



Indian Institute of Science Education and Research Bhopal

Statement containing recommendations accepted by Core Group on Administrative reforms (CGAR) in respect of 2nd Administrative Reforms Commission contained in its 4th Report titled 'Ethics in Governance' relating to Simplifying Transactions, Reducing Discretion, Promotion Competition and Ensuring Accessibility and Responsiveness.

S.No.	Recommendations accepted by CGAR	Status on implementation of the recommendations
1	Simplifying Transactions	
a.	There is need to bring simplification of methods to the center-stage of administrative reforms. Leaving aside specific sectoral requirements, the broad principles of such reforms must be; adoption of 'single window' approach, minimizing hierarchical tiers, stipulating time limits for disposal etc.	The IISER Bhopal being a central government autonomous body located in Bhopal without having any extension centers/chapters follows the 'single window' approach with a limited hierarchical tiers for academic, research and administrative functions which are the core activities.
b.	The existing Department Manuals and Codes should be thoroughly reviewed and simplified with a responsibility on the Head of the Department to periodically update such documents and make available soft-copies online and hard copies for sale. These manuals must be written in very precise terms, and phrases like 'left to discretion of', 'as possible', 'suitable decision may be taken' etc. should be avoided. This should be followed for all rules and regulations governing issue of permissions, licenses etc.	The Institute has developed manuals and codes in accordance with the standard guidelines issued by Government of India. The same or reviewed, simplified, updated periodically. The same are available on the Institute's website for the information of the stake-holders. The academic manuals are updated in accordance with academic policy guidelines given by the Senate and the Board of Governors.
c.	A system of rewards and incentives for simplification and streamlining of procedures	The employees of the Institute are encouraged

	may be introduced in each government organization.	to innovate and improve the procedures, duly acknowledging the same through various methods of appreciation.
d.	The principles of 'positive silence' should generally be used in all cases. Wherever permissions/licenses etc. are to issued, there should be a time limit for processing of the same after which permission, if not already given, should be deemed to have been granted. However, the rules should provide that for each such case the official responsible for the delay must be proceeded against.	This does not fall under the purview of academic and research activities of the Institute.
2	Reducing Discretion	
a.	All government offices having public interface should undertake a review of their activities and list out those which involve use of discretion. In all such activities, attempt should be made to eliminate discretion. Where it is not possible to do so, well-defined regulations should attempt to 'bound' the discretion. Ministries and Departments should be asked to coordinate this task in their organizations/offices and complete it within one year.	In view of the defined procedures for various functions at the Institute the scope of 'discretion' is dismal.
b.	State Governments should take steps on similar lines, especially in local bodies and authorities, which have maximum 'public contact'.	This does not fall under the purview of academic and research activities of the Institute.
3	Promoting Competition	
a.	Every Ministry/Department may undertake an immediate exercise to identify areas where the existing 'monopoly of functions' can be tempered with competition. A similar exercise may be done at the level of State Governments and local bodies. This exercise may be carried out in a time bound manner, say in one year, and a road map laid down to reduce 'monopoly' of functions. The approach should be to introduce competition along with a mechanism for regulation to ensure performance as per prescribed standards to that public interest is not compromised.	This does not fall under the purview of academic and research activities of the Institute.

b.	Some Centrally Sponsored schemes could be restructured so as to provide incentives to States that take steps to promote competition in service delivery.	This does not fall under the purview of academic and research activities of the Institute.
c.	All new national policies on subjects having large public interface (and amendments to existing policies on such subjects) should invariably address the issue of engendering competition.	This does not fall under the purview of academic and research activities of the Institute.
4	Ensuring accessibility and Responsiveness	
a.	Service providers should converge their activities so that all services are delivered at a common service points could also be outsourced to an agency, which may be given the task of pursuing citizen, requests with concerned agencies.	This does not fall under the purview of academic and research activities of the Institute.
b.	Tasks, which are prone to corruption, should be split up onto different activities that can be entrusted to different persons.	The decentralized system with inbuilt checks and balances ensure a transparent system which is open to scrutiny.
c.	Public interaction should be limited to designated officers. A 'single window front office' for provision of information and services to the citizen with a file tracking system should be set up all government departments.	The Institute does not fall under the category of organization with public interaction of normal nature. Joint Admission Committee (JAC) provides 'single window' model for all admission related activities.



Indian Institute of Science Education and Research Bhopal

Statement containing recommendations accepted by Core Group on Administrative reforms (CGAR) in respect of 2nd Administrative Reforms Commission contained in its 12th Report titled 'Citizen Centric Administration-The Heart of Governance'

S.No.	Recommendations accepted by CGAR	Status on implementation of the recommendations
1	Functions of Government	
a.	Government organizations should adhere to the principles highlighted in paragraph 3.2.4 while performing regulatory functions (1). <ul style="list-style-type: none"> i. Regulation only when necessary. ii. Self regulation is the best form of regulation. iii. Regulatory procedures to be simple, transparent and citizen friendly. iv. Involving citizens' groups, professional organizations in the regulation activities. 	The procedures being followed are devoid of any unwanted regulations and user friendly.
2	b. Government agencies, whether regulatory or developmental, should introduce the Single Window Agency concept within their organizations 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.	In view of the decentralized managerial structure for (1) General Administration (2) Academic Affairs Management (3) Faculty Affairs Management (4) R&D Project Management (5) Students' Affairs Management etc., a single window system is ensured.
3	a. The principle of subsidiary should be followed while deciding on the implementation machinery for any programme.	Followed, by and large.
4	b. Citizens should be actively involved in all stages of these programmes i.e. planning, implementation and monitoring.	The involvement of stakeholders is ensured in these activities.
5	c. Mandatory social audit should be carried out for all programmes.	Will be followed in relevant areas.
6	d. Impact assessment should be carried out for all programmes at periodic intervals.	Peer academic review systems is in place for assessing the academic programmes in a periodic manner.
7	<i>'Making Citizens' Charters Effective-An agenda for Reform Citizens. Charters should be made effective by adopting the following principles:</i> <ul style="list-style-type: none"> i. One size does not fit all. ii. Citizens' Charter should be prepared for each independent unit under the overall umbrella of the 	No community programmes are implemented being an educational institute of academic and research priorities.

	organisations' chamber. 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.	
8	<i>The ARC Seven-Step Model for Citizen Centricity</i> a. The Union and State Governments should make the seven-step model outlined in paragraph 4.9, mandatory for all organizations having public interface.	Feedback of the stakeholders is considered at all levels.
9	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.	A suggestion and incentive scheme is designed to encourage positive feedback from the users.
10.	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.	A complaint redressal mechanism has been developed for various areas with a defined framework for time bound resolution.
11.	c. Regular citizens' feedback and survey and citizens' report cards should be evolved by all government organizations for gauging citizens' responses to their services. These should be used as inputs for improving organizational efficiency.	The user feedback system is in place. The session wise Student Reaction Survey (SRS) systems helps identifying the user feedback on the courses being offered and the teaching efficiency.
12.	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 i. A comprehensive review of policy and practice in each department/public agency. ii. Modifying administrative procedures where	The participative management system encouraging the faculty, students, officials, all other stakeholders is one of the success factors for the autonomous organizations which is well encouraged.

	necessary. iii. Entrustment of the function of institutionalizing citizens' participation in governance to a senior level officer. iv. Performance management reviews to incorporate effectiveness in ensuring citizens' participation in governance.	
13.	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.	The same will be followed in the appropriate areas.
	<i>Participation of Women and Physically Challenged</i>	
14	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.	The Institute has created a platform for active participation of women from community and outside the community in the allied services such as management of crèche, community facilities, social forestry, education to the children of working laborers etc.
15	a. 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.	The Institute provides all the statutory facilities and extends all provisions to the physically challenged people.
16.	c. Government should adopt a more proactive approach for detection and registration of the physically challenged persons.	The data on physically challenged persons under student and employees category is maintained.
17.	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 alongwith delegation of commensurate authority and changes in the relevant rules.	Not applicable.
18.	e. Organization of camps at PHC level, attended by the concerned medical personnel, would greatly help in issuing certificates of disability on the spot.	Not applicable.
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.	Not applicable.
	<i>Delegation</i>	
20.	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.	The principle is implemented in true spirit with clear delegation of powers.

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.	Suitably factored.
	<i>Evolving an Effective Public Grievances Redressal System</i>	
22.	a. There is need for a strong and effective internal grievance redressal mechanism in each organization.	Grievance redressal is done at different levels in the organizational hierarchy in a strong and effective manner.
	<i>Analysis and Identification of Grievance Prone Areas</i>	
23.	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.	Regular review and rationalization is done to eliminate scope for grievances.
24.	<i>Consumer Protection</i>	
	<p>b. All Ministries/Departments need to examine the procedures regulating grant of licences, permissions or registration including the underlying Act, 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 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.</p>	Not applicable
25.	Special Institution Mechanisms	
	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.	Not applicable.
26.	Simplifying Internal Procedures	
	a. All Ministries/Departments should prepare a roadmap for carrying out a process simplifications 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	The process simplification is followed in a dynamic manner taking both the internal and external feedback.

	<p>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 necessary, simplicity, rationality and citizen centricity. v. Redesigning processes and forms. vi. Doing a pilot study and getting it evaluated. vii. Once the pilot stabilizes, analyzing the changes required in the rules/statutes. viii. Implementing the change. ix. Creating a incentive mechanism for sustaining the change. <p>b. Structural change should be an integral part of any process simplification exercise.</p>	
	Monitoring and Evaluation	
28.	a. The feedback from citizens should be used to monitor the performance of government offices.	The feedback is appropriately considered at different levels.
29.	b. Each government office which has public interface should have an external evaluation conducted annually in addition to those conducted by the organization itself	Not applicable.
	<i>Rationalizing Procedures</i>	
30.	a. Ministry of Road Transport and Highways should constitute an expert group to devise practical and objective test of competence for issue of driving licenses.	Not applicable.
31.	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.	Not applicable.
	Registration of Births and Deaths	
32.	a. The emphasis under the Registration of Births and Deaths Act should shift from compliance to prescribed procedures to achieving 100% registration.	Not applicable.
33.	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-moto by the Registrar.	Not applicable.
34.	c. Sufficient number of public functionaries should be designated as Registrars so that each one is assigned a manageable jurisdiction.	Not applicable.
35.	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	Not applicable.

	information from any person, regarding births and deaths and that person shall be bound to provide such information.	
36.	e. In order to make the process of imposition of fines quick and deterrent, powers to levy fines should be given to the District Registrar.	Not applicable.
37.	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.	Not applicable.
	Building Licensed and Completion Certificates	
38.	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.	Not applicable.
39.	b. The JNNURM guidelines should be amended to make adoption of such procedures as a part of the mandatory reforms.	Not applicable.
40.	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.	Not applicable.
41.	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.	Not applicable.



Indian Institute of Science Education and Research Bhopal

Statement containing recommendations accepted by Core Group on Administrative reforms (CGAR) in respect of 2nd Administrative Reforms Commission contained in its 13th Report titled 'Organisational Structure of Government of India'.

S.No.	Recommendations accepted by CGAR	Status on implementation of the recommendations
1	Core Principles of Reforming the Structure of Government	
(i)	<p>The Union Government should primarily focus on the following core areas:</p> <ul style="list-style-type: none"> i. Defence, International Relations, National Security, Justice and rule of law. ii. Human development through access to good quality education and healthcare to every citizen. iii. Infrastructure and sustainable natural resource development. iv. Social security and social justice. v. Macro-economic management and national economic planning. vi. National policies in respect of other sectors. 	<p>-</p> <p>IISERs have been established to impart quality education and conduct original research in the frontier areas of Science. The objective and mission of the organization are well directed towards achieving these goals.</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p>
(ii)	The principle of subsidiary should be followed to decentralize functions to state and local Governments.	IISER Bhopal has been established as an autonomous organization in accordance with the said principle.
(iii)	Subjects which are closely inter-related should be dealt with together. In any organization, functional division is inevitable but it should not be at the cost of an integrated approach towards organizations goals. It is therefore necessary that while structuring Government into Ministries and Departments, a golden mean between the need for functional specialization and the adoption of an integrated approach is adopted. This would involve an in-depth analysis of all the government functions followed by their grouping into certain key categories to be linked to a Ministry.	The Institute is broadly guided by the education and research philosophy of the country through MHRD for achieving the national goals.
(iv)	Separation of policy making functions from execution:	The Board of Governors with

	<p>In any large organization, the imperative of efficient management requires that higher echelons concentrate more on strategic decisions and policy making whereas the lower echelons focus on operational decisions and implementation of policies. In the context of Government, this would require the Ministries to give greater emphasis to the policy making functions while delegating the implementation functions to the operational units or independent organizations / agencies. This is all the more necessary because policy making today is a specialized function which requires a broader perspective, conceptual understanding of the domain and proper appreciation of the external environment. Implementation of the policies on the other hand require in-depth knowledge of the subject and managerial skills.</p>	<p>wider representation from Ministry, Academia, Industry etc. is vested with the policy making functions and responsibilities. The Academic Senate is vested with their responsibilities of overseeing the academic policy and framework. The functional setup and the executive hierarchy including the Director, Registrar, Deans, HODs, Executive Committees and the lower echelons are responsible for implementation of the policies related to governance and academic and research issues.</p>
(v)	<p>Coordinated implementation: coordination is essential in implementation as in policy making. The proliferation of vertical departments makes this an impossible task except in cases where empowered commissions, statutory bodies, autonomous societies have been created. There is considerable scope for more of such interdisciplinary bodies in important sectors. This should be pursued urgently. In cases where these already exist, the tendency to reduce their autonomy should be reversed.</p>	<p>The Institute is an Autonomous Body setup through a parliamentary proclamation vested with the responsibilities as laid down in the DPR approved by the Government of India.</p>
(vi)	<p>Flatter structures – reducing the number of levels and encouraging team work:-</p> <p>The structure of an organization including those in government should be tailor-made to suit the specific objectives it is supposed to achieve. The conventional approach in the Government of India has been to adopt uniform vertical hierarchies (as prescribed in the Manual for Office Procedure). There is a need to shift to flatter organizations with greater emphasis on team work.</p>	<p>The success of these Autonomous Institutes which are declared Institutes of national importance can be attributed to its organizational structure encouraging team work devoid of any unwanted levels and running successfully.</p>
(vii)	<p>Well defined accountability: The present multi-layered organizational structure with fragmented decision making leads to a culture of alibis for non-performance. The tendency to have large number of on file consultations, often unnecessary, lead to diffused accountability. A clearer demarcation of organizational responsibilities would also have helped in developing a performance management system for individual functionaries.</p>	<p>The organizational responsibilities are clearly demarcated</p>
(viii)	<p>Appropriate delegation: A typical characteristic of a</p>	<p>The Institute level and the</p>

	<p>government organization is the tendency to centralize power and avoid delegation of authority to subordinate functionaries or units. However, this leads to delays, inefficiency and demoralization of the subordinate staff. The principle of subsidiarity should be followed to locate authority closer to the citizens.</p>	<p>Intra-Institute level delegation of powers is made available through Act, statutes and financial and functional delegation of powers.</p>
(ix)	<p>Criticality of operational units: Government organizations have tended to become top-heavy coupled with fragmentation and lack of authority, manpower and resources at the operational levels that have a direct bearing on citizens' lives. Rationalization of Government staff pattern is necessary, commensurate with the requirements of the citizens.</p>	<p>Rationalization / restructuring of staff cadres has been approved by the Board of Governors based on the sanctions communicated by the Ministry of HRD. This has been a continuous and ongoing process at the Institute.</p>