

Administrative Reforms Commission's 12th Report titled "Citizen Centric Administration – The Heart Of Governance"

Details of the Government's decisions on the recommendations of the Administrative Reforms Commission

Sl. No.	Recommendations made by Administrative Reforms Commission	Government's Decision
1.	<p>1. Functions of Government (Para 3.3.4)</p> <p>(a). Government organisations should adhere to the principles highlighted in paragraph 3.2.4 while performing regulatory functions.(1)</p> <p>(i) Regulation only when necessary (ii) Regulation to be effective (iii) Self regulation is the best form of the regulation (iv) Regulatory procedures to be simple, transparent and citizen friendly (v) involving citizens' groups, professional organizations in the regulation activities</p>	(a) Recommendation has been accepted.
2.	<p>(b). Government agencies, whether regulatory or developmental, should introduce the Single Window Agency concept within their organisations to minimize delays and maximize convenience to citizens. Government as a whole should draw a roadmap with timelines for expeditious creation of a single window at the local level for provision of all developmental and regulatory services to citizens.(2)</p>	(b) Recommendation has been accepted.

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3.	<p>(Para 3.4.2) (a). The principle of subsidiarity should be followed while deciding on the implementation machinery for any programme.(3)</p> <p>4. (b). Citizens should be actively involved in all stages of these programmes i.e. planning, implementation and monitoring.(4)</p> <p>5. (c). Mandatory social audit should be carried out for all programmes.(5)</p> <p>6. (d). Impact assessment should be carried out for all programmes at periodic intervals.(6)</p>	(a) to (d) Recommendations have been accepted.
7.	<p>2. (Para 4.6.2) Making Citizens' Charters Effective – An Agenda for Reform Citizens' Charters should be made effective by adopting the following principles:</p> <p>i. One size does not fit all. ii. Citizens' Charter should be prepared for each independent unit under the overall umbrella of the organisations' charter. iii. Wide consultation which include Civil Society in the process. iv. Firm commitments to be made. v. Internal processes and structure should be reformed to meet the commitments given in the Charter. vi. Redressal mechanism in case of default. vii. Periodic evaluation of Citizens' Charters. viii. Benchmark using end-user feedback. ix. Hold officers accountable for results.(7)</p>	Recommendation has been accepted.
8.	<p>3. (Para 4.9.9) The ARC Seven-Step Model for Citizen Centricity</p> <p>(a). The Union and State Governments should make the seven-step model outlined in paragraph 4.9, mandatory for all organizations having public interface.(8)</p>	(a) Recommendation has been accepted.
	<p>4. (Para 5.7.4) Citizen's Participation in Administration</p>	

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9.	<p>(a). It should be mandatory for all government organizations to develop a suitable mechanism for receipt of suggestions from citizens, which could range from the simple 'Suggestion Box' to periodic consultations with citizens' groups. Heads of the concerned organizations should ensure rigorous follow up action on the suggestions received so that these become a meaningful exercise. A system of incentives and rewards should be introduced so that suggestions that lead to significant improvement or savings can be acknowledged. (9)</p>	(a) Recommendation has been accepted.
10.	<p>(b). Every government organization must ensure the following: (i) fool-proof system for registration of all complaints, (ii) a prescribed time schedule for response and resolution, and (iii) a monitoring and evaluation mechanism to ensure that the norms, prescribed are complied with. Use of tools of information technology can help to make such a system more accessible for citizens. Heads of all government organizations should be made responsible for ensuring the development of such a system for responding to a time-bound resolution of the complaints of citizens. (10)</p>	(b) Recommendation has been accepted.
11.	<p>(c). Regular citizens' feedback and survey and citizens' report cards should be evolved by all government organisations for gauging citizens' responses to their services. These should be used as inputs for improving organizational efficiency. (11)</p>	(c) to (e) Recommendations have been accepted.
12.	<p>(d). While no single modality or mechanism can be prescribed for encouraging citizens' participation in governance; in general, there is need to create institutionalized mechanisms for encouraging their participation in governance across public agencies at all levels and, for this to happen, the following steps are necessary:</p> <ul style="list-style-type: none"> i. A comprehensive review of policy and practice in each department/ public agency. ii. Modifying administrative procedures where 	

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13.	<p>necessary.</p> <p>iii. Entrustment of the function of institutionalizing citizens' participation in governance to a senior level officer.</p> <p>iv. Performance management reviews to incorporate effectiveness in ensuring citizens' participation in governance.(12)</p> <p>(e). The objective could also be served by active and cooperative participation by government agencies in civil society initiatives in the area of citizens' participation in grievance redressal.(13)</p>	
14. 15. 16. 17.	<p>5. (Para 5.10) Participation of Women and the Physically Challenged</p> <p>(a). Ensuring the full participation of women should be a specific aim of citizen centric administration and this should be reflected in various policies and programmes, including citizens' charters and grievances redressal mechanisms.(14)</p> <p>(b). Government may constitute an expert committee to identify the areas where special provisions for the physically challenged should be made mandatory. These areas could be reviewed and expanded every five years.(15)</p> <p>(c). Government should adopt a more proactive approach for detection and registration of the physically challenged persons. (16)</p> <p>(d). To achieve this, responsibility should be cast on the Primary Health Centres (PHCs) to identify all such cases in their jurisdiction and to get the evaluation of the disabilities done. To enable the PHCs to discharge these responsibilities, adequate resources should be placed at the disposal of the Medical Officer, PHC along with delegation of commensurate authority and changes in the relevant rules. (17)</p> <p>(e). Organization of camps at PHC level,</p>	(a) to (f) Recommendations have been accepted.

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18.	attended by the concerned medical personnel, would greatly help in issuing certificates of disability on the spot.(18)	
19.	(f). Further, steps should be taken to create a database for all the Disabilities Certificate holders with integration at District, State and National levels.(19)	
20.	<p>6. (Para 6.11) Delegation</p> <p>(a). Based on the principle of subsidiarity, each government organization should carry out an exercise to assess whether adequate delegation of authority has been done. In doing so, it should be clearly enunciated that the top levels of the organization should essentially focus on policy making functions and the field level functionaries should focus on operational aspects. (20)</p>	(a) & (b) Recommendations have been accepted.
21.	(b). The extent to which delegated powers is used or is allowed to be used, should be two of the elements while appraising an officer's overall performance.(21)	
22.	<p>7. (Para 7.9.3.3) Evolving an Effective Public Grievances Redressal System</p> <p>(a). There is need for a strong and effective internal grievance redressal mechanism in each organization. (22)</p>	(a) Recommendation has been accepted. (b) Recommendation was not accepted. (c)&(d) Recommendations were not accepted.
23.	(b). The Union and State Governments should issue directions asking all public authorities to designate public grievance officers on the lines of the Public Information Officers under the RTI Act. These officers should be of adequate seniority and should be delegated commensurate authority(23)	
24.	(c). All grievance petitions received should be satisfactorily disposed of by these officers within thirty days. Non-adherence to the time limit should invite financial penalties.(24)	

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25.	(d). Each organization should designate an appellate authority and devolve adequate powers upon them including the power to impose fines on the defaulting officers. (25)	
26.	<p>8. (Para 7.10.3) Analysis and Identification of Grievance Prone Areas</p> <p>(a). Government organizations should analyse the complaints received and identify the areas wherein interventions would be required so as to eliminate the underlying causes that lead to public grievances. This exercise should be carried out at regular intervals.(26)</p>	(a) Recommendation has been accepted.
27.	<p>9. (Para 8.3.3) Consumer Protection</p> <p>(a). Lok Adalats would be effective in settling many consumer disputes. It should be stipulated by law that cases up to a particular value, say Rupees two lakhs, should first be referred to Lok Adalats. (27)</p>	(a) Recommendation was not accepted. However, the District Consumer Courts need to be empowered to handle these cases.
28.	<p>(b). All Ministries/Departments need to examine the procedures regulating grant of licenses, permissions or registration including the underlying Acts, Rules, Notifications, etc. These should be recast with the following underlying principles:</p> <p>i. There should be an upper time limit for grant of any license/ permission/registration. The law should provide for penalties if an application is not disposed of within the stipulated period.</p> <p>ii. Applications should be processed only on a 'First in First out Basis'. All applications received and pending should be put on the licensing authority's website.</p> <p>iii. Selecting units for surprise inspection should not be left to the discretion of the inspecting officers. Each office should devise an objective procedure to randomly select</p>	(b) Recommendation has been accepted.

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	<p>units for inspection. Exceptions can be made in case of receipt of genuine complaints against any unit.</p> <p>iv. The outcome of all inspections must be immediately put in the public domain.</p> <p>v. There should be an annual audit of the licensing and inspection system each year by an independent agency.</p> <p>vi. All licensing authorities should evolve an accessible system for receipt of citizens' complaints.(28)</p>	
<p>29.</p> <p>30.</p> <p>31.</p>	<p>10. (Para 9.10.4) Special Institution Mechanisms</p> <p>(a). A common format for making complaints before various statutory Commissions should be devised in consultation with each other. This format should capture the details of the victims and complainants in such a way that it facilitates matching of data across different Commissions. In case of complaints filed without the use of the common format, the necessary fields may be filled up at the time of registration of cases itself by the Commission receiving the complaint. (29)</p> <p>(b). As recommended in paragraph 6.3.9 of the Commission's Eleventh Report entitled 'Promoting e-Governance: the SMART Way Forward', each statutory Commission should create an electronic database prospectively and each database should be networked with each other to facilitate comparison of data.(30)</p> <p>(c). The Human Rights Commission {as defined in Section 3(3), PHRA} should lay down norms to deal with complaints by the most appropriate Commission. The basic principle could be that the dominant grievance in a complaint should lead to its handling by the appropriate Commission. Nodal officers may be appointed in each Commission to identify and coordinate action over such cases. Internal mechanisms should be evolved within each statutory Commission to facilitate the handling of such cases in a</p>	<p>(a) to (d) Recommendations were not accepted as flexibility should be available for such statutory Commissions</p>

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32.	<p>coordinated manner. (31)</p> <p>(d). The Union and State Governments should take proactive steps in dealing with serious offences like custodial deaths/rapes etc on priority so that their occurrence diminishes over the years. Help of NHRC may be taken to prepare an action plan for this purpose. (32)</p>	
33.	<p>(e). In the smaller States, a single 'multi-role' Commission may be constituted which would carry out the specific functions of all the constitutional and statutory Commissions at the State level. (33)</p>	(e) Recommendation has been accepted.
34.	<p>(f). A separate Standing Committee of Parliament may be constituted to look into Annual Reports submitted by these statutory Commissions.(34)</p>	(f) Recommendation was not accepted
35.	<p>11. (Para 10.1.9) Simplifying Internal Procedures</p> <p>(a). All Ministries/Departments should prepare a roadmap for carrying out a process simplification exercise. This should involve changes in Rules, Regulations and Laws wherever necessary. The entire exercise should be completed within two years. Similarly, the Ministries/Departments should instruct all organizations under their supervision to carry out this task. State Governments should also be advised accordingly. This elaborate exercise would involve the following steps for any organizations:</p> <ol style="list-style-type: none"> i. Constitution of an in-house core team of persons well versed with internal procedures. ii. Engaging external experts - if necessary. iii. Getting feedback from citizens. iv. Analyzing all processes from the point of necessity, simplicity, rationality and citizen centricity. v. Redesigning processes and forms. vi. Doing a pilot study and getting it evaluated. 	(a) & (b) Recommendations have been accepted.

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36.	<p>vii. Once the pilot stabilizes, analyzing the changes required in the rules/statutes.</p> <p>viii. Implementing the change.</p> <p>ix. Creating an incentive mechanism for sustaining the change.(35)</p> <p>(b). Structural change should be an integral part of any process simplification exercise.(36)</p>	
37.	<p>12. (Para 10.4.4) Monitoring and Evaluation</p> <p>(a). The feedback from citizens should be used to monitor the performance of government offices. (37)</p>	(a) & (b) Recommendations have been accepted
38.	<p>(b). Each government office which has public interface should have an external evaluation conducted annually in addition to those conducted by the organization itself.(38)</p>	
39.	<p>13. (Para 10.5.1.11) Rationalising Procedures – Issue of Driving Licenses</p> <p>(a). Ministry of Road Transport and Highways should constitute an expert group to devise practical and objective tests of competence for issue of driving licenses.(39)</p>	(a) & (b) Recommendations have been accepted.
40.	<p>(b). The conduct of these practical tests as well as the one prescribed for learner's license could be outsourced. Close monitoring over their processes, would however be required.(40)</p>	
41.	<p>14. (Para 10.5.2.9) Registration of Births and Deaths</p> <p>(a). The emphasis under the Registration of Births and Deaths Act should shift from compliance to prescribed procedures to achieving 100% registration. (41)</p>	(a) to (f) Recommendations have been accepted.

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42.	(b). Registrars would need to adopt a more proactive approach, and it would be necessary to cast a duty upon them to register each case of birth and death within their jurisdiction irrespective of the fact whether a formal application has been received by them. The Registration could be done based on information from any source or even suo-motu by the Registrar. (42)	
43.	(c). Sufficient number of public functionaries should be designated as Registrars so that each one is assigned a manageable jurisdiction. (43)	
44.	(d). Each Registrar would need to be empowered under the law to seek and obtain information from any person. For this purpose, the law should provide that the Registrar shall have the power to issue notice seeking information from any person, regarding births and deaths and that person shall be bound to provide such information. (44)	
45.	(e). In order to make the process of imposition of fines quick and deterrent, the powers to levy fines should be given to the District Registrar. (45)	
46.	(f). There should be no fees for delayed registration. It should be provided that in case of delayed registration, a more elaborate enquiry would be required. The onus for conducting the enquiry should be on the Competent Authority. (46)	
47.	<p>15. (Para 10.5.3.7) Building Licenses and Completion Certificates</p> <p>(a). Simplified procedures for grant of building permits on the basis of self-certification by owners / registered architects should be adopted by all State Governments and local bodies. (47)</p>	(a) to (d) Recommendations have been accepted.

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48.	(b). The JNNURM guidelines should be amended to make adoption of such procedures as a part of the mandatory reforms. (48)	
49.	(c). Similar simplification of procedures should be done in the issuance of completion certificates by local bodies. In case of completed buildings, a hundred per cent verification after the issue of completion certificates on the basis of self-certification would be necessary within a specified period of 90 days. The Rules should provide heavy penalties, including demolition, for violation of conditions as well as for negligence or collusion, if any, on the part of the prescribed verifying authority. (49)	
50.	(d). The capacity building of the enforcement wings of the local bodies should also be done alongside these initiatives to ensure compliance with local bye-laws. The help of local residents' associations may be enlisted for this purpose. (50)	