee. As such seals with respect to different Grades signifying priority status would be prepared.

C. Rules and Manuals of Office Procedure:

No comment.

D. Training:

Department has no facility to provide training. A.R. & T. Department should train periodically for efficient administration with quality people.

E. Employee's motivation & proper work culture:

This Department has no objection for enhancement of employees motivation and to increase proper work culture as per the methodology proposed (A) Redressing of ACR form and (B) Performance Based Appraisal by A.R.& T. Department

F. Organization chart & Job Chart:

Organization chart & Job Chart of the Department are being prepared.

G. Selection & Promotion:

In respect of the officers & staff under Assam Secretariat Service, selection & promotion is done by concerned appointing authority i.e. Secretariat Administration Department.

As regards Officers under Assam Engineering Service, they are governed by the Assam Engineering (Irrigation) Service Rules, 1978 and Assam Engineering Subordinate (I) Service Rules, 1978.

H. Work Environment:

After construction of new Secretariat Building, the work environment has been improved to a great extent. However stress should be given in the maintenance of the same with proper infrastructure facility.

I. Effective Redress of Public Grievance & Furnishing information to the Visitors to the Secretariat:

Efforts to redress public grievances & furnishing information to the visitors have remained the prime objective of the Department. However, if any new system/methodology is introduced Department has no objection to follow it.

J. Rationalization of Govt. Department:

Department has no objection in the proposed rationalization.

K. Updating of Hand Book of General Circulars:

Department has no objection and necessary circulars would be provided.

L. Compilation of Annual Administrative Report:

Annual Administrative Report would be compiled.

M. Quick disposal of files and receipts:

After imparting provision at Point No.1 & Point 2 disposal of files & receipt would automatically be quick.

N. Punctuality of attendance by the employees:

Introduction of Biometric system for recording the attendance of all employees including officers is suggested for maintaining punctuality in attendance.

Advisor's Comments:

Technical Departments like Irrigation should have by now developed their own spatial database of resources already created and a good MIS to monitor activities in progress. It is high time that officers of the department who are mostly drawn from technical background should make use of the expertise of NIC and SeMT (under IT Department) to the best possible way for the interest of all concerned.

Good Governance Practices: Reforms Measures in the Water Resources Department

A. Mandate of the Department:

Role and Responsibilities:

Flood control activities in Assam started after announcement of National Policy for Flood in 1954 by the Govt. of India. Though there was short term and long term measures in National Flood Policy of 1954, to get the immediate relief to the flood ravaged state, construction of embankments as short term measures had been widely adopted because this could be constructed quickly with local resources and abundant manpower to protect large area with comparatively smaller outlays

The Department performed works under the name Public Works Department (PWD) till 1970 when the Department along with Irrigation Department bifurcated from the parent Department i.e. PWD vide Notification No, ABP 135 /70 / 10 Dt. 18-09-1970. Again in the year 1974 the Irrigation Department was separated out from the Flood Control Department vide Notification No.ABP 74 / 73 / Pt / 17Dt. 22-011974. Subsequently, the Department was renamed as Water Resources Department in the year 2002 vide Notification No. AR 21 / 2002 / 4 Dt. 01-11-2002.

During post independence period, Assam faced major floods in 1954, 1962, 1972, 1977, 1984, 1988, 1998, 2002 and 2004. Almost every year three to four waves of flood ravage the flood prone areas of Assam. Average annual loss due to flood in Assam is to the tune of Rs. 200.00, Crores and particularly in 1998, the loss suffered was about Rs. 500.00 Crores and during the year 2004 it was about Rs. 771.00 Crores.

After the unprecedented floods in the country in 1954, the Govt. of India announced a National Policy on Floods comprising three phases viz.

1. The immediate,
2. The short term and
3. The long term measures.

The flood control activities in Assam started mainly after the announcement of National Water Policy formulated in September 1954. Subsequently, "outlined plan for flood control in Assam' along with various comprehensive plans were prepared and the priority areas, which need immediate and urgent attention were identified.

Objectives:

1. To control riverbank erosion
2. To prevent flood inundation
3. Drainage development
4. Land reclamation and river channelization
5. Collection of hydro -meteorological data

Functions:

1. Pre Construction Survey, preliminary investigation and studies for preparation of

memo of the works.

2. Preparation of Detailed Project Report (DPR) of Anti-erosion / town protection, flood prevention, drainage development, land reclamation & river channelization schemes.
3. Take up execution of new marginal embankment, raising and strengthening of weak and deplorable embankment, anti-erosion / town protection schemes, drainage development as well as land reclamation & river channelization schemes.
4. Monitoring & maintaining quality of the construction material as well as the work as per technical specification during execution.
5. Collection, compilation & analysis of hydro meteorological data.

Accordingly, the Water Resources Department has been implementing these flood management measures in reaches so necessary, as per recommendation of *Rastriya Barh Ayog*(R.B.A). Till date, the Water Resources Department has taken up works primarily for the general development of the rural sector and for the protection of major townships in both the Brahmaputra and Barak valley. Schemes have also been taken up to relieve the drainage congestion in the city of Guwahati and some other towns.

Since its inception, the department has implemented the following short & medium term like construction of embankment, drainage scheme, Anti erosion/protection works, Sluice (major, medium & minor)

Implementation of the above structures, have provided reasonable protection to about 16.50 Lakh Hectares of flood affected areas out of the total 31.05 Lakh Hectare of flood prone area as identified by the R.B.A. for the state. This flood prone area of 31.05 Lakh hectares comes to about 39.58 % of the total land area of Assam. Whereas the flood prone area of the country as a whole, comes to about 10.2 % of the total area of the country, it signifies that the flood prone area of Assam is four times the national mark of the flood prone area of the country.

The embankments were constructed with a sense of urgency to provide maximum coverage to protect the inundated areas because of topographical features and thick population settlement in both Brahmaputra and Barak valley.

Erosion along the embankments and natural banks of the river system has been a serious problem because of the fact that most of the embankments were constructed very near to the bank line with a view to protect as many area as possible during those period. In the course of time due to natural change taking place in the meandering pattern of river, many reaches have been subjected to erosion threatening the embankments. Though embankment systems provided reasonable protection from recurring floods, the system itself had to withstand massive active erosion in many places. So, it has been necessary to take up anti erosion measures to protect the embankments as well as the river bank.

Acts and Rules Administered by the Department:

The department has been functioning under the following acts and rules:

1. Assam Embankment and Drainage Act, 1953
2. Assam Engineering (flood Control Department) Service Rules, 1981

3. Assam Land (R&A) Act, 1964
4. Land Acquisition Act, 1894
5. National Water Policy
6. Assam Financial Rules

B. Description of the Organizational Structure:

Till 1970, the department performed works as a wing under the Public Works Department (PWD). In the year 1970, the wing along with Irrigation were bifurcated from the parent PWD vide Notification No. ABP 135 / 70 / 10 Dt. 18-09-1970 and a separate Flood Control & Irrigation Department was created. The department was again bifurcated in 1974 and a separate Flood Control Department was created vide Notification No. ABP 74 / 73 / Pt / 17 Dt. 22-01-1974. The Department was renamed as Water Resources Department subsequently in the year 2002 vide Notification No. AR 21 / 2002 / 4 Dt. 01-11-2002.

The administrative head of Water Resources Department is the Secretary to the Govt. of Assam. He is also the principal adviser to the Minister on all matters of policy and administration within the Department. Departmental budget, estimates, the expenditure, financial sanction, progress of plan schemes, adoption of new plan and non plan schemes are some of the matters dealt at the Secretariat.

The Department has two Chief Engineers, one being the head of the department and other for Quality Control including Monitoring and Evaluation of various schemes / projects. The Department has eight Addl. Chief Engineers and thirteen field circles including two Mechanical circles and one Investigation Circle and thirty six field divisions (26 Civil, 4 Investigation, 4 Mechanical and 2 Research). The organizational set up of the department is shown in Annexure-I

The Govt. of Assam constituted a Board of Consultants in June, 1970 to advise the department on technical viability of various schemes proposed and formulated at different field levels and renamed as Technical Advisory Committee. On recommendation of the TAC, detail project report is prepared for the consideration of the Assam State Brahmaputra Valley Flood Control Board (ASBVFC) chaired by the Honorable Chief Minister of Assam. After approval from the ASBVFC board, the schemes are processed for obtaining necessary mandatory clearance and are executed after observing the necessary formalities.

Budget allocation, expenditure/utilization of fund for 2014-15(Rs. in Lakh)

Plan/Non plan fund	Budget allocation of the Department (Works only)	Amount receive by the Department (Works only)	Amount of expenditure/ utilization receive by the Department (Works only)
Non plan	59995.06	5871.143	5871.143
State plan	5900.00	4381.89	4381.89
A.C.A	336.00	333.52	333.52
NABARD	6500.00	5527.95	5527.95
N.E.C	1501.95	631.07	361.07

J.R.C	-	-	-
N.L.C.P.R	1517.69	659.95	659.95
FMP	123100.00	679.86	679.86
Projected State share	32209.15	29111.70	29111.70
EAP	8377.00	7230.00	7230.00
FDR/CRF	-	-	-
CM's package Barak Valley	1194.00	1135.15	1135.15
SPA	2012.40	1296.00	1296.00
Sate share of RIDF	800.00	387.11	387.11

C. New initiatives taken by the Department:

For proper planning, design and execution as well as functioning of different flood management/ erosion control works the department has taken up new ideas from time to time.

Establishment of Assam Water Research & Management Institute (AWRMI)

The existing River Research Station of the Water Resources Department has been upgraded to "Assam Water Research and Management Institute" (AWRMI), with a view to modernize all the instruments, laboratories and to facilitate the Institution to a Training and Capacity building Institution. Moreover, AWRMI will act as a Data Centre for all water related subjects in ASSAM.

It will be made a 'State of the Art' institute to facilitate planning, design and implementation of river erosion and flood protection works in Assam. The institute will co-relate with all state departments as well as Central Govt. departments in collecting hydro-metrological, river hydraulic, sediments transport and morphological data to make it an active Data Centre.

The management of flood and erosion based on a long term perspective plan is yet to be achieved. The Institute will induce scientific study on behavior of the Brahmaputra and other major rivers of the State with experts groups within and outside India to achieve a long term solution for flood and erosion protection along the Brahmaputra and Barak valley. Initiative has already been taken to enroll the Institute under Assam Society Act as per decision of the Government of Assam.

Setting up Brahmaputra Gallery

Process has been started for setting up Brahmaputra Gallery in Assam. For this purpose, MOU has been signed between Assam Water Research and Management Institute (AWRMI) and National Academy of Sciences, India (NASI). The purpose for setting up the Gallery is to expose the different aspects of mighty Brahmaputra to the nation and abroad in a documented pictographic manner. The different aspect means the point of origin and its historic value, journey through the seven sisters and its geographical distribution, culture and heritage, its environmental and ecological aspects and biodiversity and finally its scientific and educational importance. The NASI has started to develop the gallery within

AWRMI premises at Basistha, Guwahati. The construction of mini hall with 3 D projector is under process and the rest of work will be completed very soon. In addition to the gallery, the works for preparation of 2 no. of small botanical garden with medicinal plants are also going on which will be completed soon.

Convening Assam water Conference:

The Water Resources Department, Assam has taken up the holistic approach for inviting national and international expertise in reaching a sustainable and feasible scientific solution for mitigating flood and erosion problem in Assam by convening the Assam Water Conference. In this regard, two conferences have already been organized during February' 2013 and February' 2014 with focal theme of "Management of Water Resources in North East Region with special reference to Flood and Erosion Management" and "Sustainable Development of Water Resources in Northeast Region" respectively. A galaxy of experts in the field of watershed management from the country as well as abroad took active part in the conference and several important aspects were thoroughly discussed. The conference is itself a major milestone in the field of flood management within the flood ravaged state of Assam.

Taking up the project `Guwahati Field Trial'

Based on the results presented to NGOs and Government Organizations in Assam, the BRAHMATWINN coordinator, Prof. Dr. Wolfgang-Albert Flugel from Friedrich Schiller University of Jena, Germany and his project partner, Prof. Dr. Nayan Sharma from IIT Roorkee were requested by the Chief Minister of Assam to prepare a RECLAIM project concept note.

The overall objective of the RECLAIM project is to implement the basic constituents and components for a Brahmaputra River Master Plan (BRMP) for the North-East Region (NER) of India.

As a pilot initiative for the RECLAIM Project, the Field Trial Project was proposed by Prof. Flugel with the following basic objectives:

1. Integrated System Analysis (ISA) comprising remote sensing analysis of erosion dynamics and river bed development.
2. Implementation of a web based River Basin Information System (RBIS) and its enhancement towards a comprehensive Decision Information Knowledge System (DIKS) for Assam.
3. Modeling of the Brahmaputra River tributary runoff and sediment input contribution from the landscape to the main river stretch
4. Quantification of the impacts of enhanced river training measures with respect to bank erosion dynamics and land reclamation
5. Development of a Decision Support System (DSS) for the development of holistic river training strategies and integrated monitoring concepts.

The selected test site for the experimental field trial study is at the southern bank of the Brahmaputra River about 2.5 km west of the Saraighat bridge. Satellite imageries from 2003 to 2013 were analyzed and the river braiding pattern has been observed. Further study on

hydrological and hydraulic modeling is being carried out by Prof. Flugel and his team.

Schemes under the AEIGES of ADB:

The North-East region is prone to natural disaster creating an environment uncertainty and as a consequence experiences regular set back to systematic developments. Major uncertainty is associated with the Brahmaputra, which is characterized by recurrent large-scale unpredictable floods and riverbank erosion affecting especially the rural development of Assam Valley.

A multidisciplinary Special Purpose Vehicle (SPV) in the name and form of Flood and Riverbank Erosion Management Agency, Assam (FREMAA) is established under the State Government of Assam (SGOA).

The project includes comprehensive riverbank protection at Dibrugarh, Palasbari-Gumi. Beside the project includes up gradation and construction of embankment at Dibrugarh and Palasbari. The project incorporates some new technology of international standard such as use of sand filled Geo-textile bags at apron of the riverbank revetment.

A project proposal was also prepared by FREMAA for protection of Kaziranga National Park and its adjoining areas from flood and erosion but due to non-receipts of clearance from the Forest & Environment Ministry, Govt. of India, the project could not be commenced yet.

Dibrugarh sub-project:

Estimated Cost: -Rs 80.235Cr

Objectives: Securing the Dibrugarh Town and Preventing the flood and Community based. Support program for flood.

Benefited area: - 32,614 ha.

Population Benefited- 500000Nos

B.O Ratio-2.5:1

Palasbari sub-project:

Estimated Cost: - 172.3559 Cr

Objectives: Securing the suburban and productive agriculture area of Palashbari-Gumi from Brahmaputra floods and preventing major river erosion and avulsion

Benefited area: -62152 ha.

Population Benefited- 200000Nos

B.O Ratio-2.5:1

Legislation:

Details of New Legislations Enacted By the Department during 2013-14: No new legislation has been enacted during the year 2013-14.

In order to provide required information to the public, then Department has an RT1 Cell for providing information under RTI Act, 2005 in the O/O the Chief Engineer, Water Resources Department has got an R.T.I. Cell with the following Officers and Branch.

1st Appellate Authority : Chief Engineer

S.P.I.O : Deputy Chief Engineer and Asstt. Chief Engineer.
A.P.I.O. : Asstt. Executive Engineer (T.C.), T.B.-II

Registrar, Office of the Chief Engineer, W.R. Department

Relevant Branch : Technical Branch-II.

After receiving the R.T.I. petitions, the information, if available in this Office, are furnished to the petitioners under relevant provisions of the Act. If the information are not available in this Office, necessary steps are taken for transferring the petitions under Rule 6(3) of the R.T.I. Act, to the relevant offices where the information and seem to be available.

Apart from this, the Department has got a Legal Cell with a Nodal Officer for Legal Cell to deal with the Court Cases which arise from time to time. Para wise replies / comments are obtained from concerning divisions and submitted to the Standing Counsel of the Department referring relevant rules and guidelines within the stipulated time frame as specified by the Honorable Courts so that justice can be provided without delay. After receiving the Orders from the Honorable Courts, immediate necessary steps are taken to comply with the Orders / directions contained therein in consultation with other Respondent Authorities.

D. Audit objection under Water Resource Department

The Water Resources has a Committee comprising the Government and the Chief Engineer's office to meet up the audit objections. The Committee is represented by the Deputy Secretary (I) and FA from the Government and the Deputy Chief Engineer and Sr. FAO from the Chief Engineer's office. The Committee is presided by the Deputy Secretary as Chairman and rest are members besides Representative from the A.G. and the other stake holders of paras i.e, all DDOs under W.R. Department. The Committee sits as and when the Audit Objection Committee is fixed by the Finance Department in the Review Meeting for the next year and for the period to be discussed after reviewing the disposal of paras in the previous year. The Committee drops paras where satisfactory reply furnished by the DDO.

Advisor's Comments:

Although the Department has initiated several collaborative studies and capacity building measures by upgrading existing infrastructure, it is desirable that proper mapping of projects under implementation or implemented or being taken up need to be visualized on GIS and RS platform. The technology is already available courtesy ISRO through its North East Space Application Centre (NESAC). With the digital India concept and SISDP initiative of the Department of Space it is a matter of time and space that Water Resource Department should carry forward its initiative to embrace a futuristic vision. No information shared in respect of any initiative under NeGP, if any. If no such enterprise by the department so far, the second phase of NeGP viz. e-Kranti could be a way out.

**Good Governance Practices:
Reforms Measures in the Urban Development Department (UDD)**

Ref: High Powered Committee meeting dated, 01.03.2004.

A. Quick Movement of Files.

The proposed Desk officer system envisages that responsibility of processing of files will be vested on Deputy Secretary / Joint Secretary and will function as Desk Officer but presently under Secretary /Deputy Secretary /Joint Secretary are posted in very few nos. and are frequently changed. Therefore, the system to be successful will require sufficient nos. of under Secretary / Deputy Secretary / Joint Secretaries in the Department.

B. Employee Motivation and Proper Work Culture

1) and 2): The Intra Departmental coordination committee has been set up in order to dispose of inter /Intra departmental issues and motivate employees to function better.

3. Organizational Charts and Job Charts:

Annual Administrative Report of the Department depicts both charts.

4. Selection and Promotion: Promotion effect as and when due.
Work Environment : It has improved.

C. Effective Redressal of Public Grievances &Furnishing Information to the Visitors to the Secretariat

Public Grievances are been redressed as and when received with the enactment of RTI Act 2005 SPIO has been notified and all applications for information is being attended to promptly.

D. "Single-Window" facility for investors/Entrepreneurs : No Comments.

E. Rationalization of Government Departments:

Amalgamation of Urban Development Department and Guwahati Development Department is being taken up with Administrative Reforms and Training Department.

3.1 Quick Movement of files

3.1.1Introduction of Desk Officer System: - UDD is not 'selected For Desk Officer System out of those Seven Departments.

3.1.2 Priority marking of important daks/files: The present procedure being is as laid down in the Assam Service Manual.

3.1.3 Identification of most relevant portion of Manual of Office Procedures, 1981: The present procedure being is as laid down in the Assam Service Manual.

3.1.4 Conduct of orientation Programmes for officers posted to the Secretariat for the first time - No Comment

3.1.5 Feedback regarding Desk Officer System in selected 7 Departments Abolition of Committees - No comment

3.4. 3.4.1 to 3.4.4 Single Windows Facilities for investors

4. New Issues for Discussions:

4.1.1 And 4.1.2

(i) Proper arrangement for safe custody of files is very important.

(ii) Decentralization of Secretariat Admin. Department Department-wise for office management be evolved.

4.2 utilization of IT in Govt. Administration (e- governance) - One proposal for e-governance to all submitted to IT Department.

4.3 Compilation of Annual Reports by the State Govt. Departments - Annual Report for the year 2013- 14 prepared.

4.4 Mechanism for monitoring and co-ordinations of self employment opportunities in the State - Not related to UDD

4.5 Decentralization of power to Divisional level

4.5.1 Recommendation numbers, 1,2,3,4,5,10,17,18,20 & 21 of Part (II) of the report Part (II) - Not related

4.5.2 Recommendation no. 6 of Part (II):- Part (II) to be collected.

4.3.3 to 4.5.5: - Not related to UDD.

High Powered Committee Meeting dated 6.7.2004

3.2.2 to 3.2.6 i) to iii) - Not related to 111)1)

3.2.6 iv) Finalization of organizational chart and job chart for all cadres - Organizational chart and Job Chart available with the Annual Administrative Report.

3.2.6 v) - Not related to UDD

3.3 Public Facilitation Centre

3.3.1 Not of Nodal Officers for Public facilitation centre - Directorates may open.

3.3.2 Inauguration of Public facilitation centre by Honorable CM

3.1(III) Making of daks/ files - Being implemented by this Department with minor changes

(IV). Updating of Handbook of General Circular - Not related to UDD

(V to VII) Do & Don'ts based on Manual of Office Procedures, 1981 - Not related to UDD.

3.2 Employment Motivation & Proper Work Culture - It is done by this Department Staff meeting held monthly basis to review the performance of the staff and to motivate the work culture.

3.2.1 Working group to redesign the ARC form - Not related to UDD

Advisor's Comments:

All the above measures could improve the functioning of the department a lot and certain initiatives in the form of digitization of maps in towns and urban centres should give fillip to successful planning and execution of ambitious projects of the department. Web portal need to be developed with all necessary components keeping in mind the end users expectations and benefits.

Good Governance Practices: Reforms Measures in Guwahati Development Department

As per recommendation of Assam Administrative Reforms Commission the following measures have been adopted by Guwahati Development Department for quick disposal of office work in Government.

A. For quick movement of files:

The Desk Officer System is not introduced in the Department but Secretariat Manual has been followed to prompt disposal of day to day office work by maintaining minimum level of these to four levels.

1. The processing of files is initiated by Superintendent through the Dealing Assistant to the Joint Secretary directly who act as the Branch Officer.
2. The Joint Secretary takes materials as per the existing rules/guidelines etc. and put up the matters with relevant rules/guidelines and suggestions to the Secretary/Principal Secretary for necessary approval by maintaining all formalities.
3. After getting approval from Higher Authority the decisions are implemented through the Implementing Officers.
4. All registers likes Receipt Register, File Index, Guard File, Outside File Register etc. are maintained regularly.
5. Register of Court cases, RTI Application Register for complaints/grievances received from the Prime Minister's Office, Register for complaint/grievances received from the Chief Minister's Office are maintained.

B. Check on delays:

While disposing departmental matters the procedure of making priority marking is followed for disposal of various matters on priority basis.

C. Manual of Office Procedure Secretariat, 1981.

The Superintendent keeps special attention on the matter of putting up all the cases (which do not bear priority marking) to the Branch Officer by the Dealing Assistants within a period of seven days as per Manual of Office Procedure Secretariat, 1981.

All the Assistants have been directed to follow the instruction for preparation of Arrear List A & B and the Superintendent is directed to ensure that the arrear list are compiled timely and accurately. So far as the dispatching of letters of urgent nature is concerned, the Department is facing some problems regarding the to and fro fares to be borne by the Dispatcher (Gr.-IV Employees of the Department) as there is no fund specifically meant for the purpose.

D. Department Website:

Action is being taken for developing a website for the Guwahati Development Department.

Advisor's Comments:

Measures initiated are praiseworthy and innovative steps need to be geared up by effecting necessary changes in the inherent mechanism so that sharing of information between the departments of GMDA and GMC is rationalized.

**Good Governance Practices:
Reforms Measures in Labour & Employment Department**

- A. Provision of Secretariat Manual has been strictly followed in Labour & Employment Department.**
- B. To ensure quick disposal** of office works, the Department follows the 3 level system.
1. Processing level: Diarist, Superintendent and the concerned dealing Assistant to put up the receipt in file.
 2. Decision making level - Branch officer (Under Secretary/Deputy Secretary/Joint Secretary).
 3. Approving level: Secretary Commissioner 85 Secretary/Principal Secretary/ Addl. Chief Secretary/ Minister.
- Subjects are allotted to respective officers and accordingly the DA's put up files to concerned Under Secretary or Deputy Secretary or Joint Secretary as the case may be.
- C. Disposal of work in Labour & Employment Department is very quick** due to sincere service of the DAs and prompt supervision of the Superintendent.
- D. The Arrear list has been regularly followed in the Department**, upto September, 2014 and it is to be implemented again from July, 2015 to gear up the disposing of prayers/petitions.
- E. Issue and dispatch system in the Department is very systematic.** All letters/ correspondences are dispatched through the Sectt. Issue Branch in daily basis with full address.
- F. The audit objection system is not in practice as per Sectt. Manual** However, the Audit of fund is done as per Accountant General's schedule and as per guideline of Finance (A&F) Department.
- G. In order to motivate the staff** for good & efficient service delivery, the Departmental senior most 'Secretary may schedule a quarterly visit or sudden visit to the department. This practice may encourage the moral of the work force and improve punctuality in attendance as a whole.

Advisor's Comments:

The departments should implement AARC's recommendations regarding converting the employment exchanges to placement centers.

Strict adherence to the Secretariat Manual makes the reforms initiatives easier and the department is doing well in this regard. However, lots to be done in respect of IT applications in its day to day functioning for better results and employee motivation. Advised to seek assistance from NIC and SeMT (IT Department).

Good Governance Practices: Reforms Measures in Sports & Youth Welfare Department

A. Introduction of Desk Officer System:

The Deputy Secretary of the Department had already been notified as Desk officer System, (copy enclosed at Annexure-I). The movement of Files will be as follows:

Level 1: Processing Level I:	1. Assistants 2. Superintendent.
Level II: Suggestive Decision Level II:	1. Deputy Secretary 2. Joint Secretary
Level III: Approving Level:	1. Commissioner & Secretary 2. Chief Secretary
3. Minister, Sports & Youth Welfare	
4. Chief Minister	

Priority markings:

Flow chart of movements of files as per diagram at Annexure-11, For streamlining of works, the Priority Markings of Daks/ Files have been adopted as follows:

GRADE	ACTION
A+	Immediately to be disposed off on the same Day. In case, the Officer concerned is absent, the Assistant/ Superintendent will bring the file to the Commissioner & Secretary.
A	To be disposed off by the end of the 3rd working Day.
B	To be disposed off by the end of the 5th working Day.
C	To be disposed off by the 7th working day.
D	To be disposed off as per requirement.

B. Organizational chart & job chart:

The Organizational Chart & Job Chart of all officers & Staffs in the Secretariat and under the control of this department has been prepared and attached at Annexure-

C. Redressal of public grievances:

An Officer of the Rank of Deputy Secretary has been notified as Nodal officer for Redressal of Public Grievances (copy enclosed at Annexure-IV)). In this connection, it may be mentioned that most of the visitors prefer to meet the Commissioner & Secretary, Sports & Youth Welfare Department and hence, the visitors are allowed to meet the Commissioner & Secretary and other Officers depending on the nature of Grievances.

D. Arrear list A & B:

In order to improve the pending scenario of works, it is decided that the Deputy Secretaries concerned will carry on Dealing Assistant wise inspection of disposal of Works and prepare Arrear list A & B atleast once in a month so that actual amount of Pending works will be assessed and necessary instructions would be issued to dispose all such pending works.

E. Audit objection:

One Deputy Secretary has already been notified as Nodal Officer to look after the Audit Objections/ Instructions.(copy enclosed at Annexure-V)

F. Motivation & work culture:

The Joint Secretary with the assistance of the Deputy Secretaries will conduct a training session among the Officers & Staffs for updating their knowledge on Rules and Procedures and sensitize and all latest amendments for more dedication and commitment towards timely and proper disposal of work. The Department also envisages continuing more sessions from time to time like this in future.

Advisor's Comments:

The intra departmental matters seem to be well organized and introduction of desk officer system is a notable yardstick in this regard. However, a good services delivery mechanism should be evolved with the support from NIC or SeMT(IT) Department.

The department should have the database of international/National/State level achievers in different disciplines of sports.

**Good Governance Practices:
Reforms Measures in the Secretariat Administration Department**

- A. A Public Facilitation Centre (PFC) has already been set up in the Utility Block during the month of April, 2015. Shri Pramod Ch. Deka, ACS Deputy Secretary, SAD is the nodal officer of Public Grievance Redressal System (PGRS) for SAD. Moreover, Shri Ashwini Kumar, IAS, Joint Secretary, SAD & GAD etc has been given the overall responsibility of the program relating to formal operationalization of PGRS & PFC. (Annexure I & II). Information Technology Department is imparting training to the PA / PS of Senior Officers for the purpose.
- B. Introduction of Desk Office system in SAD has been processed. An office order is annexed at Annexure III for ready reference.
- C. Regarding decentralization of existing system of Central issue and dispatch of Daks from SAD, process of decentralization is on and after getting approval/clearance from the Administrative & Reforms Department, all the Administrative Departments would be able to dispatch their daks/Govt. letters directly to the respective destinations (File No.S(I)17/2011).
- D. As regards the timely attendance of the employees in the Secretariat, SA Department is taking steps to introduce Biometric attendance system through. 'Aadhar Card' in collaboration with Unique Identification Authority of India, Regional Office, Housefed Complex, Dispur, Guwahati - 6.
- E. Departmental review meetings (for superintendents and branch officers) under the chairmanship of Additional Chief Secretary have been taken up since last two months for review of the weekly and monthly arrear list as well for improving efficiency. The monthly review meeting is convened for a particular month on the first Monday of the following month. Follow up action after inspection by branch officers have also been continuing under the guidance of Additional CS/ Commissioner Secy/ Secy.
- F. The matter relating to computerized entry pass is under consideration and has been taken up with AMTRON(through IT dept).
- G. Audit objection matters are regularly monitored and supervised by Commissioner & Secretary, SAD in the monthly review meeting.
- H. e-indenting has been initiated in the S.A. (Nazarat) Department as part of Secretariat less paper office.
- I. **Decisions taken in the combined departmental review meeting of Secretariat Administration and General Administration Departments held on 06-07-2015 at 12.00 noon under the Chairmanship of Shri S.P. Nandy, IAS, Commissioner & Secretary, G.A.D. & S.A.D. attended by officers of SAD & GAD.**

Shri S.P. Nandy, IAS, Commissioner & Secretary, SAD. and GAD. initiated the review meeting with the last minutes of the meeting held on 01-06-2015.

At the beginning the weekly and monthly arrear statements for General Administration Department as well as Secretariat Administration Department were discussed. The details of arrear list for the month of June/2015 is mentioned below :-

Name of branches	No. of letters received	Nos. of letter disposed	No. of letters pending
S.A.(Gazetted Cell)	135	135	-
S.A.(Estt.)	307	285	22
S.A.(Nazarat)	82	43	39
G.A.D.(A)	178	116	62
G.A. D.(B)	313	160	153

Shri P.C. Deka, Deputy Secretary informed that one bike is with the 'Rider' of the Issue Branch and the other one is in the custody of the Vehicle Cell.

In the review meeting the following decisions were taken :

1. Officers/Superintendent were directed to be more specific while preparing the arrear statement of Government letters/petitions etc. as have been done in S.A.(E) Branch.

2. Secretariat Administration (Estt.) Branch

Presently there are 18(eighteen) assistants including computer operators in Secretariat Administration (Estt.) Branch which is in the excess against the total strength. The same should be rationalised and adjusted with Secretariat Administration(Nazarat) ,as there is shortage of staff in Nazarat Branch.

3. General Administration Department .

The issue regarding encroachment in the Helipad was discussed. Commissioner & Secretary instructed Deputy Secretary, GAD to write a letter to Deputy Commissioner, Kamrup (Metro) to examine if civil suit against the encroacher could be filed. As reported the land is patta land already de-requisitioned and Deputy Commissioner to take necessary action accordingly.

Matter regarding "electrical meter" in IAS colony to be perused further as PWD(Electrical division) has not taken action on the matter.

Deputy Commissioner, Kamrup (Metro) has been asked to allot land for 1000(one thousand) Govt. quarters for Secretariat Staff including Grad-IV. Deputy Secretary, General Administration Department was directed to peruse the matter with Additional Deputy Commissioner (Revenue) of Kamrup (Metro).

All the pending proposals for selection of "Revenue Sirastadar" posts in several Deputy Commissioners' Office should be taken up without further delay and selection committee meeting be held accordingly within the month of July/2015.

4. Secretariat Administration (Accounts) Branch.

Audit objection reply not submitted by Secretariat Administration(Accounts) Department till 6th July,2015. The Additional Secretary, Secretariat Administration(Accounts) Department was entrusted for follow up of the matter. Additional Secretary for taking immediate steps to prevent such malpractice in audit matter and to ensure that the replies are submitted by 20th July, 2015 positively.

All the Tax deduction uploads are to be completed by 20th July by Secretariat Administration (Accounts) Branch. Senior Financial Adviser will Assist. All staff and Computer Operators specifically placed for the purpose is to be trained. The C.A. doing the work in Finance Department (Tax consultant) is to call for urgently for the hands-on training.

5. Secretariat Administration (Estt.)Branch.

Branch Officers' inspection report to put up through concerned Joint Secretary/Secretary to the Commissioner & Secretary, Secretariat Administration Department and General Administration Department as well for corrective measure.

The next date review meeting will be held on the 1st Monday of the next month i.e. on 3rd August/2015 at 12.00 Noon in the conference hall of 2nd Floor and no separate notice will be issued for the purpose.

Advisor's Comments:

All the measures adopted for streamlining work flow in the administrative matters have been encouraging in general and the measures initiated to begin Public Facilitation Centre (PFC), ideas of linking of attendance of staff with biometric adhar card, e-Indenting system and efforts to introduce computerized pass for visitors to the secretariat in particular are considered innovative for a government system.

In-service training for Secretariat officer's and assistants.

**Good Governance Practices:
Reforms in Secondary Education Department**

- A. In the year 2005 the Colleges in the State were Provincialised which were earlier in the Grant-in-Aid system. Again in 2011, the services of the employees of already Provincialised Colleges were taken up by the govt. instead of Provincialising the Colleges as per the Assam Higher Education Institute (Provincialisation of Services) Act 2011.
- B. Prior to December 2010, promotion of teaching faculty to Senior Scale, Selection Grade in the colleges were executed by the State Selection Board which was abolished later on and now the teachers are promoted to senior Scale, Selection Grade, Associate Professor by this Directorate with due approval from the Govt. Similar in the case with the Principals who were selected by the Selection Board duly constituted for the purpose. Now the Principals are selected by the selection Committee constituted by Governing Body of the college.
- C. Prior to 31-12-2005, when the colleges were under Grant-In-Aid System, faculty members were selected by the Governing Body, then accorded by Director of Higher Education, Assam and thereafter sent to Governing Body for appointment(i.e. finally Governing Body appoints the faculty members). But after Provincialisation, faculty members who are selected by Governing Body are appointed by the Director of Higher Education, Assam.
- D. Earlier, the President of Governing Body was selected from various fraternities but, today the President of Governing Body is selected from amongst the academicians whose reputations as academicians are considered as par excellence. Today leave of any kind with respect to the employees in Colleges are granted by Governing Body which were granted by Director of Higher Education, Assam prior to provincialisation.
- E. Since 01-12-2005, College employees were taken under GPF system, hence they are taken under the traditional pension scheme for those employees who have joined prior to 01-01- 2005. And for the employees who have joined after 01--01-2005 are taken under New Pension Scheme (NPS). More reform measures are required to be initiated as the number of institutions which was around 200 prior to 2005 increased by more than double, a decade later. Number of institutions concerned under Higher Education, Assam is increasing day by day but the man power requirement to provide- required services to the institutions are less relative to works, avenues and responsibilities. Besides the existing human resource personnel lack necessary skill which requires an urgent up gradation.

F. Initiatives under RMSA towards Administrative reforms in School System at Secondary Level

The following initiatives have been taken up under RMSA, Assam towards Administrative reforms in School System at Secondary Level:

- 1. Constitution School Management and Development Committee: The notification issues for constitution of SMDCs in every Govt. & Provincialised Secondary schools in the state

for plan implement and monitor the school activities on day to day basis in addition to Infrastructure development, community involvement, cleanliness etc.

2. Obtaining U-DISE Code by all Secondary schools: All Secondary & HS Schools are required to submit the all data & information of the schools to the Department/ RMSA in the specified format of Govt. of India. After that a Unique Code for the schools is generated through which schools are being managed across the Country.
3. TET at Secondary level: Teachers Eligibility Test is organized under RMSA with aiming to have Quality Teachers at Secondary level in the State.

Advisor's Comments:

It is under stood that scientific mapping of all the secondary schools are done. This is really an excellent achievement and the information if kept updated properly could serve as the basis for purposes like overall and specific planning, monitoring and evaluation of the sector based on realistic data thus obtained. All information should be made available on the website to avoid frequent visits of principals and faculty members to the Directorate.

Good Governance Practices: Reforms Measures in Public Works (Roads) Department

The Public Works Department (PWD) of Assam was established in the year 1880 during the British Rule keeping in mind for planning, construction and maintenance of key infrastructures like - Roads, Bridges, Buildings, Flood Control, Irrigation, etc. Subsequently, on the basis of nature of infrastructure construction and considering volume of work, in the year 1956 the PWD was bifurcated into two departments, viz. Embankment & Drainage (E&D) Department and Public Work Department (Roads & Building). Latter on the E&D Dept. was further bifurcated into Flood Control Dept., presently Water Resource Department and Irrigation Department. In the year 2011, the PWD (R&B) also bifurcated into two Departments, viz. Public Works Roads Department and Public Works (Building and National Highway) Department.

As a part of the reform in the department, the Department has taken some initiatives. Originally the department was run with one Chief Engineer. Subsequently, on the basis of the nature of schemes, more Chief Engineer posts viz. Chief Engineer (Roads), Chief Engineer (Border Roads) and Chief Engineer (ARIASP & RIDF) was created and on zonal basis some Additional Chief Engineer posts- such as Additional Chief Engineer (Tezpur zone), Additional Chief Engineer (Easter Zone, Dibrugarh), Additional Chief Engineer (Diphu), Additional Chief Engineer (Halflong) and Additional Chief Engineer (Kokrajhar) have been created for smooth functioning supervision and maintenance works.

A. Rationalization and Re-arrangement of the PWD Divisions:

In the year 2005 - to strengthen the institutional structure, so as to efficient handling the projects/programs with Rural Roads (RR), State Highways (SH) and Major District Roads (MDR), the Divisional Offices have been re-structured as Rural Road Division and State Roads Division. Now there is one Rural Road Division and one State Roads Division in each district, except in the Autonomous Council areas.

B. Capacity Building:

Construction Technology is advancing day-by-day, like any other technology. New equipment and machinery have been developed for construction. Keep all these in mind one training institute viz. Assam Road Research & Training Institute (ARR&TI) has been set up by upgrading the Road Research Laboratory (RRL), so that engineers of the department could be trained with new technologies and equipment. Regular trainings have been provided to the Engineers to build capacity to cope up with the modern technologies and procedures. New courses are being developed for induction training to engineers and also courses for DPR preparation, Contract Management, Road safety, Contract law, innovative construction materials, etc.

C. Automation of Business Process in the Department:

PWRD has achieved a mile stone in the use of IT in the department. E-tendering system has already been introduced for ensuring full transparency of the tendering process. Payments in respect of PMGSY Works are being made through online banking. Moreover, PWRD has developed an integrated computerized e-portal System with its own server. The system

enables the Department to do the entire business process online, i.e. department can perform all works with the computer system.

D. Adoption of Road Maintenance Policy and creation of a dedicated Road Maintenance Fund:

Over the last few years about 25,000 km of all weather Roads have been constructed. These roads need regular maintenance to keep the roads traffic worthy. The existing timber bridges and gravel roads also need repairing. Considering all these a Road Maintenance Policy has been developed and to meet up the expenditure for maintenance, a dedicated Road Maintenance Fund is required. Therefore Road Maintenance Fund Rules have been adopted.

Moreover, it is observed that some more reform is needed to cope up with the challenges of modern construction technologies and with the global advancement of construction industry. Considering some initiatives have already been taken by the Department, such as - amendment of the PWD Code. The PWD code is very old and it was last amended in 1954. So, most of the provisions have become obsolete and redundant. In order to make relevant, the code to current operational process, consultants have been engaged to update the code. The Assam Engineering Service Rule 1978, which regulates the recruitment and promotions of Engineers, is also needed amendment to cater with the present environment. Better service conditions can attract good energetic and dynamic Engineers to the Department Creation of posts such as -Principal Secretary, Engineer-in-Chief, Chief Engineer (State Highways) and atleast one Superintending Engineer Circle for every two district are needed. In view of the above, a consultant has been engaged for amendment of the Service Rules. It is also felt that RTI Cell, Public Relation Cell, Road Safety Cell, IT Cell, and Legal Cell are required in the Department to meet up the public grievances.

Advisor's Comments:

*Department's initiatives in matters of quality control management and capacity building are praiseworthy. **Further boost to modernization and technological advancement drives could be possible under Digital India concept as envisaged by Government of India.** A clear roadmap to be chalked out and for this digitization of the road length already built under different segments (state highways, major district roads, urban roads, rural roads) is a pre-requisite. It is high time that the **existing road network under different segments created in AUTOCAD which was shown to me need to be updated** by including rural and urban roads and the process of digitization should be started before long.*

**Good Governance Practices:
Reforms Measures in Public Works (Buildings & NH) Department**

- A. This Department was created on 05-05-2010 consisting of one Commissioner & Special Secretary, one OSD (in the rank of Chief Engineer), one Deputy Secretary and three numbers of Under Secretaries in the Secretariat bifurcating erstwhile PWD in to two Departments viz (1) Public Works Roads Department and (2) Public Works Buildings & NH Department. Subsequently another one post of Deputy Secretary and one post Under Secretary were created in 2014.

There are two wings under this department e.g. (1) Building wing and(2) National Highway wing. Each wing is headed by one Chief Engineer. There are Circles headed by Superintending Engineers and Divisions headed by Executive Engineers for Building & NH works under the control of respective Chief Engineers.

Building wing construct and maintains different buildings under different Govt. Departments, institutions and National Highway wings work as an agency for MoRT&H for improvement & maintenance of NHs of the State.

Many steps have been taken for improving efficiency of the department and capacity building of the officers & staffs.

- B. Department has given emphasis for **System improvement for which the following steps** have been taken:
1. For better transparency all procurements processes above Rs.1.00 crore have been done through **e-tendering process**.
 2. Earlier Civil and Electrical components of a project were allotted separately to Electrical & Civil contractors, but now the System is modified and entire works of a project is allotted to a single technically qualified contractor. This new system is found very must successful for speedy implementation of the project smoothly.
 3. Personal e-mails of officers to the level of Divisions have been collected and **important information's are conveyed through e-mail** and vice versa.
 4. A separate Cell is created for introducing **environment friendly Green concept for all major projects**. An **MoU with TERI** has been made to facilitate updation of knowledge about latest development worldwide for making the infrastructures more eco friendly and energy efficient.
 5. As per proviso of the Assam State Disaster Management Authority special Cells both Directorate & District level has been created.
 6. In case of technical matters, many innovative and new **technologies suitable to the local condition introduced** like Granular piling, Bamboo piling, new retrofitting technology, providing Vetiver in slope protection, soil stabilization with application of newly developed chemical admixtures etc. have been introduced.
- C. **Capacity Building of Engineers of the Department-**
1. **Engineers** of different level have been **trained regularly under different training programmes** conducted by different State and Central Govt. **institutions**, like Assam Administrative Staff College, Central Road Research Institute, Indian

Academy of Highway Engineers, Central Building Research Institute etc.

2. For training of officers of this Department in a more coordinated and systematic manner this department is **'drafting a detail training course/ programme** which will be finalized within a month.

In this training programme there will be provision for training of officers at the basic entry level and for subsequent promotion level including training of the officers to make them conversant with Secretariat works.

Provisions will also be made training of officers of this department in the different reputed institution of the County to make themselves acquainted about the latest technological development and system development in the highway and building construction sector.

This Department has taken many steps for speedy disposal of different matters.

D. Quick Movement of Files :

Much emphasis has been given to ensure movement of the files speedily without stuck down at any level. Infrastructure for SLPO is in progress. Commissioning of SLPO will facilitate quicker disposal of matters.

E. Audit Matters:

This department has no separate branch specifically to deal with the audit matters. These matters are handled by one of the existing branch, namely Building Branch. However, Commissioner & Spl. Secretary of this department take review meeting in regular interval for disposal of Audit matters.

F. Review by Departmental Secretary:

Review meetings are taken by the Commissioner & Spl. Secretary with the Chief Engineers and the Divisional Engineers in regular interval for review of their performance. Specific review meetings are also taken time to time for review of different important projects/schemes /matters.

G. e-Governance:

The District level offices of this Department are still not provided with net-connectivity. However, personal e-mails of officers are utilized for prompt disposal of important official matters. Early provision of Internet Connectivity and LAN will improve the functioning of the Department. All procurements above Rs.1.00 crore are implemented through transparent - tendering process.

H. Important issues required to be resolve early for improving performance of the Department.

1. The department was bifurcated but the Officers at different levels are still in Common Cadre for both the bifurcated departments. So the department is still not able to finalize the new Service Rules of Officers & others staff working under this department, thus causing inconvenience in carrier prospect and also in recruitment of fresh officers at the basic levels.

2. There is no separate Bill, Issue and receipt Branch for this newly created department. The single Bill Branch is looking after the related matters for both the departments, thus creating inconvenience for smooth conduct of Nazarat, Issue & receipt works.
3. As per the present administrative setup and existing promotion system of technical officers it take a very long time for promotion to the next higher level, thus causing frustration effecting efficiency. So time scale promotion system may be introduced which will help to make the Department more efficient.

Advisor's Comments:

For efficient functioning of a technical department like PWD (Building & NH) it important that all the district level officers should have access to official internet connectivity. Advised to take up the matter with NIC and IT Department at the earliest.

Induction Training for fresh engineers appointed in the department should be arranged.

Good Governance Practices: Reforms Measures in Public Enterprises Department

There are 40 State Public Sector Undertakings (PSUs) under the administrative control of 22 Administrative Departments. Public Enterprises Department being the nodal Department monitors the performance of the PSUs and takes appropriate measures. The list of 40 SLPEs enclosed at **Annexure-A**. The following reform measures have been taken in respect of PSUs during the period 2005 to 2015.

- A. **14 unviable PSUs & 2 units of another PSUs notified for closure under AGPRMP with financial assistance from Asian Development Bank** & another 3 State PSUs under State Budget to prevent further drainage of Govt. Exchequer.
- B. **A Task Force was constituted for implementation of Public Sector Enterprises Reform Programme** under Assam Governance Public Resource Management Programme (AGPRMP) funded by Asian Development Bank.
- C. **Guideline on Public Investment Board (PIB) revised** and accordingly lower limit of proposal for public investment required to be placed before PIB for approval raised from Ra.25.00 lakh to Rs.200.00 lakh.
- D. **OM issued for taking vigilance clearance from appropriate authority** before issue of appointment letters to the personnel selected on recommendation of Public Enterprises Selection Board (PESB). Also on termination of services for such personnel the matter to be referred to Public Enterprises Department with the approval of concerned Administrative Departments/ Board of Directors.
- E. OM issued for inclusion of at least one representative from Public Enterprises Department and one woman director in the of Board of Directors of all State PSUs.
- F. Categorization of State PSUs into category A, B, C & D were done for revision of pay.
- G. Revised circular on Voluntary Retirement Scheme for the State PSUs were issued.
- H. A project for reintroduction and re-institutionalization of Memorandum of Undertakings between State PSUs and respective Administrative Departments and MoU based performance rating system is being implemented to improve the performance of the PSUs. MoU system re-institutionalized with 11 PSUs & 9 PSUs signed MoU in 2013-14 and another 16 are covered in 2014-15 under the project.
- I. A new scheme "**Capacity Building of Public Enterprises of Assam**" for capacity building of the employees of the PSUs through training, workshop etc. has been introduced. Guidelines on Capacity Building and training programme conducted by the PE Department published.
- J. A guideline on grant of award issued for awarding the best performing State PSUs and Managing Director.

- K. Corporate Governance guidelines framed and issued to all the State PSUs for compliance to improve Corporate Governance practices in the PSUs.
- L. Performance Based Incentive @ 3% of net profit allowed to the employees of profit making PSUs having no accumulated loss subject to a maximum of 30% of basic pay to encourage and motivate the employees of PSUs for continual improvement in performance of the PSUs.
- M. Financial and non financial Intervention of the PE Department initiated for enhancement of professionalism through Capacity Building, computerization for strengthening of IT Infrastructure in PSUs, ISO Certification for standardization process in PSUs and Safety Measures to improve safety aspect of the workers in their workplace etc. The Department invested following amount for last 3 years on the said scheme.

Sl.No.	Measures taken by PE Department	Amount of fund invested (Rs. in lakh)			
		2011-12	2012-13	2013-14	2014-15
1	Capacity Building	8.86	22.27	16.51	17.71
2	IT infrastructure	6.70	5.80	6.52	2.84
3	Safety Measures of workers	--	3.00	1.65	--
4	ISO certification	2.00	--	2.00	--
5	Institutionalization of MoU between the PSUs and the respective Administrative Departments	16.00	30.15	8.15	17.20

- N. As per Commercial Report of the Comptroller & Auditor General of India for the year 2003-04, **6 (six) nos. of State PSUs earned profit** and as per Report of the Comptroller & Auditor General of India on State PSUs for the year 2013-14, 15 (fifteen) nos. of functioning State PSUs had earned profit which indicates a significant improvement in financial performance of the State PSUs. List of profit making PSUs furnished at **Annexure-B.**

The Comptroller & Auditor General of India in its Report on State PSUs for 2013-14 also highlighted that the State PSUs had occupied an important place in the State Economy where the turnover of the State PSUs for the reporting year was equal to 2.4 percent of State Gross Domestic Product (GDP).

However as per available information in Public Enterprises Department 21 nos. of State PSUs earned profit during the year 2013-14.

Advisor's Comments:

Efforts by the department through timely interventions appear to make the idea of public enterprise meaningful in the state.

Annexure – A

List of State Level Public Enterprises of Assam

Administrative Department	Sl. No.	State Level Public Enterprises Registered under Companies Act 1956	Address
Industries & Commerce	1	Assam Small Industries Development Corporation	MRD Road, Bamunimaidam, Guwahati-21
	2	Assam Tea Corporation Ltd.	Housefed Complex, 'C' Block, 7 th Floor, Dr. B.N. Saikia Rd, Guwahati-781006.
	3	Assam Gas Company Ltd.	Duliajan 786602 : Dibrugarh Liaison Office : Adam's Plaza, Christian Basti, Guwahati-781005.
	4	Assam Industrial Development Corporation Ltd.	RGB Road, Guwahati-781024
	5	Assam State Fertilizer & Chemicals Ltd.	Chandrapur:781105 C/o AIDC, RGB Road, Guwahati-781024.
	6	Assam Petrochemicals Ltd	Parbatpur, Namrup-786623 Liaison Office :4 th Floor, Orion Place :G.S.Road, Bhangagarh, Guwahati-781005.
	7	DNP Ltd.	C/o Assam Gas Company Ltd Duliajan, Dibrugarh. Liaison Office: Adam's Plaza, Christianbasti, Guwahati-781005
Industries & Commerce	8	Ashok Paper Mills (Assam) Ltd.	Rajgarh Road, 4 th Bylane, Guwahati-3.
	9	Assam Trade Promotion Organisation.	NH-37, Betkuchi, Guwahati-781035 (Maniram Dewan Trade Centre).
Information Technology	10	Assam Electronics Development Corporation Ltd.	Industrial Estate, Baminumaidam, Guwahati-21.
Handloom Textile & Sericulture	11	Assam Govt. Marketing Corporation Ltd.	Pragjyotika Bhavan, GNB Road, Ambari Road, Guwahati-1
Hill Areas	12	Assam Hills Small Industries Development Corporation Ltd.	Dilajee, Diphu 782460 Dist : Karbi Anglong.
Mines and Minerals	13	Assam Mineral Development Corporation Ltd.	Khanij Bhavan, RP Road, Guwahati-781006
	14	Assam Hydrocarbon & Energy Company Ltd.	C/o AIDC, RGB Road, Guwahati-781006
Animal Husbandry & Veterinary	15	Assam Livestock & Poultry Corporation Ltd.	Khanapara, Guwahati-781022.

Administrative Department	Sl. No.	State Level Public Enterprises Registered under Coop. Societies Acts	Address
Welfare of Plains Tribes & Backward Classes.	16	Assam Plains Tribes Development Corporation Ltd.	Ganeshguri, RGB Road, Guwahati-781005.
	17	Assam State Development Corporation for Scheduled Castes Ltd.	Sarumataria : Dilip Hazuri Path, Dispur, Guwahati-781006.
	18	Assam State Development Corporation for Other Backward Classes Ltd.	Dr. B.K. Kakati Road, Gopinath Nagar, Guwahati-781016 (Near Labour Commissioner Head Office).
Cultural Affairs	19	Assam State Film (Finance & Development Corporation Ltd.)	Shilpgram Road, Panjabari, Guwahati-781037
Education (Elementary)	20	Assam State Textbook Production & Publication Corporation Ltd.)	GNB Road, Panbazar, Guwahati-781001.
Soil Conservation	21	Assam Plantation Crop Development Corporation Ltd.)	Sawkuchi, NH-37, Lakhara, Guwahati-781034
Home	22	Assam Police Housing Corporation Ltd.)	Madhabdevpur, Rehabari, Guwahati-781008
Tourism	23	Assam Tourism Development Corporation Ltd.)	Paryatan Bhavan, A.K. Azad Road, Panjabari, Guwahati-781037
Fisheries	24	Assam Fisheries Development Corporation Ltd.	VIP Road, (In front of Assam Tennis Association), Chachal, Guwahati-781036
Agriculture	25	Assam Seeds Corporation Ltd.	Director of Agriculture campus, Guwahati-781022
Welfare of Minorities Development	26	Assam Minorities Development & Finance Corporation Ltd.	RGB Road, Ganeshguri Chariali, Guwahati-781006.
Power	27	Assam Power Generation Corporation Ltd.)	Bijulee Bhavan, Paltanbazar, Guwahati-781001
	28	Assam Power Distribution Company Ltd.	-do-
	29	Assam Electricity Grid Corporation Ltd.	-do-
Food & Civil Supplies	30	Assam Food and Civil Supplies Corporation Ltd.)	Directorate of Food, Civil Supplies and Consumer Affairs, Sethi Trust Building, Bhangagarh Guwahati-781005
PWD	31	Assam State Infrastructure Development Corporation Ltd.)	C/o Commissioner & Special Secretary, PWD (Road) Department Dispur, Guwahati-781006.

Administrative Department	Sl. No.	State Level Public Enterprises Registered under Cooperative Societies Acts	Address
Co-operation	32	Assam Cooperative Jute Mills Ltd.	Silghat, 782143, Dist-Nagaon
	33	Assam Polyester Cooperative Society Ltd.	Tulsibari, Rangiya 781376
	34	Assam State Warehousing Corporation	Pannyagar Bhaban, Amarabati Path, Guwahati-5
Handloom Textile & Sericulture	35	ARTFED	GNB Road, Ambari, Guwahati-781001.
Transport	36	Assam State Transport Corporation	Paltanbazar, Guwahati-781008.
Urban Development	37	Assam Urban Water Supply & Sewerage Board	Ganeshguri, RGB Road, Amritpurpath, Guwahati-781005.
	38	Assam State Housing Board	RGB Road, Guwahati-781005
Finance (E/A)	39	Assam Financial Corporation	Vittiyal Bhavan, Md. Shah Road, Paltanbazar, Guwahati-781008.
Industries & Commerce	40	Assam Industrial Infrastructure Development Corporation Ltd.	Industrial Estate, Bamunimaidam, Guwahati-21.

Annexure – B

List of profit making State PSUs as per Report of the Comptroller & Auditor General of India for the year 2003-04:

1. Assam Fisheries Development Corporation Ltd.
2. Assam Tea Corporation Ltd.
3. Assam Gas Company Ltd.
4. Assam Petrochemicals Ltd.
5. Assam State Text Book Production & Publication Corporation Ltd.
6. Assam State Warehousing Corporation.

List of profit making State PSUs as per Report of the Comptroller & Auditor General of India for the year 2013-14:

1. Assam Seeds Corporation Ltd.
2. Assam Fisheries Development Corporation Ltd.
3. Assam Electronics Development Corporation Ltd.
4. Assam Mineral Development Corporation Ltd.
5. Assam Police Housing Corporation Ltd.
6. Assam Trade Promotion Organization.
7. Assam Petrochemicals Ltd.
8. Assam Hydrocarbon & Energy Company Ltd.
9. Assam State Fertilizers & Chemicals Ltd.
10. Assam Electricity Grid Corporation Ltd.
11. Assam Tourism Development Corporation Ltd.
12. Assam State Text Book Production & Publication Corporation Ltd.
13. Assam Gas Company Ltd.
14. DNP Ltd.
15. Assam Financial Corporation Ltd.

Good Governance Practices: Reforms Measures in Printing & Stationery Department

Printing and Stationery Department is a vital Department of Govt. of Assam and deals with mainly publication and printing works of all Govt. departments of Assam. Moreover, schedule and non-schedule forms, office stationery including paper etc. are supplied to all State Govt. offices as per their annual indents by the Department.

Functioning of Printing & Stationery department are as follows:

1. To print various kinds of confidential matters like printing of Ballot papers, Budget volumes, Assembly Questions, speeches of Hon'ble Governor,. Chief Minister etc. in time by maintaining strict security measures. All these printing works are time bound in nature.
2. To print and supply Govt. Diary and Calendar every year for all Govt. office of the State.
3. To print and publish Assam Gazette every Wednesday in every week and Gazette notification timely and regularly.

A. Procedure of file movement:

Generally all printing works of Govt. are urgent and time bound in nature. Printing of Booklet, Leaflet and Brochure of different Govt. departments or as desired by Hon'ble Chief Minister is received in the Department within a very short notice before commencement of any Govt. function, anniversary etc. These types of receipts are normally addressed to Commissioner & Secretary / Secretary of the Department. The Commissioner & Secretary then discusses the matter with branch officer and all concerned and convey his decision on the PUC. Accordingly, the file is put up by the dealing Asstt. submitting all required documents. The superintendent checks the file and submits to Branch Officer. The Branch officer prepares a complete note and draft as per decision and obtains the approval of Commissioner & Secretary of the Department and dispose the proposal. Through this procedure prompt decision can be taken and due to prior discussion there in no chance of repeated movement of files to meet query.

In other cases also the superintendent checks the file and verifies the documents and corrects the drafts and submits to branch officer. Then branch officer obtains the approval of Commissioner & Secretary and disposes the works. The Superintendent of the Department also supervise the works allotted to the dealing Asstts. and if required helps the Assistants to put up quickly. Thus, the recommended procedure is followed In maximum cases and prompt decision are taken for disposal of works of Printing & Stationery Department.

B. Check on Delays:

The procedure of submitting of arrear list is also followed in Printing & Stationery Department. Arrear lists are submitted weekly by the dealing Asstts. In respect of urgent nature of works, files are disposed in consultation with all concerned. The branch officer pursues the routine works of the Department for quick disposal. Long pending critical matters are brought to the notice of Commissioner & Secretary and disposal of the matter is done by the branch officer with the views of Finance Department, Judicial Department and Personnel Department where necessary.

C. Issue and Dispatch:

The Diarist looks, after the issue and dispatch works. Regularity is maintained in all respect. if necessary letters are also communicated through e-mail. In some cases i. e. High Court Cases communications are sent by special messengers. The superintendent checks the dispatch and issue works regularly. The RTI communications are looked after by the SPIO of this Department and issues replies within the given time.

D. Audit Objection:

Audit matters, inspection reports of A.G. are checked at regular intervals and necessary steps are taken to drop the paras. The nodal officer of this Department attends audit objection meetings regularly and takes necessary steps to drop the long pending audit paras.

E. Review by Department Secretary:

Commissioner & Secretary of this Department reviews the official works periodically if necessary meeting and discussion are held to dispose departmental works.

Advisor's Comments:

Inventory Control with the help of ICT needed. NIC or SeMT of IT Department should be consulted for guidance and technical support.

Good Governance Practices: Reforms Measures in Public Health Engineering Department

A. Desk officer system:

Public Health Engineering Department was not among the seven departments identified to study the efficiency of the system. Also as per official records, no feedback was received by this department. However, the department is interested to introduce the system if recommended.

B. Streamlining the Workflow:

Marking of priority status has been followed in the Public Health Engineering Department for urgent matters. Now the priority marking for all files is introduced for streamlining of workflow marking A+, A, B, C, and D as recommended.

C. Rules and manuals of office of procedure:

Regarding publishing of most relevant portions of Manual & by AR & Training department offices procedure (Secretariat) 1981 in the form of Do's and Don'ts could not be traced out in this office.

D. Training:

Training of staffs on "Office procedure" etc. are conducted by "Administrative Staff College" and SAD Department from time to time and sufficient number of ministerial staff from Public Health Engineering Department have been trained for maintain efficiency level in carrying out officials works.

E. Employees motivation and proper work culture:

1. Redesigning of ACR from: As of now, the old system ACR of the officers and Staffs are recorded by the recording officer taking into account knowledge of rules, training undergone etc. However, department will follow redesigned the ACR Forms as recommended.
2. Performance based appraisal: Yet to be followed.

F. Organization chart and job charts:

The department has already has Organizational chart and job chart which is enclosed in Annexure - A. Also the work allotment chart (job chart) of PHE secretariat is enclosed in Annexure – B.

G. Selection & Promotion:

Selection and promotional are carried out in Public Health Engineering Department on the basis of year wise vacancy, following all Govt. rules with concurrence of personnel Department and WPT (BC) Department.

H. Work improvement:

The work environment has considerably improved in the Public Health Engineering Department after construction of the new Secretariat Building.

I. Effective Redress of public grievances and furnishing information to the visitor to the

Secretariat:

Public grievance cell was established in the office of Chief Engineer(PHE), Assam, Hengrabari, Guwahati-36 in July, 2006 and a nodal officer in the rank of Executive Engineer (PHE) was appointed and is presently functioning.

J. Single window facility for investors/ entrepreneurs:

The recommendation of the Higher-powered Committee is not probably applicable to this Department.

K. Rationalization of Government Department:

Records of outcome of, discussion on the recommendations on rationalization of departments is not available in this office.

L. Updating of Hand-book of General circular:

This department has taken initiative to compile all departmental circulars and will be communicated to AR and Training Department early.

M. Compilation of Annual Administration reports:

Annual Administrative Reports of Public Health Engineering Department for period 1st April to 31st March. The latest Administrative report for the year 2014-15 is under preparation.

N. Quick disposal of files and receipts:

This department is interest to introduce Desk Office System for Quick Disposal of files and receipts as recommended by Assam Administrative Reforms Commission for training, Workshops may kindly be organized.

O. Punctuality of attendance by the employees:

Attendance Register for maintaining punctuality of employees is being maintained and regularly checked by the supervising officer in PHE Department since its creation. Introduction of more leak-proof system as in corporate offices and big organization is suggested.

Advisor's Comments:

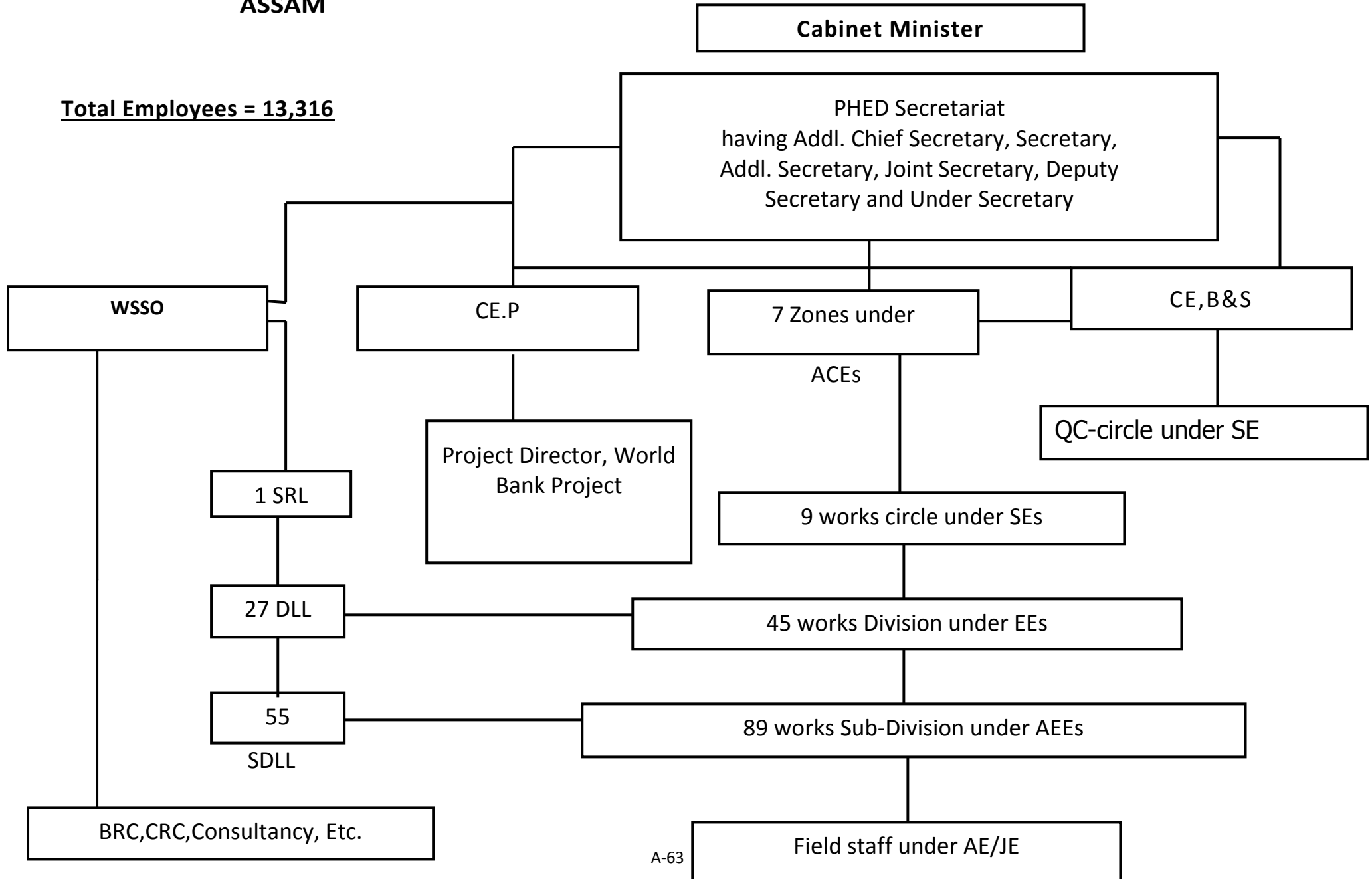
Being a department working for creation and sustenance of certain basic amenities of life, it is the prerogative of the officials and staff to fulfill the mandated task with utmost devotion and care. While following the set rules for administrative procedures, it is also equally important to make use of their skills and technology available to harness the resources with identification of the health hazards and solutions in the offing. Understood that excellent works in mapping of water quality control is in progress under WQMSP, a component of NRDWP introduced by Ministry of Drinking Water & Sanitation in the country.

There should be ICT oriented monitoring system to monitoring the functioning of different projects. So that prompt remedial measures could be taken to correct the fault.

**ORGANISATIONAL CHART OF PHED,
ASSAM**

*Good Governance Practices
Office of Advisor to the Government of Assam (Administrative Reforms)*

Total Employees = 13,316



**Good Governance Practices:
Administrative Reforms in Personnel (A) Department**

1. Secretariat Less Paper Office (SLPO) has been introduced and now matters of Leave, Retirement benefits etc. are disposed off quickly through this process.
2. Online submission of IPR & MPR of IAS & ACS Officers.
3. Online generation and submission of PAR's of IAS Officers.
4. Updation of Notifications pertaining to Transfer and Posting, Promotion, Leave, LTC, Medical Reimbursement, Joining time extension of IAS & ACS Officers through PMIS.

Advisor's Comments:

Highly commendable works and the practicing of SLPO if continuing unhindered is a self explanatory measure in taking forward the initiatives of good governance.

Good Governance Practices: Administrative Reforms in Pension & Public Grievances Department

Activities of Pension & Public Grievances Department in Details are detailed as below:

Pension & Public Grievances Department Administers and Monitors the Acts and Legislations Relating to pension, Provident Fund, Group Insurances Scheme, Commutation of Pension, Special Family Pension, for which purpose, exercises the Financial Powers as the Administrative Department and Acts as the Referral Department for interpretation of the Acts/rules namely :

1. The Assam Services (Pension) Rules 1969.
2. The Assam Services (Extraordinary) Pension Rules, 1963.
3. The Assam Services (Commutation of Pension) Rules, 1965.
4. The Assam Services (Compassionate fund) Rules, 1962.
5. General Provident Fund (Assam Services) Rules, 1937.
6. State Government Employees Group Insurance Scheme.
7. Special Family Pension Scheme.

Review/Amendment/Relaxation of the said rules are the Responsibility of the Department. The Department Receive and Monitors Applications from the members of the public as well as individual grievances and forwards the same to the concerned authorities for suitable redressal permissible under the Acts/Rules/Guidelines/instruction etc. of the Government. For prompt disposal of Public Grievances an initiative from A.R. & Training Department has been taken by the Govt. in the form of C.P.G.R.A.M.S. (Centralised Public Grievances Redressal and Monitoring System). P & PG Department has been proposed to be made Nodal Department for the above mentioned system. Registers of Public Grievances showing the status of the grievance petitions are maintained.

A. Norms for discharge of duties and functions:

All cases of Commutation of Pensions are processed in a chronological manner depending on the date of receipt of authority from the Office of the Accountant General and Director of Pension.

Individual cases of pension and other service matter referred in this Department for interpretation of rules, views and advice by the other Departments are disposed at the earliest. Individual Court cases/documents pertaining to pension matters of other Administrative Departments are forwarded promptly to the concerned authority for necessary follow up action.

The Department does not sanction pension of individual Government servants. It is the job of the concerned Administrative Department:

Rules are amended only on completion of the legal requirements and necessary advice from the concerned Departments as required under the Rules of Executive Business. **Rules, regulations instructions manuals records held by its employees for discharging its functions.**

1. The Assam Services (Pension) Rules 1969.
2. The Assam Services (Extraordinary) Pension Rules, 1963.
3. The Assam Services (Commutation of Pension) Rules, 1965.
4. The Assam Services (Compassionate fund) Rules, 1962.
5. General Provident Fund (Assam Services) Rules, 1937.
6. State Government Employees Group Insurance Scheme.
7. Special Family Pension to the Families of Govt. servants killed while on duty.

B. Achievements and Special Initiative of Pension & Public Grievances Department

1. The services of the regularised Muster Roll Workers have been made pensionable w.e.f. 20/5/2009 vide Government O.M No- PPG(P)88/2009/2 dated 20/5/2009 followed by O.M No. PPG(P)88/2009/44 dated 18/3/2010, No.PPG(P) 88/2009/58 dated 31/7/2010 and PPG(P) 88/2009/69 dated 4/10/2010.
2. Director of Pension, Assam has been declared as Pension Payment Authority for disbursement of pension etc. to the Provincialised PRI Employees.
3. The Assam Services (Pension) Rules, 1969 and Assam Services (GPF) Rules 1937 has been Amended after introduction of New Define Contributory Pension Scheme for all the employees joining State Government Services on or after 1/2/2005 in the line with the Government of India.
4. Government have allowed to open joint Bank Account operated by a pensioner with his/her spouse through public sector banks.
5. Various categories of 20(twenty) numbers of post have already been created for strengthening of the Directorate of Pension, Assam for prompt disposal of the pension cases of teaching and non-teaching staff of Provincilised Schools and Provincilised PRI employees under the Director of Pension, Assam and steps have already been taken to fill up the posts.
6. Government in the P & P.G. Department vide O.M.No.PPG (P)88/2010/96 dated 13/12/2011 have issued order to all concerned to issue Provisional Pension/Provisional Family Pension and DCRG to all retired employees as admissible for initial 1(one) year compulsorily before forwarding of pension papers to Accountant General (A&E), Assam/Director of Pension, Assam.
7. The rate of interest on GPF is enhanced from the existing 8% to 8.6% w.e.f. 01-12-2011 to 31-03-2012 and 8.8% for the financial year 2012-2013 and 8.7% for the financial year 2013-2014 in conformity with the rate fixed by the Govt. of India.
8. Government have allowed to open joint Bank Account operated by a pensioner with his/her spouse through public sector banks. Govt. has authorised 6 (six) Nos. of Nationalised Banks namely -(1) State Bank of India (2)UCO Bank (3) United Bank of India (4) Punjab National Bank (5) Central Bank of India and (6)Allahabad Bank in the Scheme for payment of pension of Assam Govt. Pensioners through Public Sector Banks. The P & PG Department vide Notification No. PPG (P) 202/2010/27 dated 22-04-2013 added another 3 (three) Nationalised Banks. The 3 (three) Banks are – (1) Union Bank of India, (2) Bank of Baroda and (3) Canara Bank. At present, a total of 9 (nine) Nos. of Nationalised Banks are authorised for payment of pension to the Govt. pensioners.
9. Govt. has decided to issue Identity Cards to all the retired State Govt. Employees vide Notification No. PPG(G) 11/2012/83 dated 26-06-2013.

10. The Government in the P & P.G. Department vide O.M. No. PPG(P) 7/2012/8 dated 21/06/2012 have issued order empowering Administrative Department/Heads of Department and Heads of Offices of District to issue Provisional Pension/Provisional Family Pension and DCRG to all retired Government employees of the State Government as admissible soon after their retirement till the final PPO is issued by the Accountant General (A&E), Assam and the Director of Pension, Assam under the provision of Rule 22(1) the Assam Services (Pension) Rules, 1969.
11. Pension Adalat was held in the year 2009 to settle long pending pension cases. Pension Adalat was held in Kamrup District in Aug/2013 where 423 long pending pension cases were settled out of 581 Nos. About 1326 Nos. of cases out of a total of 1509 Nos. of pension cases were settled through Pension Adalats in the Districts of Darrang, Udalguri, Jorhat, Golaghat. Though proposed, Pension Adalats could not be held in the Districts of Cachar, Hailakandi, Karimganj & Sonitpur due to shortage of staff in the Director of Pension's Office. However, the pending pension cases proposed for disposal in the Pension Adalats were settled in the Directorate of Pension's Office centrally after objections were met. These finalised cases were sent to the respective Deputy Commissioners for distribution amongst the pensioners concerned relating to their Districts. This Department has also decided to hold Pension Adalat in Lakhimpur, Dhubri and Nagaon during the current financial year to settle long pending pension cases and related grievances. A total of 395 pension cases out of a total of 743 cases relating to the Districts of Baksa, Bongaigaon, Chirang, Goalpara & Kokrajhar have been finalised and the finalised PPO's are under process for sending the same to the concerned Deputy Commissioner for distribution to the pensioner concerned. Altogether 2252 cases have taken up through the Adalat against which 1721 Nos. of proposal have been settled.
12. The P & PG Department has received many applications/grievances from pensioners relating to non-receipt of copies of finalised PPO's which may be mainly due to postal delays. In order to redress such regular genuine grievances of the pensioners, Govt. in the P & PG Department has decided to distribute finalised PPO's to the pensioners and treasury copies of the PPO's through the Deputy Commissioner of the districts. This step is expected to minimise the inconvenience & harassment of the pensioners to a large extent.

Advisor's Comments:

Measures adopted are good enough but automation of service is a must for seamless delivery of services as the subject dealt by the department is very sensitive and considered a priority service. NIC already have the requisite software and with necessary customization can be installed successfully. SeMT could also guide the department in the matter.

Arrangement need to be made so that large nos. of pensioners need not come to the Directorate for timely finalization of their pensions.

Good Governance Practices: Administration reforms in Legislative Department

The Legislative Department is primarily concerned with matters of Legislation. The Bills, Ordinance, Rules, Regulation, Notification proposed by various Departments are given technical shape by this Department. Statutory Rules, notifications, schemes, agreements, different kind of deeds & documents of the Government are scrutinized and vetted in this Department, Measure is also taken to modify and consolidate existing enactments and Legislation of a formal character.

- A. To achieve the goal and objective of the Legal Services Authorities Act, 1987, the Assam State Legal Services Authority under the Legislative Department, Government of Assam undertook various programmes like providing Legal aid to the targeted beneficiaries, holding LokAdalats, Permanent LokAdalats, Legal Awareness camps/meetings/seminars Micro legal Awareness programmes and programmes of various burning issues organized meeting on Mental Health Act, Seminar on Anti Ragging Laws, Domestic Violence Act, Child Labour Act and other beneficiaries Legislation etc. to make people aware of their rights and duties and also organized training of para legal volunteers in the state of Assam as a part of National Legal Services Authorities Schemes to have network of volunteers in the field of Legal Services.
- B. Assam State Legal Services Authority under the administrative Control of this Department is taking all efforts to create awareness on the new concept of Alternative Dispute Resolution ADR Mechanism i.e. mediation.

Moreover translation works of all Central Act from English to Assamese have been translated by Assam Official Language Commission under this Department and lots of Central Acts have been published in Assamese Language.

Legislative Department does not directly look into the public related works. Therefore, decentralization of works of Legislative Department will not serve any purpose.

- C. However, for the quick disposal of the works, this Department has allotted subjects among all the officers and employees and instructed the employees of this Department to submit weekly report of their day-to-day works.

Advisor's Comments:

Department should have ICT base system for quick movement of files. Creation of a Computerized database with proper categorization of the books/publications, reports of the department library should be top priority. The list of books available to be made online on department's website.

Good Governance Practices: Administrative Reforms in Information & Public Relations Department

Mandate of the Department:

Vision

Ensure smooth and uninterrupted flow of information on government policies, programmes and schemes to the citizens including media.

Mission:

To disseminate information about the policies, programs and achievements of government in various sectors through print, electronic, online media and by using the latest communication and information technology tools including social media; foster healthy media-government relationship and apprise the government of the public perception and opinion on its functioning.

Functions:

- a. The Department of Information & Public Relations is the overall administrative and controlling unit of the Directorate of Information & Public Relations (DIPR). The Department gives the administrative approval for all schemes under Plan and Non- Plan Head.
- b. To finalize and approve the priority schemes for the Department.
- c. All establishment matters including appointment, transfer, leave, efficiency bar crossing, departmental proceeding in respect of gazetted officers.
- d. Formulation of committees for formulation of policy/rules.
- e. Preparation of Annual Budget Plan.

Objective:

- a. Use information, Education, Communication, (IEC) technologies for dissemination of information about Plans, Policies, and various Welfare Schemes of the Government through all means of Media.
- b. Use electronic media for awareness generation and social media for promoting communication between the people and the government.
- c. Capacity building.
- d. Implementation of welfare schemes.
- e. Promotion of feedback to the government.

A. Desk officer:

1. A Deputy Secretary entrusted to function as Desk Officer
2. The Deputy Secretary will be the Nodal Officer for AARC.
3. The Desk Officer will be responsible for putting up all correspondences received from Gol& CM Secretariat and recommendations from AARC.

B. Marking & Grading of Letters:

1. Topmost Priority
2. Most Immediate
3. Immediate

4. Most Urgent
5. Urgent
6. The Under Secretary will ensure that all letters are processed & put up as recommended by AARC.

C. Maintenance of Weekly Arrear Statement:

1. Under Secretary will monitor and maintain the arrear weekly statement.
2. Under Secretary will scrutinize, compile and put up the statement of each assistant to the Desk Officer.
3. Reasons for any delay are to be indicated in the formats.
4. A diary of receipt & disposal of letters are to be maintained by each assistant

D. Performance Assessment:

1. Assessment of Staff will be made on the basis of punctuality, attendance and performance in the disposal of work entrusted, knowledge of Rules, Acts, Regulations, Circulars etc.
2. Attitude & conduct of Staff & Officers in prompt service delivery.
3. Officers and Staff will be assessed every quarter on their performance.

E. Endorsement of Files to Senior most Secretary of the Department:

1. All matters relating to formulation of policies of the Dept.
2. Matters relating to creation of posts.
3. All matters relating to appointments.
4. All matters relating to correspondence with Govt. of India.
5. All matters relating to seeking approval of Minister/Chief Minister
6. All matters relating to Finance.

F. Maintenance of Guard-file of Records/Guidelines & Recommendations of AARC:

1. Instruction/Recommendations to be circulated to all assistants.
2. All requisite Acts, Rules, Circulars, Office Memorandum guidelines should be available in the Department.
3. Attendance Register to be put each day latest by 10:30 am to the Commissioner & Secretary.
4. A proper clean & hygienic working environment is to be maintained and the Staff & Officers satisfactorily accommodated.

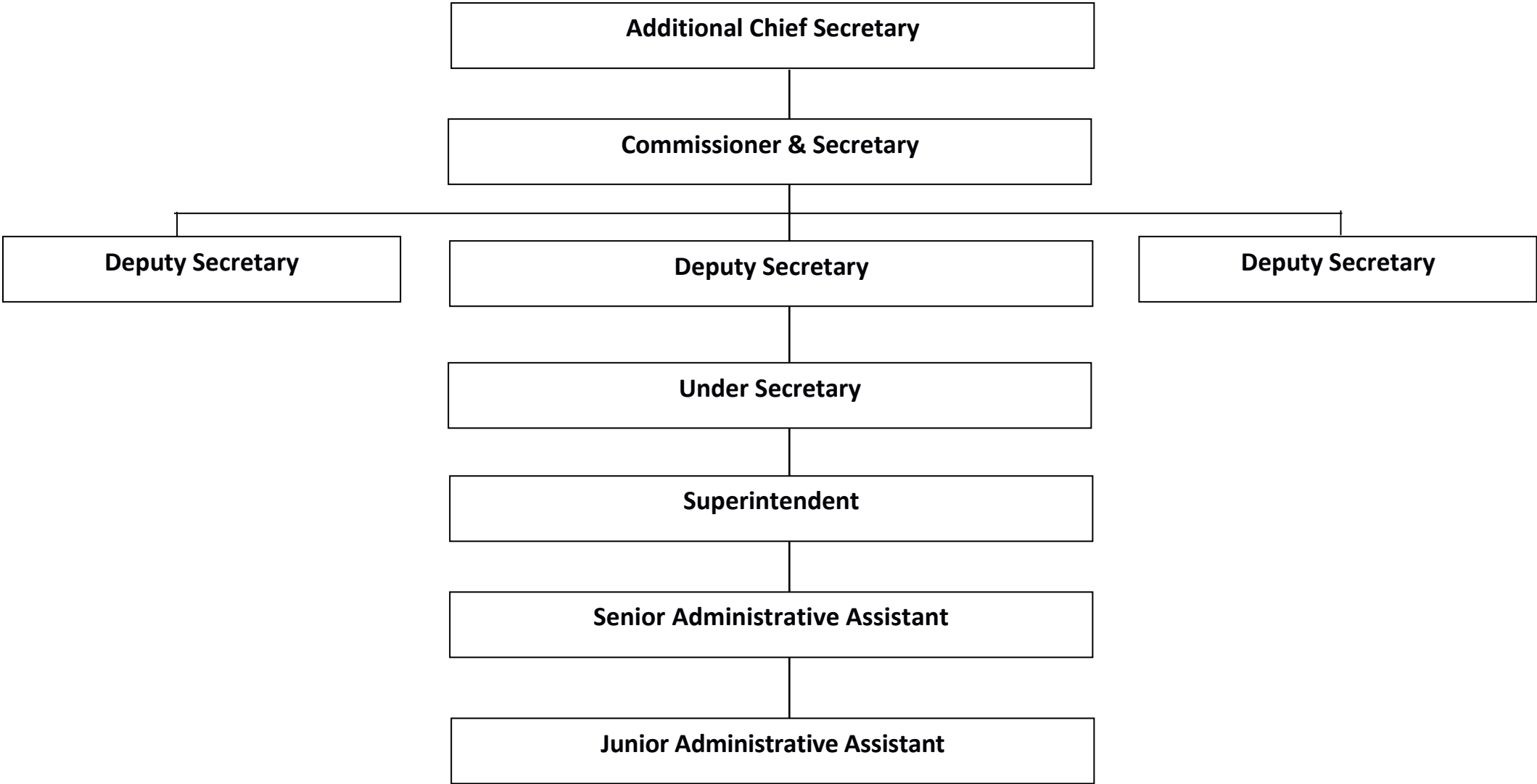
G. Job Chart:

1. Assistant will put up file to the Superintendent.
2. Superintendent will put to Under Secretary/Deputy Secretary/Joint Secretary as per work allotment.

Advisor's Comments:

Department's website should be more appealing and information and service oriented in view of the fact that it serves as an window of the government to the citizens. With the help of Web Development Cell under IT Department the issues could be resolved as the approach of the Cell is to make government web portals more citizen centric.

Present Organizational Chart of I & PR Department



Good Governance Practices: Reforms Measures in Hill Areas Department

A. Desk Officer System:

The Desk Officer system envisages responsibility of processing file, which will be vested to Under Secretary, Deputy Secretary and Joint Secretary. To make the system work effectively will require the ambience of working environment. The officers and staffs of the department may sit together closely like in corporate offices for convenience easy access and more result oriented work environment. However, the Hill Areas Department is not selected for Desk Officer System out of the seven departments.

B. Streamlining the work flow:

The procedures laid down in the Assam Service manual are followed.

C. Rules and Manual of Office Procedure: No comments.

D. Training: As and when deputed by AR & T Department.

E. Employees motivation and proper work culture:

1. Redesigning of ACR Forms: No comments.
2. Performance Based Appraisal: No comments.

F. Organizational Chart and Job Chart:

Organizational Chart and Job Chart of Hill Areas Department are annexed at **Ann- 'I' & 'II'**.

G. Selection and Promotion: Promotion effects as and when due.

H. Work Environment: Improved.

I. Effective redressal of Public Grievances and Furnishing Information to the Visitors to the Secretariat:

Public grievances are redressed as and when received with the enactment of RTI Act, 2005. SPIO has been notified and all applications for information's are being attended to promptly.

J. Single Window:

The Hill Areas Department has Single Window System.

K. Compilation of Annual Administrative Report:

Being compiled.

L. Quick disposal of files and receipts:

Files and receipts are disposed on priority basis.

M. Punctuality of attendance by the employees:

Attendance/ CL Register are maintained by the department.

Action taken report in connection with implementation for recommendation of AARC

1. For **quick disposal of Files and receipts Arrear List 'A' & 'B'** have already been implemented in the Department.
2. For **punctuality and attendance**, the attendance register is checked by Branch Officer/ Head of Department regularly.

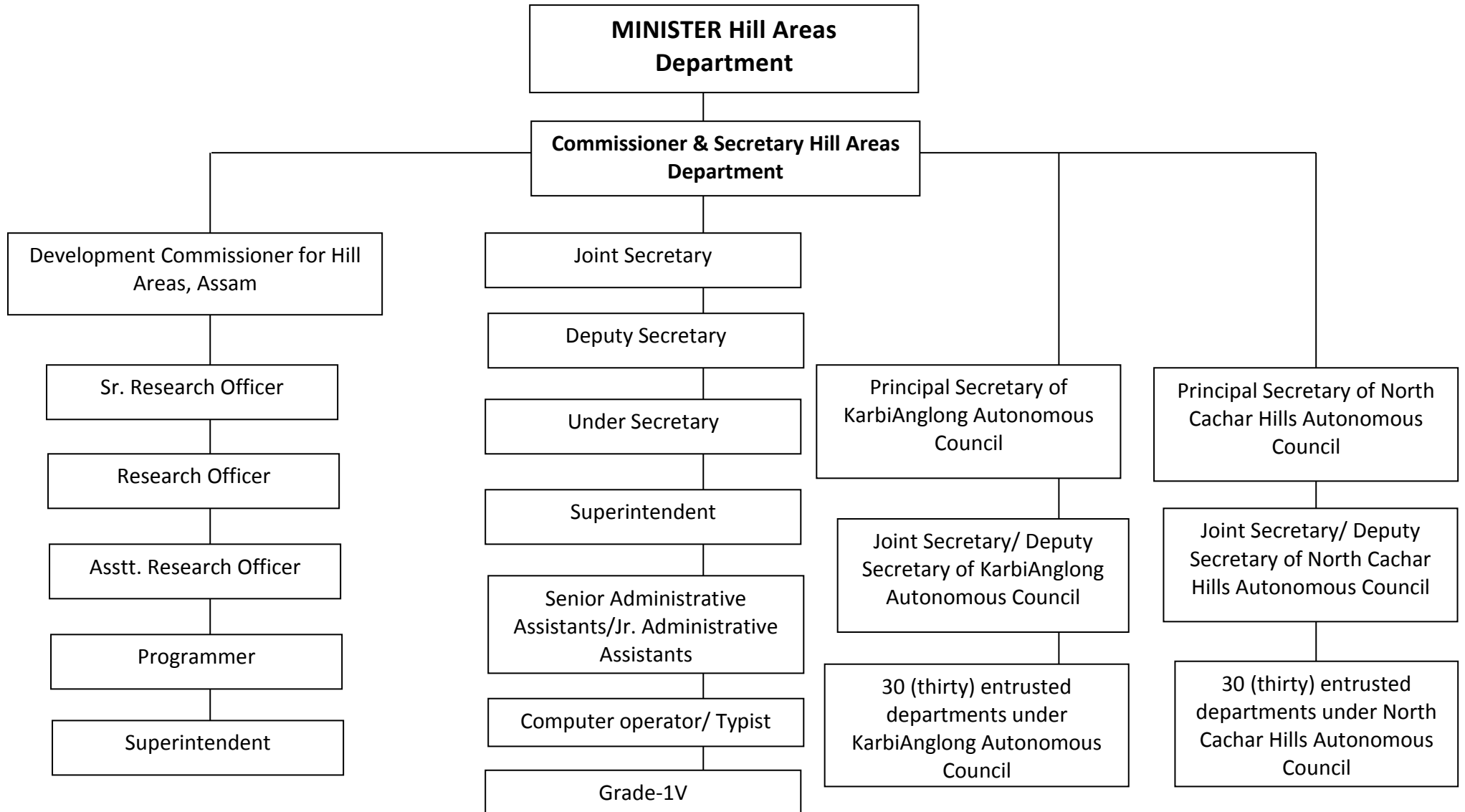
Advisor's Comments:

Service delivery system needs streamlining for prompt service delivery with accountability.

The website of the department need to be developed for dissemination of information to public.

Organizational Chart Hill Areas Department

ANNEXURE- 'I'



ANNEXURE- 'II'

**JOB CHART
Hill Areas Department**

Sl. No.	Name & Designation	Power and duties
1	Honorable Minister, Hill Areas Department.	Matter involving new policy or principles, legislative measures, Rule and regulations, proposal involving new items of expenditure, sanction of expenditure from the Contingency
2	Commissioner & Secretary, Hill Areas Department.	Overall in-charge of the Department
3	Joint Secretary, Hill Areas Department.	Supervising all the subject matters allotted to the Deputy Secretary/ Under Secretary etc.
4	Deputy Secretary, Hill Areas Department.	Look after the works related to N. C. Hills Autonomous Council, RTI
5	Under Secretary, Hill Areas Department.	Look after the works related to KarbiAnglong Autonomous Council
6	Superintendent, Hill Areas Department.	Supervising all the subject matters allotted to the Sr. Administrative Assistants and Jr. Administrative Assistants, maintenance of discipline and punctuality in attendance of the
7	Sr. Administrative Assistants and Jr. Administrative Assistants	To examine promptly all receipts made over to him or her and put up after examination to the Superintendent, to keep all Manual, Rules, Acts etc with which he or she is concerned.
8	Diarist	To enter all receipts in the Receipt Register and distribute the receipts among the Assistants, proper maintenance of Diary Register, movement of files, issue all postal and local
9	Typist	To type all matters marked to him or her and to do any other work as may be assigned to him or her by the Superintendent or higher officers
10	Grade--IV	To keep the department neat and clean, to assist in any office works as may be required from him or her etc.

Good Governance Practices: Reforms Measures in Environment & Forests Department

A. Desk Office System for Quick Movement of Files:

The works of Environment and Forest Department are disposed by maintaining minimum level of four to five levels-

1. Processing of the files are initiated by Superintendent through the Dealing Assistant to the Under Secretary /Deputy Secretary/Joint Secretary/ Secretary directly who are act as the Branch Officer.
2. The Under Secretary /Deputy Secretary/Joint Secretary takes initial decisions as per the existing rules/guidelines etc. and put up the matter with relevant Rules/Guidelines to the Secretary/Addl. Chief Secretary /Secretary for approval.

B. Streamlining of Workflow :-

1. While disposing Departmental matters, the procedure of making priority making is followed for disposal of various matters on priority basis.
2. The superintendent keeps special attention on the matter of putting up all the cases (which do not bear priority marking) to the Branch Officer by the Dealing Assistants within a period of seven days as per standing guidelines in Manual of Office procedure.
3. All the Assistants would be directed to follow the instruction of preparation of Arrear List w.e.f the 25th April, 2015 as per instruction of Administration Reforms and Training Department vide letter No.AR.41/2015/6 dated 10.04.2015.
4. Branch Office/Deputy Secretary has been directed to take necessary action for inspection of the Branch and submit report within two weeks and also initiate follow up action accordingly.

C. Rules and Manuals of Office Procedure:

A handbook of General circular would be prepared. At present a guard file is not maintained.

D. Training:

Training of Officer are conducted from time to time, specially for the newly recruited Assistant Conservator of Forests, Forest Ranger, Forester & Forest Guard through several institute like:-

1. Forest Training Institute, Sundarnagar, Himachal Pradesh. Central Academy for State Forest Service, Dehradun.
2. Forester-Assam Forest School, Jalukbari.
3. Forest Guard School, Makum.

E. Employees motivation and proper work culture:

ACRs of the Officer and staff are recorded regularly and performance of the officers and staff are reviewed accordingly.

F. Organizational Charts and Job Charts:

Organizational charts and work allotment order of officer and staff of the Department is prepared. All work is as per this work order.

G. Selection and Promotion:

1. Selection and promotion of forest officers are done by the Department as and when required.
2. The latest position of filling up of the existing vacancies of the Department by Direct Recruitment is under process.

H. Work Environment :-

1. Construction of new building. for O/o the PCCF is in progress at Panjabari.
2. The work Environment of this department is not very good due to shortage of manpower and lack of space for proper seating arrangement officers and staff.

I. Effective redressal of Public Grievances and furnishing information to the visitors to the Secretariat.

1. Public Grievances petitions are received by the Department and attended , follow-up action are taken accordingly, there is however no officer specifically allotted for public grievances matter.
2. In addition to the maintenance of registers as per the Manual of Office Procedure (Secretariat), the following Registers are maintained regularly for easy tracking movement of records /disposal positions of various grievances petitions etc. and for taking follow up action accordingly.
3. Registers of Court Matters.
4. File Index.
5. RTI Registers etc.
6. No register has been open earlier but we are preparing register complains/grievances received from Prime Minister Office etc

J. Single Window facility for investors/ Entrepreneurs: - No single window facilities are available in this department.

K. Compilation of Annual Administration Report: - Preparation of Annual Administrative Report for the year 2014-15 is under process and will be published shortly.

L. Quick Disposal of files and receipt :- Although the desk officer system is not introduced in the Department, however the works are disposed by maintaining minimum level of three to four levels:

1. The processing of the files are initiated by Superintendents through the Dealing Assistants to the Under Secretary or the Deputy Secretary/Joint Secretary directly who acts as the Branch Officer.
2. The Under Secretary/ Deputy Secretary /Joint Secretary takes initial decisions as per the existing rules/guidelines etc. and put up the matters with relevant Rules /Guidelines to the Secretary/Addl. Chief Secretary for approval.
3. After getting approval from the Secretary/ Addl. Chief Secretary, the decisions are implemented through the implementing officers.
4. Most of the matters are disposed through a three level processing system and in a few cases the matters are disposed through more than three level as and when required.

M. Checks on delays:

1. While disposing Department matters, the procedure of making priority marking is followed for disposal of various matters on priority basis..
2. The Superintendent pays special attention on the matter of putting up all the files/cases To the Branch Officer by the Dealing assistants within the required period as per standing guidelines in Manual of Office procedure.
3. All the Assistants will be directed to follow the instruction of preparation of Arrear list w.e.f the 25th April, 2015 as p.er instruction of Administrative Reforms and Training Department vide letter No. AR.41/2015/6 dtd. 10.04.2015.
4. Secretary/ Joint Secretary/Branch Officer/ Deputy Secretary are taking necessary action for periodic inspection of the Branch and initiate follow up action accordingly.

N. Issue and Dispatch:

Registers like file movement register of diarist, Superintendent, Assistants are maintained for receipt of official letters and for issue and for dispatch of darks, the following measures are taken:

1. Issue of letters and other documents are done through issue Branch of Assam Secretariat.
2. In case of making correspondences with remote areas sometimes correspondence are made with the help of APRO through W.T. Messages.
3. Moreover, all the officers of Addl. Directors Officers of the forest Department have their e-mail IDs, 'so in urgent cases correspondences are made with subordinate officers/Divisional through their Mail IDs.
4. Due to lack of Internet connectivity in the Department office work is at times hampered.

O. Punctuality of attendance by the employees:

Maintenance of punctuality of attendance is ensured by Branch Officer/ Secretary/Addl. Chief Secretary by maintaining attendance register and occasional physical verification.

P. Arrangement to monitor audit objection:

The PCCF, Assam follows up and monitors audit objection with Principal Accountant General.

Q. Annual Administrative Report:

The department is preparing Annual Administrative Report.

R. Citizens' Charter:

There is no Citizens' Charter in this department.

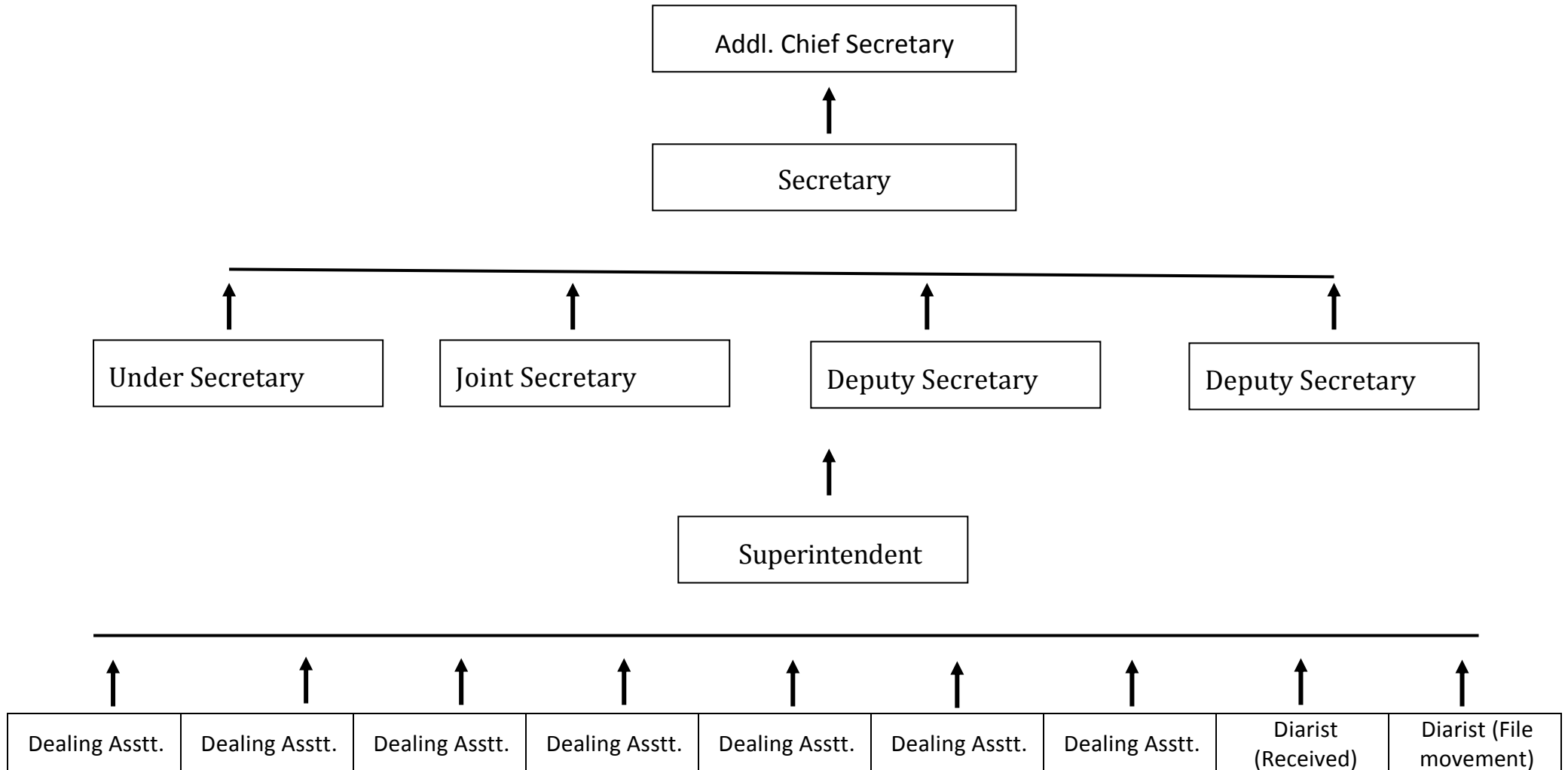
S. Use of Information Technology:

There is no facility for use of Information Technology like Internet etc. as the department has not been given internet connectivity by NIC or AMTRON.

T. Any other relevant matter:

Department is facing difficulties for disposal of Official works due to shortage of officers and staff and insufficient computers, printers, no fax machine, telephones, internet, intercom services.

ENVIRONMENT AND FOREST DEPARTMENT (SECRETARIAT) ORGANIZATION DEPARTMENT



Advisor's Comments:

Environment & Forests Department is a major department having large no. of employees and many sectors to cover. I feel that the department need to be reorganized with the help of ICT.

It is not known if any attempt is made seriously for mapping of available forests resources. A well structured mechanism to monitor centrally the activities of different wings of the departments need to be taken up urgently. Advised to consult with NIC or SeMT (IT Department).

**Good Governance Practices:
Reforms Measures in Assam Accord Department**

A. Significance of the activities and achievements of the Implementation of Assam Accord Department under clauses of Assam Accord

Sl. No.	Achievements
1.	Government has taken steps for including of names in the updated NRC and digitization of NRC 1951 and Electoral Rolls up-to 24 th March, 1971, for making them available to the citizens as per advice of Govt. of India. The Registrar General of Citizens Registration has issued notification on 6 th December, 2013 for the updation of NRC, 1951 In Assam. NRC updation process has begun with publication of legacy data and establishment of 2490 NRC SevaKendras. Statutory publication of Legacy Data in the NSKs commenced on 27 th March, 2015. As on 31 st March 2015 a total of 57, 275 persons visited NSKs, out of which 52,693 persons (92%) successfully received their Legacy Data code. Extensive Electronic and Print Media campaigns have been started across the state to generate awareness of the community. A total of 718 numbers of contractual HR has been engaged at different levels of project management viz 21 numbers of HR at State level, 138 at district level, 21 at Sub Division Level & 538 at Circle Level. One NSK has the database of the entire state for easy search of data from any part of the state. In NRC updation process a Toll-free NRC Helpline Number "15107" is set up for the public. The Call Centre is operational 24/7. A total of 33,807 numbers of the calls has been received till 31 st March 2015. An official website for NRC is developed, < www.nrcassam.nic.in > , website where the public can look up for all relevant information related to NRC updation process starting from the concept of NRC, relevant Acts & Laws, admissibility conditions to lists of admissible documents etc. Digitized Legacy Data Search Engine has also been made accessible in the website. The public can also visit the site for Online Submission of Application Forms in May 2015.
2.	A total of 36 Nos. of Foreigners Tribunals have been established in the state for detection and deportation of Foreigners. The Govt. of India has agreed to establish another 64 Nos. of Foreigners Tribunals increasing the number to 100 Foreigners Tribunal to ensure prompt disposal of cases. For appointment/selection of Hon'ble Members, arrangement of accommodation to newly created tribunal's bifurcation of area, jurisdiction of each tribunal and engagement of staff by direct recruitment and throughout sourcing area in progress.
3.	Indo- Bangladesh Border Roads/ Fencing /Flood lighting/Border Out Posts works are almost completed except only the fencing work for 3.5 Km in Karimganj Town Areas. The Land Acquisition process for Pending fencing work of 3.5-Km. in Karimganj District is being completed very soon and land to be handed over to the implementing agency i.e. NBCC Ltd. for completion of the fencing work.
4.	Construction of Rail-cum Road Bridge over river Brahmaputra near Bogibeel with link lines North & South Banks about 73 Km.(National project) including 5 Km. of Bridge for an estimated amount of Rs. 4996.19 Crore in the year of inclusion in

	the Budget 1997-98. Total expenditure up to March, 2014 Rs. 3092.17 Crore the Budget allotment for the year 2014-15 is Rs. 600.00 Crore. Overall financial progress is 66.11% and physical progress is 63.76% as per record received from Mr. S.N. Negi, Dy. CE/Con/G-I/MLG, N.F. Railway, Maligaon-11, and targeted date of completion in June, 2017.
5.	The Government of Assam along with the archeological survey of India has taken up the protection, preservation and development of Historical monuments and Sattras in Assam, 131 Sattras have been provided assistance of Rs. 8.00 crores so far for their protection, preservation and development 11 (eleven) historical monuments have been provided assistance of Rs. 7.00 crores so far for their protection, preservation and development archeological survey of India has taken up the protection, preservation and development of 5 monuments. These are (i) Singri Temple's ruins (ii) Urvarshi Archaeological Site (iii) Poa-Mocca, Hajo (iv) Kedar Temple, Hajo and (v) HayagrivaMadhava Temple, Hajo.

Sl. No.	Achievements						
6.	A project for up -gradation of the Guwahati Medical College & Hospital (GMCH) to the level of a Super-Specialty Hospital is under process at cost of Rs.119.95 Crores.						
7.	Setting up of alternative industry based on coconut and jute in Bongaigaon in place of the Ashok Paper Mill (APM) which according to technical experts, cannot be revived.						
8.	<p>For Modernization and up gradation of the JyotiChitraban Film Studio, Kahilipara, Assam, an amount of Rs. 10.00 crores has been sanctioned by the Govt. of India under Phase-III (Part-I) and accordingly the amount released/ expended as under which is executed by Cultural Affairs Department as far as JyotiChitraban (Film Studio) Society under Clause No. 6 of Assam Accord:-</p> <p>Expended amount as on 27-02-2015.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">(a) Purchase of Equipments:-</td> <td style="text-align: right;">Rs. 4,04,07,611.00</td> </tr> <tr> <td>(v) Infrastructure Development:- (including Film City construction)</td> <td style="text-align: right;"><u>Rs. 2,65,55,617.00</u></td> </tr> <tr> <td style="text-align: right;">Total release amount</td> <td style="text-align: right;">Rs. 6,69,63,228.00</td> </tr> </table> <p>Amount required to paid after <u>Receiving the bill/oh-going project</u> Rs. 94,71,406.00</p> <p style="text-align: right;">Sub- total Rs. 7,64,34,634.00</p> <p>Under taken project of Film-Archive, Development of film city area etc. (Amount required shortly by JyotiChitraban Film Studio Society) <u>Rs. 2,35,65,366.00</u></p> <p style="text-align: right;">Grand total Rs. 10,00,00,000.00 80% work has already been completed.</p>	(a) Purchase of Equipments:-	Rs. 4,04,07,611.00	(v) Infrastructure Development:- (including Film City construction)	<u>Rs. 2,65,55,617.00</u>	Total release amount	Rs. 6,69,63,228.00
(a) Purchase of Equipments:-	Rs. 4,04,07,611.00						
(v) Infrastructure Development:- (including Film City construction)	<u>Rs. 2,65,55,617.00</u>						
Total release amount	Rs. 6,69,63,228.00						

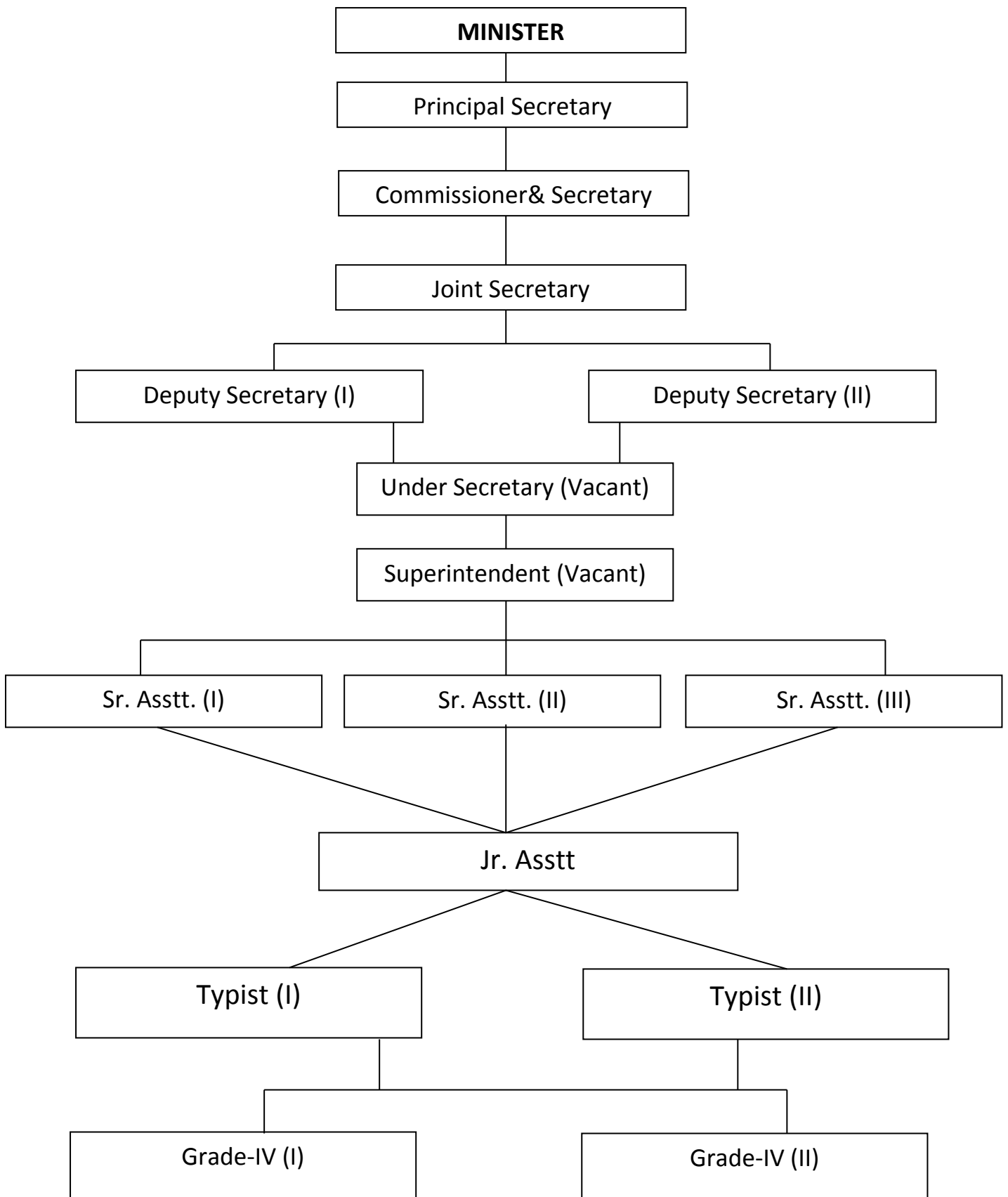
Job Chart :Assam Accord Department

The Implementation of the Assam Accord Department is a Nodal Department and monitors the Implementation works of various clauses of the Assam Accord executed by different Departments/Organizations as entrusted by the Govt. of India as well as the State Govt. It also liaises with All Assam Student Union and the different departments of the Government of India involved in the process of implementation of the Assam Accord.

The proper Job Chart of Implementation of Assam Accord Department as below:

Sl No.	Name & Designation	Power and Duties
1	Dr. A.K. Singh, IAS, Principal Secretary	Over all in charge of the Department.
2	Smti. L. SweetyChangsan, IAS Commissioner &Secretary	Look after all the works entrusted to the Department.
3	Shri T. Muktiar, ACS, Joint Secretary.	Matters pertaining to meetings of Tripartite meeting, Tripartite Sub- Committee Meeting, Bipartite meetings and Inter-Departmental Co-ordination meetings.
4	Smti. G. Phukan, ACS, Deputy Secretary.	Assembly matters. Deals with the matters of Assam Accord clauses, High Court Matters.
5	Sri T.C. Das, Deputy Secretary	Assembly matters. Purchase and sanction/ Establishment matters and Misc. matter/RTI etc.
6	Supdt. Vacant	----
7	Smti Ajanta Mahanta, Sr.A.A. (i/cSupdt.)	Assembly matters, A.P.A. (PA) Rules, Miscellaneous matter, Action taken Report of Administrative Reforms Commission, Assembly/Parliamentary/ RajyaSabha Question and Court case matter.
8	Shri I. Borah, Sr.A.A.	Tripartite meeting, Bipartite meeting Tripartite Sub-Committee meeting, Cabinet Sub-Committee meeting, Assembly matters, Inter-Departmental Coordination, Result Framework Document.
9	SmtiTriptiDutta, Sr.A.A.	Esstt. Matter of theDepartment include Driver, Matter relating to vehicles of Implementation of Assam Accord Department,Assembly matter, Assam Accord clause 1-15, Miscellaneous matter, R.T.I.
10	Smti S.P. Kakati, Jr.A.A.	Miscellaneous matter, Matter relating to the State Level Banker's committee Meeting. Diary of receipt & issue of letter & movement of file.
11	Smti D. Mahanta, S.G. Typist.	Work as Typist.
12	Sri BinodDeka, Typist	Work as Typist.
13	Sri G.C. Rabha, Peon	Peon

**ORGANISATION CHART
IMPLEMENTATION OF ASSAM ACCORD DEPARTMENT**



Advisor's Comments:

The infrastructure available in Ashok Paper Mills may perhaps be utilized to setup factories for manufacturing components needed by Indian Railways.

The Department web portal should be designed to display the achievements prominently.

**Good Governance Practices:
Reforms Measures in Power Department**

- A. **Desk office system:** Implementation is going on through ADB funded IT Enterprise Resource Planning (ERP) Project.
- B. **Streamlining the workflow:** Updating the Manual of Office Procedures in progress through ADB funded IT ERP Project.
- C. **Rules and Manuals of office procedure:** APGCL Engineer/HR Service rules and Accounting, Internal Audit, Budget & costing and Inventory Management Manual for APGCL, is in process. Updating of these taken up through IT ERP Project.
- D. **Training:**
Employees are being sent to different training programmes from time to time.
- E. **Employee, Motivation and Proper work culture:**
Redesigning of ACR will be done through IT ERP Project. Performance Appraisal is done on, yearly basis.
- F. **Organizational Charts and Job Charts:**
Organizational chart is already available in APGCL modification/ updating will be done through ERP implementation.
- G. **Selection and Promotion:**
As per service rules. Updating will be done through ERP implementation.
- H. **Work Environment:**
Proper and conducive, Further improvement will be done through ERP system.
- I. **Effective Redressal of Public Grievances & Furnishing Information to the visitors to the Secretariat:**
Replies are furnished time to time.
- J. **Updating of Hand Book of General Circulars:**
Updating will be done through ERP system.
- K. **Compilation of Annual Administrative report:**
Done yearly.
- L. **Quick disposal of files and receipt:**
In order.
- M. **Punctuality of attendance by the employees:**
Bio metric attendance system is already in place.

Administrative Reforms measures initiated by APGCL undertaken for quick disposal of administrative matters during the period 2005 to 2015 as below:

1. APGCL has made service rules and regulations for:
 - a. APGCL Jr. Manager's Service Rules.
 - b. APGCL HR Service Rules.
 - c. APGCL Engineering Service Rules.
 - d. Retired employees receive GPF Cheque on the very date of Retirement.

2. Ongoing Consultancy service of APGCL under ADB assistance:-
 - a. Consultancy service for Accounting, Internal Audit, Budget & costing and Inventory Management Manual for APGCL,
 - b. Consultancy service for IT and ERP package for APGCL.
 - c. Consultancy service for Project management and Construction Management for Lakwa Replacement Gas Engine based Power Plant,

The investment Program will also finance a number of "softer" activities, including improvements of power utility companies in operational and financial capacity, and training.

The objective of the investment will be to achieve increased adequacy and efficiency of power system, including renewable energy in Assam.

Advisor's Comments:

Database of resources/assets and employees under the three companies need to be created with access to the department centrally at the secretariat. Compendium of rules/regulations framed to be compiled and published online.

Good Governance Practices: Administrative Reforms measures in the Panchayat & RD Department

A. File Processing:

The processing of files are initiated by the dealing assistants to the Superintendent with all required documents who in turn puts up to the Branch Officer who prepares a comprehensive note on the matter and sends it for approval to the Secretary and the Additional Chief Secretary who finally approves it. However, for matters needing attention and approval of the Hon'ble Minister, Panchayat & Rural Department it is referred to him by the Additional Chief Secretary.

The Superintendents oversees and supervises the works of ,the respective branches as per procedures in SM and ensures that there are no unnecessary delays in the movement of files. The following measures have also been initiated for timely and quick disposal of works.

B. Nodal Officer:

Nodal Officers have been appointed to co-ordinate and oversee the quick disposal of following pending works.

1. Disaster Management.
2. Court Cases.
3. IT Matters.
4. Assembly Matters.
5. Ganasabha Kendra Grievance Cell.
6. Merger of DRDA employees with Government.
7. Project Steering Committee for web site standardization.
8. SPIO for RTI matters.

C. Programme Monitoring:

For proper **monitoring of programs** and schemes the following initiative has also been taken.

1. A task force is constituted for dealing with NITI AYOOG.
2. A Departmental Standing Committee headed by HMPRD is in place.
3. State Level Vigilance Monitoring Committee (SLVMC).
4. State Level Empowered Committee on MNREGA.
5. Introduction of PFMS in MNREGA, IAY, NSAP programs.
6. Ombudsman at District Level is appointed for transparency in implementation of programs at the District Level.
7. The utilization of SECC data in DRDA programs has been introduced recently.
8. As a pilot project GPs based monitoring of schemes in Morigaon District has been started.

D. Issue & Dispatch

To ensure that daks received in the department are systematically and quickly disposed of without huge back log. The use of Arrear list I & II are introduced as per the Secretariat Manual and the respective Branch Officers will review the pending dak matters in the last working day of every week and the last working day of every month.

E. Audit Objections

A Cell has been constituted in the Department for follow up of Audit Objections with all the

Superintendents as members and FA (Financial Adviser) as i/c of the cell to be over — all monitored and supervised by the designated Nodal Officer to ensure that all objection are met on time and case are disposed off within the time frame given.

F. Reviews

A review meeting with the Secretary and Additional Chief secretary of the Department is periodically taken to ensure that the official matter/grievance are quickly disposed of

G. Minutes of the Review meeting held on 04.07.2015 for Disposal of office works in the Secretariat:

In the meeting the D.O. letter received from Advisor to Govt. of Assam, Administrative Reforms Shri J. Hazarika, IAS (Retd.) discussed thoroughly.

Decisions taken in the meeting:

1. It is resolved to strictly follow the works procedure as per Secretariat Manual under the supervision of Superintendents. At present 2 copies of Sectt. Manual are available in the Department. Smti D. Jeme, ACS, Deputy Secretary will issue a requisition to AR & T Deptt for supply at least 10 copies Sectt. Manual for P&RD Department urgently.
2. All the branch Officers shall follow the Principles regarding decision making process.
3. All the Dealing Asstts. shall submit the arrear list weekly to the Supdt. of the Branches.
4. Supdts. of all branches will check the pending issues & receipts of their respective branch and their dispatch on the last working day of every week.
5. A cell will be constituted for follow up the Audit objection with F.A as the Cell i/c.
6. The Secretary will review the above points once in a month.
7. In the discussion, it is revealed that the Computer are available as shown below as per each Branches :
 - P&RD (A) Deptt. = 2 Nos with one net facility.
 - P&RD (B) Deptt. = 2 Nos with one net facility.
 - P&RD (C) Deptt. = 4 Nos with one net facility.
8. Smti D. Jeme, ACS, Deputy Secretary, P&RD Deptt. will write to IT Deptt. & Director, NIC for Internet connection, where it is not available. Moreover she will move IT Deptt. to provide Internet Connectivity to the table of Dealing Asstt. who have basic knowledge of Computer.

Advisor's Comments:

Being the nodal department for rural development in the state, it is desiorable to create a central repository of records/reports in respect of all development activities resulting in creation of assets in different segments of development.

Department may consider conversion of GPs into CSCs to facilitate prompt online delivery of services to the common people. The team of CSC-SPV has been advised to extend their support and expertise in this regard.

With the help of Web Development Cell of IT department, Department portal should be made a source of citizen centric services with all relevant information.

Good Governance Practices: Administrative Reforms Measures in Agriculture Department

Important points discussed and minuted in the meeting held on 21st May, 2015 in the office chamber of Secretary, Agriculture on implementation of Assam Administrative Reforms Commission. (AARC) Recommendations:

1. To decrease the levels for file processing in order to facilitate quick movement and quick disposal of the files. For eg. Deputy Secretary may directly send the concerned file to Secretary if the matter is of routine nature.
2. The need for creating an organised and planned Job Chart for all the staff at an early date was necessary and Smti. Rita Das, ACS, Joint Secretary was requested to take immediate action.
3. Effort should be taken in managing the work environment in the Department. The Superintendent's are requested to take action for maintaining proper office discipline and decorum. They are also requested to maintain proper attendance of the staff, and Shri Kulendra Talukdar, Joint Secretary, Agriculture was requested to supervise over the staff attendance. Action should be taken against erring staff/officials and there should be zero tolerance for violation of office discipline and decorum. They were also asked for proper cleanliness of the Department and to keep the office environment suitable for work.
4. The Superintendent was requested to keep regular tab on processing of all inward Daks in all tables and also movement of files so that there is no Daks left unattended at assistant's desk for more than 6 days. The Superintendents should keep track of urgent and priority files and follows their movement till the matter at hand is disposed off. For this purpose they may bring to the notice of branch officers so that branch officers may also track movement of files at higher levels and/or send to other Departments for views or vetting.
5. Secretary has proposed that there should a desk clearing day and has fixed Friday for the said purpose for clearing the pending files and PUC's (if any) on that particular day for everyone.
6. Smti Rita Das, ACS, Joint Secretary was appointed as Public Grievance Officer for the Department.
7. Also there was a suggestion for creation of the Department's Annual Administrative Report. A committee was formed with Smti Rita Das, ACS, Joint Secretary, Shri K. Talukdar, ACS, Joint Secretary and Shri L. N. Mahanta, ACS, Deputy Secretary to prepare the draft Annual Report. The draft should be ready by 15th Sept, 2015.
8. Suggestion was taken up for up-gradation of the Department work by proper installation of Computers in the table of everyone and connection of every computer by LAN connection for efficient and effective functioning.

Advisor's Comments:

It is understood that agriculture department does not possess a database in proper platform to enable easy access to its resources centrally. The NeGP- A is also not shaping up well although it is already five years since its inception in the state. This requires initiatives on a war footing to make up for the deficiencies by resorting to latest technology available.

As Agriculture is the mainstay of our economy it will be most pertinent to make use of GIS and RS mapping of resources with flood zoning of the agriculture land. All required support and guidance can be had from North East Space Application Centre (NESAC), Borapani Meghalaya. NESAC has already mapped Meghalaya benefiting the farmers and all stakeholders in the state.

**Good Governance Practices:
Reforms Measures in the Animal Husbandry & Veterinary Department**

- A. In pursuance of Assam Administrative Reforms Commission Govt. of Assam letter No. AR(ADV/01/21015/5 dtd. 17/3/2015 received from the Advisor to the Govt. of Assam, Administrative Reforms regarding prompt disposal of office works in the Secretariat, wherein the Administrative Reforms has recommended a number of measures for promotion of good governance in the State, which is self explanatory is circulated herewith.

- B. In view of the above, the extracts of the Secretariat Manual, 1981 for the recommendation of AARC, 2005 regarding a number of measures for improving the entire process of decision making as well as, quick disposal of office works in the Deptt. are circulated herewith to follow the provisions of Secretariat Manual for carrying out the Recommendations as suggested, for ends of good governance.