

UNITED NATIONS DEVELOPMENT PROGRAMME

INDIA

IND/95/008/A/01/99 - PUBLIC SECTOR REFORMS (3) : CAPACITY
BUILDING FOR **CIVIL** SERVICE, ADMINISTRATIVE REFORMS
&
TRAINING IN THE CENTRE AND THE STATES

REPORT OF THE GOI/UNDP/DOPT JOINT IN-DEPTH EVALUATIO
N
MISSION

Mission Members
Mr. B.S. Baswan
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2001

April

Report of the Evaluation Mission

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BS Baswan and Kuldeep Mathur

1ND/951008

Capacity building for Civil Service, Administrative Reforms and Training in the Center
and the States

Objectives of the Project

The objective of the project is capacity building in the civil service, training systems and administrative reforms for efficiency, effectiveness and productivity on a government wide basis in the Centre and the three selected states to attract investment (domestic and foreign), enhance performance standards in delivery of public services, providing equitable representation for women in higher public service with appropriate backward linkages through career development, training and placement. The immediate objectives of the project are: a. To build capacity for administrative reform in the Centre and the three selected states by (i) simplifying systems and procedures, in three designated areas in each state (ii) in consultation with affected groups, enhance the standards of service to investors and public, with the attendant changes in personnel procedures; b. Enhancing policy formulation capabilities and administrative competencies, skills and attitudes through

management development training of top executives, senior administrators, and middle level officers within the country, in neighbouring countries and in selected overseas institutions of repute. These include the Retreats, Modular programmes and East Asian management development programmes and a draft charter of ethics in civil service along with a training module; c. development of top executives, senior administrators and other personnel with training policy, managerial and technical skills in designated professional areas and exposure to ethical standards in civil service d. To strengthen three ATIs by building capacity for training needs analysis and certification methodology, (in conjunction with the training division of DOPT) upgrading the quality of training, equip the faculty to generate and administer distance learning packages, develop national/international networking facilities and compile training material with hands on orientation particularly

for the supervisory and operational levels and e. To examine the women's issues in the civil services with a view to their redressal through an ongoing institutional mechanism.

The three states chosen were those of Assam, Haryana and Kerala and the three specific sectors chosen were of industrial development, urban development and personnel. The three ATIs were located in these three states.

Administration of the Project

It was envisaged that the project would be nationally administered by the Department of Personnel and Training Government of India (DOPT), which will be responsible for its overall implementation. A Project Steering committee chaired by the Secretary DOPT with representatives from UNDP, the state governments, and DOPT will be constituted to carry out project activities and review the progress every two months. The Additional Secretary Administrative Reforms will carry out the day to day management of the project and be the National Project Director.

At the state level, the Chief secretary was made responsible for the implementation of the project. The secretaries to state government in the departments of personnel, industry and urban development will look after their segments of the project.

At the central level, the process of approvals caused some delays. The approval for expenditure came from the Department of Economic Affairs. Though the Department had approved the project, the system was to get releases of money for different components separately. In such a process, an individual gets to play a role that can be helpful and sometimes not. So it was not as if these approvals did not come but the process caused delays. In retrospect certain amount of autonomy should have been granted to the implementing agency once the Government of India had cleared the project and its expected outputs. This would have reduced delays to a great extent.

At the state level, the Chief secretary was not able to devote full attention to the project for he is a very busy official even otherwise. The result was that the project was implemented segmentally but could not get an integrated attention.

Recommendation 1 The national unit administering the project should be given full responsibilities for all subsequent sanctions once the Government of India and the UNDP have approved the, project. This relative autonomy will reduce delays and make the national unit accountable for the timely implementation of the project.

The objectives were translated into four levels of

outputs: **Output I**

While the immediate objective of output I was to build capacity for administrative reform in the Centre and the three selected states, the scope of this objective was considerably enlarged during the budget revision of 1997 to incorporate identified issues of the action plan of government on Effective and Responsive Administration. This plan was endorsed in a Chief Minister's Conference held in May 1997. This

substantive addition to Output I was a product of an agreement between the implementing agency of the GOI and the UNDP, that there was a need of a comprehensive and convergent approach on the issue of capacity building and administrative reform.

The revision of the action plan and the acceptance by the UNDP to provide an additional grant in the context of the National Debate on Responsive Administration further underlined the relevance of the project and its ability to synchronize its objectives and design with the concerns of reform oriented policy planners at the central level. It also showed how the project contributed to the action plan of the government in pursuing administrative reform. It had begun work on formulating citizen's charters and Freedom of Information Bill. A commission to review administrative laws had also been established. The revision of the project also emphasized the significance of including the political decision-makers in the administrative reform effort. A large number of initiatives owe their origin to the preparatory work done leading to the discussions in the Chief Ministers' Conference. The Department of Administrative Reform had begun these activities and saw the project strengthening the goals it set for itself.

With these additional features, output I comprised:

- a. Capacity building for delivery in service through the propagation of Citizen's Charter norms.
- b. propagation of transparency norms in government functioning
- c. Conceptualisation and operationalization of the model office concept
- d. simplification of procedures and laws.

The activities taken up under Output I may be broadly categorised as follows:

- a. Consultancy study
- b. Seminars/workshops
- c.

- Sub-contracts d.
- Validation seminars
- e. Fellowships.

We were given to understand that all the stipulated activities were completed. (See Annexe I) The Human Settlement Institute of HUDCO told us that they entered into the project a little late, thus giving them less time in putting in their best. In addition, local consultants appointed in the three states were not able to provide adequate inputs. The consultant from Guwahati spent time with them in Delhi to discuss some of the issues.

All reports of the consultants were received, validation seminars held but little is known about any follow up action. We were told that the states were not able to take any action to monitor the implementation of changes that were proposed in the reports of the consultants that had also been validated. Due to the transfer policy, administrators who were actually involved in the project did not necessarily stay in their positions to oversee the implementation of the recommendations.

The work in the states could have been strengthened and its full potential achieved if a coordinator for the state programmes had been appointed. The states could have had a similar pattern as the Centre adopted. A committee chaired by the Chief Secretary could have administered the project. The other members of the committee could be the

institutions were well chosen and widened the perceptions about reform and change. The project, it seems, acted as a resource and the bureaucrats who got involved in it were tired by enthusiasm and imagination. In this sense, the success of the project lay not merely in the concrete objectives but in creating a wave for change.

In order to sustain a wave, continuous activity is required. Project would receive greater momentum if there is no let up in at least two activities: sponsoring of civil servants to sites of successful innovations and strengthening of ATIs to continuously work towards building capacities of the supervisory and operational staff.

We found that the choice of countries and institutions that the civil servants visited abroad was well thought out and the visits proved quite useful. Many seminars and workshops held in India complemented these efforts. These activities should be sustained over time allowing for brainstorming and argumentation that may lead to clarification of issues. Over time this is a good strategy to change the mindset of the civil services.

Most of our respondents felt that there was little exchange of information on successful projects within the country. An effort needs to be made to create a documentation center where information could be collected on a systematic basis. Such information and data could be used as a basis for seminars/workshops where diverse administrators from different states could participate. The HUDCO institute has made some effort in this direction and we were told that even political leaders of some urban governments have taken advantage of this facility. We understand that LBSNAA has also taken steps in this direction and we think that this institute has an important role to play in exchange of

information and experiences. Such a role cannot be performed by a state level institution. We think that successful experiences abroad should be supplemented by knowledge of what can be done in India and what has been accomplished.

It is true that once a person has been trained, the benefits flow on a long-term basis. But due to the way the civil service is structured, transfers to positions that may not use the skills and attitudes gained immediately are common. Such a policy tends to dissipate the advantages of investing in an individual. For this reason, an all India pool of such resources could be created where the attributes of a civil servant in terms of his training and skills could be documented. The appointing authority could be provided with this database, which would at least create choices. In some ways, such a method would also be an incentive for an administrator to pursue his innovative bent of mind. Travelling to an international institution of repute is itself a good incentive. Becoming a part of nationally recognized pool would further strengthen this feeling. Such an exercise would help to identify change agents in governance extending across different sectors of the economy. These persons would play a critical role in bringing about policy changes in an environment where attitude to economic and administrative reform is somewhat ambivalent.

Recommendation 4 Exposure of civil servants to innovations being implemented within the country should be an important part of all training programmes. Efforts must be made to document innovations and training institutes should be encouraged to develop modules to discuss them in their training programmes. The LBSNAA should take a lead role in this activity. It should become the central depository, helping other institutions to identify innovative administrative changes and document them. It should ensure that all training

Secretaries of Industry, Urban Development and Personnel. The Director of the ATI could be its member secretary. Once a system is put in place, even a busy Chief Secretary would be able to monitor the key features of the project. What happened was that each Secretary became the coordinator of the programme that was being administered and the overall objectives sometimes did not receive that sharp a focus. This is particularly important in the context of systems and procedure change that had to be supported by training of the supervisory and operational staff. The link between the two was often lost sight of. Changes in procedures and rules are the more difficult part of any project of administrative reform. They require time and commitment over a long period. Constant pursuit and monitoring of implementing changes is needed. This also demonstrates commitment for administrative reform from the higher authorities. A lack of follow-up and monitoring appears to be a weakness that appears in several components of the project. Training is probably an easier option, but even that proves challenging when it demands focus on actual changes.

One other difficulty that dissuaded this activity was the lack of funds. The ATIs did not get adequate funds to structure and carry on training programmes. The operating departments in all the three states pleaded that they did not have funds for training and expected the ATIs to find their own resources. This usually did not happen for various reasons. The result was training programmes that should have resulted from the consultancy reports after due validation, were not generated.

Recommendation 2 The state government should follow the same practice, as at the Centre, of establishing a Steering Committee under the chairmanship of the Chief Secretary. This committee should consist of secretaries of those departments that are under special attention of the project. The Director of the ATI should be the convenor for the committee and should keep records of all decisions. This committee should meet periodically. It should also monitor the progress of the project and its implementation. Policy level commitment is required to see that officials continue in their tenure during the full life of the project.

Recommendation 3 The financial implication of the costs of training that flow out of any suggestions for administrative reform generated by the consultancy reports and validated by the seminars should be placed before this committee. The committee could then prioritize the training activities that the ATI has to undertake and funds should be sanctioned to it.

Output II

This segment was related to management development and training. The purpose was to enhance policy formulation and administrative competency, skills and attitudes among top executives in selected overseas institutions of repute. The relevance of the foreign training and study tours, as part of the project, arose out of the need to expose officers to changes in the manner in which governments of different countries have been reforming themselves. There were also provisions for arranging retreats, modular programmes and draft charter of ethics along with a training module.

All of these activities were undertaken. The national project director/coordinator went on pre-study tours to identify countries and institutions. We find that the countries and

programmes are used to share this information. This should help in creating an ambience of optimism and of a 'can be done' attitude.

Recommendation 5 An All India pool of administrators trained experienced in carrying out innovative programmes should be created. For one thing being included in a nationally recognized pool of people known for carrying out innovative programmes will act as an incentive and morale booster for those who are willing to face up new challenges. For another, this pool will help more informed choices in making transfers and appointments

Output III

The immediate objective assigned to this segment of the project was to build the capacity of selected State Training Institutions in conducting a training needs analysis/certification in developing methodology, 10 validated training packages for supervisory/operational staff and in preparing 6 validated distance learning packages for target groups at sub-district levels.

At the three ATIs at Kerala, Haryana, and Assam. A national consultant was appointed for conducting a training needs analysis (TNA) of employees at the supervisory and operational levels in three departments i.e. Personnel, Industry and Urban Development. The National Consultant, in collaboration with the ATI in the respective state, conducted TNA of the employees and submitted state-wise reports. These reports were validated in three seminars. After conducting the TNA of the employees, the National Consultant formulated training modules. The ATIs were expected to develop training modules on the identified needs and run training programmes. The methodology used by the National Consultant was supposed to be shared among other ATIs who were encouraged to develop their own training modules using it. The Chief Secretary in each state was requested to advise the concerned department to implement the recommendations of the Consultant's report in collaboration with their State ATI.

A related activity was training in distance learning methodology and the preparation of distance learning packages. IGNOU was contracted for the training programme in distance learning methodology and several faculty members of the ATIs participated. There was a foreign training component where the Course director from IGNOU and six ATI faculty members were sent to the Open University in the UK for training.

As reported to us, all the activities in this segment were completed. These activities have created an urge in the ATIs to perform and to perform professionally. This is a healthy sign and it should be used to take more concrete actions to strengthen them.

We visited the three ATIs in Kerala, Haryana and Assam. The infrastructure facilities in Assam and Haryana seem to be impressive. There are facilities available that will do any training center proud. The Kerala institute demands investment on its buildings and infrastructure. A retired vice-chancellor of a **University heads** the Kerala institute. The other two institutes at Assam and Haryana are **headed** by civil servants. The faculty is a mix of government employees on deputation and those that were recruited directly. Direct recruits are usually part of the permanent **staff at the Institute**.

Directly recruited faculty at the training institutions enters on the basis of academic qualifications not unlike those in a University. They also expect the service conditions of

the universities and their role models are probably located in them. For the deputationists, training is not of high priority in their career. Continuous upgrading of the capability of faculty is a challenge and has no easy answers. Many inter-related actions have to be taken on a long-term basis. Similarly, the status and the prestige of the Director of the ATI have a direct impact on the role that the ATI can play. The Director must be seen as a person who commands influence with the state government and has access to the highest echelons of authority.

The ATIs need to be strengthened. This is a truism but needs to be reiterated. The state governments are suffering from resource crunch and are reluctant to give funds to them. A way needs to be found in which resources to strengthen the ATIs would reach them directly and not through the state governments.

Thought needs to be given to the restructuring of the ATIs in a way that they can give them greater freedom in competing in the market. Progressively *efforts* may be made to provide some core funds to the ATIs by the state government, on the clear premise that state funding would be gradually reduced while the ATIs may be encouraged to mobilize funds from the market for their own development and growth. Designing training programmes that governments may feel useful and providing consulting services could act, as an incentive for the faculty to improve their capabilities and test them out in the market is something that they should consider.

One result of the TNA and distance learning exercises has been that the faculty has gained in confidence and feels that it is being suffocated with rules and regulations that do not allow them opportunities to utilize their potential. This is the time that the challenge should be taken up, allowing for incentives that can improve the institution and its faculty. A well considered long term policy needs to be developed that can take local factors into account and create a more active and meaningful ATI.

Building capacities for administrative reform is a continuous process and does not end with one project. What a project does is to provide a thrust that puts a process into a momentum. But this momentum has to be sustained. We found that while individual segments were implemented, there was no single agency that monitored the linkages of these segments for total impact. Formally, the Chief Secretary of the state was supposed to be performing this task. But busy as he is, this important task was routinized. We would like to suggest that a nodal agency should be set up in a future project, which would take this responsibility. Such a nodal agency could be the ATI. It could monitor the implementation of the project and also be made responsible for follow-up action.

The ATIs in each state should be given a more critical role in the whole process of administrative reform. As is well known, the line departments are preoccupied in everyday administration, having little time to think and reflect. A senior administrator may come along and bring about changes in a department that he may head for some time but the question of sustainability of these changes always remain. And then a department cannot wait for a reformer to come along before it attunes to the changes in the economic and political environment. A more institutionalized system needs to be created. The ATIs appear to be the most appropriate agencies that can provide opportunities for reflection and thought. They can also provide data before a department launches its innovations. In this linkage, ATIs will involve themselves in a challenging process that will provide incentives

to upgrade them. At the present, ATIs appear to be on the periphery of the administrative system. They need to be brought into the mainstream of the system where the line departments can look to them for advice on reform activities. The National Academy of Administration needs to play more proactive role in this process of upgrading the ATIs, supporting them with ideas and showing ways to forge links with the state administration systems.

The Academy should also facilitate the process of exchange of information and expertise among the various ATIs. We were told that even the training modules that were prepared in the project were not shared and exchanged among the ATIs.

Recommendation 6 Administrative reform is a continuous activity and training institutes can play a significant role in sustaining it. The Administrative Training Institutes in the States need to be considerably strengthened for this purpose. One major weakness has been lack of funds and the inability of these institutes to carry on training programmes stipulated in the outputs of the current project. Our earlier recommendation of including the Director of ATI in State Steering Committee should be of help in focussing attention on financial support to training programmes. Ways could also be found to make financial grants directly to the ATIs and not through state governments.

Recommendation 7 The position of the Director is critical. His seniority and prestige in state government is crucial in mobilizing support for training programmes and the involvement of senior officers in its programmes. Senior administrators should demonstrate their own commitment to training by participating in lectures, discussions and seminars held at the ATI. This can be possible only if the Director commands requisite seniority, is committed and dedicated and does not consider his job a routine one. The state government should take special care in making this choice. The national pool created as part of our recommendation earlier could be used fruitfully in this decision.

Recommendation 8 The professional staff in the ATIs needs to have opportunities to upgrade themselves. Such opportunities should be in India as well as abroad. They also need to be sent to institutions, which expose them to new and innovative training programmes. A project to strengthen ATIs must include a component of strengthening the professional capabilities of its staff. In a limited fashion in the beginning, the professional staff should be encouraged to reach out into the market and offer programmes that test their own skills. This will also alert them to the changing needs of society and economy.

Recommendation 9 Even though skills in training needs analysis and distance training methodologies was an important aim of the project, we feel that these two areas need greater support and encouragement. Distance learning exercises should become an important part of the activities of the ATI and there ought to be greater collaboration with Open Universities. The ATIs should exchange more information in these areas and regular network should be created for this purpose.

Recommendation 10 The ATIs should exchange information and expertise among themselves. Regional conferences, seminars and workshops for the members of the faculty in these institutes should be held on a regular basis to promote this activity.

Recommendation 11 *Efforts* must be made to set basic standards to evaluate performance of ATIs. This should be taken into account in deciding about financial grants and support

mechanisms to their. The ATIs require some autonomy from the government to pursue their path towards professional excellence but they also require linkage with government to

work with it to bring about reform and change. A delicate balance has to be arrived at. The government supervision and control should not be of the kind that becomes an alibi for their poor performance.

Output IV

This segment of the project was concerned with women's issues in the civil services. It provided technical support to review the career development, placement and utilization of women in higher public service and an institutional mechanism to examine women's issues in the civil service regulations. Several activities were undertaken to implement these objectives.

A focal point was identified in the DOPT. LBSNAA was appointed Consultant to conduct a survey to identify areas of discrimination and vulnerability of women in the civil services. A validation seminar was held, where the findings of the survey were presented. The Seminar drew attention to the three areas identified by the survey: a. enabling women to enter service at various levels, b. creating an enabling environment for women within the existing working conditions and c. career progression of women, to enable them to handle senior decision making tasks.

Consequent to these decisions, several visits abroad were undertaken; gender sensitization seminars/workshops organized and training modules designed.

Many lessons have been drawn and it was accepted that there is a lack of clear-cut gender strategy and a consistent set of women sensitive policies, women sensitive human resource development and management in the public service. A long-term action plan needs to be developed.

We understand that LBSNAA has put in place a gender unit that will look at some of these concerns. We think that it is this Center that should have close links with the DOPT and it should be developed as the research unit for the focal point. A lot of survey and research is still required, and this can best be undertaken at the Academy. The Academy can also help in putting in place a gender sensitization module in all training programmes for middle and senior level executives. The ATIs should also be brought into the picture.

Changing rules and regulations is a more challenging task. This would require gathering of current information and then proposing a new set of rules that attempt to reduce/minimize biases. Such an activity requires consultation with outside groups and can be best performed at the Academy level.

In dealing with women's issues in civil service, the idea of establishing a focal point is important. This has been established in the Department of Personnel and Training. This focal point could become the unit, which could bring various ministries to take action on its recommendations and monitor progress of their implementation. But a group is also required that does surveys to identify the kind of problems faced at different levels and different regions of the country. It also has to examine the rule and regulations that need to be changed so that gender discrimination can be minimized. Thus there is a need for an

administrative unit that can link itself with operational ministries and persuade both

structural and behavioural changes. There is also a need to establish a unit that is more research oriented_

Recommendation 12 A gender unit that undertakes to do surveys and researches and attempts to access opinions and information from the society also needs to be established. This unit should be the think tank for the focal point. It should provide suggestions for change that can be taken up by the focal point for administrative processing. The gender unit being put in place at LBSNAA should be linked with the focal point for the reasons cited above. Such units could also be established in the ATIs, which could in turn provide the regional data. The focal point in DOPT should provide the necessary forum to disseminate information and propose changes in rules and regulations and training programmes. All training programmes carried out at the national or state levels must carry module on gender sensitization.

Overall Assessment

Let us conclude by saying that the objectives and design of the project were formulated at a time when the government was establishing high priorities for administrative reform and change. The economy was opening up at a fairly rapid pace and the implementation of the 73rd and 74th Constitutional amendments got off the ground. It accepted the fact that these liberalization and decentralization policies would not succeed unless the mindset of bureaucrats at various levels also changed. Thus, the idea of **capacity building for reform** was **widely accepted** and was an important reason for the success of the project. It appears that administrators who participated in seminars and workshops and received training in institutions abroad were sensitized to new challenges. Most of the people we met acknowledged the need of administrative change and showed enthusiasm in initiating new programmes and activities. (See the list of people we met in annex II)

Capacity building project of this nature would require **sustained inputs** in training; procedural reform and change in mindsets of civil service before the ultimate objective of such projects can be achieved. The reformers have a long drawn battle ahead of them and this project has equipped some of them to face the challenges of the coming decades. But one shot project is not enough to achieve the ambitious goals set out.

The major **lesson** to learn from the project is that for administrative reform a momentum has to be kept up. Even when concrete outputs like training programmes, consulting reports or training programmes are completed, the task of pursuing actual change should be monitored. It is here that a high powered committee headed by Chief secretary at the state level and Secretary Personnel and Administrative Reform at the central level have a significant role to play. If the project ends, financial grants are fully utilized and outputs are reported but no follow up action is undertaken, little change will occur and there will be little motivation among those who would like to bring about change. It should be an important conditionality of a reform project that the government put in place a post project machinery to assess the actual impact of the project.

The UNDP probably **networks** with other aid agencies; the issue of good governance could be factored into **some** of the development projects these agencies undertake. This would enhance awareness about capacity building, **provide a** greater commitment to the issues that the present project stands for, on the part of the Ministries and State Governments.

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List of Consultants' Reports

e/ re	Sector	Origin	Title	Author	Output	Date
					Output-I	31/1
e	Urban Consultant'	~	Operational Guidelines for Urban Sector Reforms	H S M I, HUDCO, Lodhi Road, New Delhi-3	Output-I	31/0
e	Development	Consultant	Task Force on Urban Sector Reforms	Shri A C Thakur	Output-I	
e	Personnel	Consultant	Citizen Friendly Administration (Simplification of Procedures)	Umesh Nanda & Suresh Mishra	Output-I	31/1
	Personnel	Consultant	Administrative Reforms and Training in the Centre and the States	Shri P P Caprihan, IAS(Retd.)	Output-I	
e	Industries	Consultant	Efforts to Facilitate Globalisation in the Field	Dr. Mera Seth	Output:I	26th
e	Urban Development	Consultant	Reforms in the State of Kerala	Shri Tarsem Lal(Retd. IAS)	Output-I	01/0
	Industries	Consultant	Industrial Development in Kerala Improving the Quality of Administration	Shri K Vijayachandran	Output-I	25th
	Personnel	Consultant	Capacity Building for Civil Service, Administrative Reforms and Training in the Centre and The States	Shri R Narayanan	Output-I	1998
e	Urban Development	Consultant	Quest for Urban Sector Reforms	H S M I, New Delhi	Output-I	01/0
e	Personnel	Consultant	Report on Some Aspects of Civil Service Reforms	Shri S K Parthasarthy	Output-I	- 31/1
	Urban	Consultant	Capacity Building in State Government - Urban Development Sector	IIM, Calcutta	Output-I	1998
	Development	Consultant	Capacity Building in State Government - Personnel Sector	IIM, Calcutta	Output-I	1998

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Industries	Consultant	Capacity Building in State Government in Industry Sector	IIM, Calcutta	Output-I	
Personnel	Consultant	Expeditious completion of Department of Departmental Proceedings	Shri Lachhman Singh	Output-I	
Personnel	Consultant	Charter of Ethics	Shri N R Ranganathan	Output-I	
Personnel	Consultant	Reports on Training Needs Analysis (Relating to Kerala Under UNIDID Project)	Shri K A Chandrasekharan	Output-III	01/11

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Personnel	Consultant	Public Policy Brainstorming Workshop at IIM Bangalore(22nd-23rd September,1997)	IIM, Bangalore	Output-III	September
Personnel	Consultant	Report on Training need Analysis relating to Haryana	Shri K A Chandrasekharan	Output-III	
Personnel	Consultant	Report on Training Need Analysis relating to three Identified Deptt. of Urban, Industry and Personnel, Government of Assam	Shri K A Chandrasekharan	Output-III	
Personnel	Consultant	Strengthening of State Administrative Training Institutes of India	Shri Rabindra H Dholakia	Output-III	
Personnel	Consultant	Estimation of the Information Requirement of the Citizen's of India	MATT, New Delhi	Output-III	01/05/97
Personnel	Consultant	Report of The Working Group on Setting up a long term Programme in Public Policy	DR. P S A Sundaram	Output-III	April 1997
Personnel	Consultant	Women in Civil Services	L B S_ N A A	Output-IV	
Personnel	Consultant	Report on Gender Sensitisation Workshop (Focus on Women's Issues in Civil Services) (25th-28th August, 1998)	Dr. T A Menon Ms Gita Kashyap	Output-IV	October 25/08/98

Annexure-1(f)

List of Documents Produced - Task Forces

Sector	Description	Title	Author	Output	Date
Urban Development	Task Force	Task Force on Urban Sector Reforms	Shri Hemandra Kumar	Output-I	30/08/97
Personnel	Task Force	Capacity Building for Civil Services, Administrative	Shri P P Caprihan(Retd. IAS)	Output-I	28/08/97
Personnel	Task Force	Submission of Report of Task Force for Personnel Sector	Kerala	Output-I	19/08/97
Urban Development	Task Force	Report of the Task Force(Kerala) on Urban Sector	Shri K Thomas Poullose	Output-I	June 1997
Urban Development	Task Force	Task Force on Urban Sector Reforms	Assam	Output-I	1/08/97
Industries	Task Force	Task Force on Administrative Reforms to help Liberalise Procedure to Attract Investment	Ministry of Industry	Output-I	08/08/97
Personnel	Task Force	Report of Task force on Personnel Sector	Haryana	Output-I	
Urban Development	Task Force	Report of Task force on Urban Development) Sector	Haryana	Output-I	
Industries	Task Force	Report of Task Force on Industry Sector	Haryana	Output-I	
Industries	Task Force	Task Force Report on Industrial Sector	Kerala	Output-I	

Annexure-II

Itinerary

7th March to 9th March

Visit to Trivandrum

15th March Meeting at HIPA Gurgaon

16th to 17th March Visit to Chandigarh

22-24 March Visit to Guwahati

On all other working days, from the 7th March, meetings were held with various persons in Delhi.

List of persons met by the team

Annexure-III

Ministry of Personnel, Govt. of India

1. Dr. V.K. Agnihotri, Additional Secretary (AR)
2. Shri O.P. Agrawal, JS (TRG)
3. Smt. Upma Srivastava, Director and Coordinator, Output-IV
4. Shri S. Venkatesan, Joint Director 5.

Mrs. Nandini Chakravarty, US

1. Shri S.P. Maindoliya, SRO

I Shri J. Minz. S.O.

3. Smt. Manisha Sridhar, Deputy Director (Senior) LBSNAA, Mussoorie 4.

Ms Madhumita, S.O.

Ministry of Industry

Shri M. Srinivasan, Joint Secretary and Coordinator

Ministry of Urban Development

Shri S.K. Singh, Director and the US concerned

Dr. Kulwant Singh, Director, Human Settlement Institute (HUDCO) and two JDs

Planning Commission

1. Dr. N.C. Saxena, Secretary and former Director LBSNAA
2. Shri Nikilesh Jha, SA to Minister of State for Planning
Administrative Reforms and Disinvestment and former Coordinator, output-I

Govt. of Assam

1. Shri P. J. Bora. Chief Secretary
2. Shri V.S. Jafa. Former Chief Secretary (and Chief Resident Representative)
3. Shri P.K. Dutta, President Board of Revenue
4. Shri B.K. Gohain, Commissioner, Personnel
5. Shri C.K. Das, Secretary. Urban Development and Chairman Guwahati
Development Authority.(GMDA)
6. Dr. Prem Saran, Secretary Administrative Reforms and Training
7. Shri L.N. Taimuly, Director of Training, Administrative Staff College 8. Dr.
U.N. Bora, JD
9. Mrs. M.M. Bora Takur. JD
10. Shri T.T. Saikia, JD
11. Shri M.M. Ahmad, JD
12. Dr. S. Chakravarty, JD
13. Shri N. Tagore, Senior Analyst
14. Shri A.S. Thakur, Director, Town and Country Planning
15. Shri T.N. Saikia, DC KAMRUP and CEO GMDA
16. Shri A.K. Butani, Commissioner, Guwahati Municipal Council (GMC) 17.
Shri Rajesh Prasad, GMC
18. Shri S.G. Bora, Joint Commissioner, GMC
19. Shri A. Dora, Suptt. Town and Country Planning (T&CP) 20. Shri
P.K. Dev, Assistant Director, T&CP 21. Shri N. Kalita, EE (T&CP)

In addition, the team met two Additional Directors of Industry.

Government of Haryana at Gurgaon

- I. Shri G. Prasanna Kumar, Director, Administrative Training Institute 2.. Dr. Sudesh
Mishra)
3. Dr. Biajnath) Faculty

HUDA District Head Shri A. Aggarwal

Chandigarh (Govt. of Harvana)

1. Shri L.M. Goel, Chief Secretary
2. Shri Bhagvati Prasad, Former Director ATI
- ~. Shri Bhaskar Chatterjee, Secretary Urban Development

Shri S.C. Choudhary, Secretary Industry, 5. Shri Sanjay

Kothari, Secretary Personnel **Government of Kerala**

Institute of Management in Government

1. Shri G. Thampi, Director
2. Mr. John Pouluse, Professor

The Committee met four other Professors and the Registrar **Govt. of Kerala**

1. Shri V. Krishnamurthy, Chief Secretary
2. Shri T. Balakrishnan, Secretary, Urban Development
3. Shri Amitabh Kant, Secretary Tourism
4. Mrs. Lizzsi Jacob, Secretary Forest and GAD
5. Shri Vinod Rai, Secretary Finance
6. Shri Ram Singh, Secretary Personnel
7. Shri Muthu Kumar, Secretary Industry
8. Prof.(Mrs.) Chandra, Mayor of Trivandrum

the I cam also net the Secretary of the Trivandrunm Municipal Corporation. the Director of Industries and Managers of the District Industries Centre, Trivandruni

Others

Dr. P.S.A. Sundaram. Former Project Coordinator and Consultant Ford Foundation
Mrs. Devika Kumar, former Coordinator output IV and Director, P&T Deptt.