



“Transforming District Administration”

Collective inputs from over 200,000 Citizens in

“Transform India with Modi”

(Current state, Issues, Root Causes and Proposed Solutions)

June 16, 2015

Transforming District Administration

Executive Summary

District Administration in India is where rubber meets the road. From land acquisition and registration to collection of income tax and excise happens at a district level. Also, it is at the district level that the responsibility of development, maintaining law & order and disaster management resides amongst other things. For citizens of India to experience good governance, it is critical that the workings of district administration are transformed. Also, for any programs like Make in India, Swachh Bharat or Beti Bachao, Beti Padhao, etc. to be successful, it is critical that the district administration is operating efficiently, transparently and is accountable for results.

The subject of 'Transforming District Administration' was covered in the 200,000 strong citizens' community for governance 'Transform India with Narendra Modi'. With a large number of citizens participating in the Discussion, the following reflects how the Citizens of India feel.

Issues Identified:

1. District departments accept payments only in cash and no online payment facility is available
2. In the Tehsil office, it is tough to get any job done in the district offices without a bribe
3. One has to go through the agents many time to get work done
4. District department officers are very arrogant and talk rudely with people
5. While visiting the Nagar Palika, it is very difficult to find who is where
6. Not enough siting arrangements in Nagar Palika
7. District offices are dirty and not well kept
8. Bad employees get promotions and the good ones stay where they are
9. There are thousands of pending cases at the district courts
10. Getting documents like ration cards made from the district administration is a tough job
11. The sub-registrar's office demands extra money for registration of land
12. Applications take months to get processed

Root Causes Identified:

1. The district departments have limited computerization
2. There is a nexus between all employees for asking bribes
3. District department employees have a lot of authority vested in them

4. Many employees help agents so that they could get indirect bribes
5. The employees have high level of job security
6. District departments have no sense of citizen/customer service
7. District administration employees are not trained in customer service/communication skills
8. Cleanliness of surroundings is not a priority for them
9. The number of people visiting these departments is quite high
10. District courts keep allow dates to be pushed forward on petty grounds
11. District courts have too many holidays
12. There is not enough staff in the courts
13. District administration employees think that they do not get enough money to work hard
14. The general perception is that one should find a job in the district administration to live life peacefully and make money in bribes
15. There are no defined timelines for completion of work
16. The sub-registrar's office mostly does not have correct information about land records
17. The annual appraisals of the employees are not performance based

Solutions Identified:

1. Goals should be set for district administration every year
2. The district departments should go through a computerization exercise at the earliest
3. Computer skills training must be imparted to all officials and younger full time/contract staff must be recruited to augment the workforce
4. Skills and technology training must be imparted to district employees
5. Every citizen interfacing district office must have a website
6. CCTV cameras should be installed in all district administration offices to keep an eye on the day to day working
7. Agents and touts should be banned at district administration offices
8. Employees should be made accountable for their work
9. Employees should go through a detailed performance review every year
10. Performance should be the only basis for promotions and annual appraisals
11. Attendance as per rules should be ensured
12. Accepting or Giving bribes should be criminalized
13. Employees should undergo customer service trainings after regular intervals
14. The number of holidays for the district courts should be reduced
15. Strict checks should be put in place for the routine working of the district offices

16. Every work request/file should have an electronic entry in system with a time stamp and an owner
17. Every work request/file should have a stipulated turnaround time mentioned
18. The supervisor of the office and the district management should be able to access open file and duration open for through the system
19. An application number should be given for each application which could be tracked online or via mobile
20. A helpline should be created in the DM's office to accept complaints about the working of district administration
21. The District Collectorate should have a control on the conduct of District industries & development centres
22. Political interference in the working of the District Administration should be minimised through systems and processes
23. All Government schemes, eligibility of beneficiary should be put on notice board of district administration office
24. Every district office should publish a weekly report on Work In Progress including number of cases received, number of cases processed and number pending along with any other progress made
25. The Central Government in partnership with State Governments should implement the above District Administration model in 10 districts of India as a pilot project and then roll out to more districts
26. It should be made mandatory for the Collector to respond to at least 5 complaints

Transforming District Administration –A few Citizen quotes:

1. For each district a grievance or complaint centre should be opened for general public , so that grievances to be sorted out in minimum time framework – **Vivek Dua**
2. To reduce the corruption and maintain transparency most of the services should be made on line. To set up grievances redressal cell at each ward on a specific day with convenient time to the aam admi. Now people have to depend on agents and spend more time to wait at the corridors of the Collectorates and Tehsildar offices to get their work done. This has to be avoided. This action can win over the peoples heart – **Mohan Kamath**
3. District Management should be Transparent and piles of files and papers need to be digitized – **Archana Shah**
4. Let the administration know that they are in competition with the adjoining districts. Give them a public face just like the corporators and social service activists – **Umesh Dindore**

5. The District Administration should be insulated against the interference of local politicians and the district administration should be made accountable to the hierarchy strictly up to the Chief Minister. As this first step will definitely improve their functioning and quality. A certain amount of competitiveness should be brought within the districts by giving performance shield up to the Block Development level – **T Padmanabhan**
6. In the present system of working of various Government departments, the most difficult thing is to get access to the department in the event of a query, complaint or a feedback and even if one gets an access the next most difficult thing is to get a response. Every officer level person should be provided mobile number and that should be made known on the website. This arrangement will help to interact in a short time and get a problem/matter resolved quickly – **Anil Doshi**
7. There should be a provision on customer complaint portal that collector has to click at least 10 complaints every day and notification has to be send asking for latest status of particular case. This way there would be more visibility in work across all the departments falls under district administration – **Vijay Suryawanshi**
8. The qualification level of clerical staff at least one step should be increased. Due to this the level of understanding, for the implementation of Government policies, will increase – **Rajul Gupta**
9. District administration broadly classified in to four major categories a) citizens charter (like ration card, address change, community certificate, in come certificate legal heir etc. secondly numerous local license for business circus cinema stalls exhibition etc. Third welfare measures scheme identification, distribution and implementation etc... and fourth is exiting land records resource and revenue each one to be addressed with high tech available software and hardware with time limit and nodes at individual taluk office and other places so that people can apply in the software and software will provide verification docs required along with existing data base and result there off – **Saikumarngp GP**
10. The problem is with our constitution and the laws framed by each state regarding various aspects of working. It's the state laws that control the district admin....so unless the states change their ways of working, we will not be able to see any changes in the working of the district admin – **Adhiraj Dutt**
11. First set the goal of local administration what is planning of first year. They give brief power point presentation and budget and target. After that every month they give work progress and you have to make rule to anybody ask what is progress. This will be implement definitely we achieve some improvement – **Mylsami K**