

APPENDIX I
MINISTRY OF HOME AFFAIRS
(Department of Administrative Reforms)

RESOLUTION
New Delhi, the 5th January, 1966

No. 40/3/65-AR (P) – The President is pleased to set up a Commission of Inquiry to be called the Administrative Reforms Commission to examine the public administration of the country and make recommendations for reform and reorganization where necessary.

2. The Commission will consist of Shri Morarji R. Desai, M.P., as the Chairman and the following as Members :-

- (i) Shri K. Hanumanthaiya, M.P.
- (ii) Shri H.C. Mathur, M.P.
- (iii) Shri G.S. Pathak, M.P.
- (iv) Shri H.V. Kamath, M.P.
- (v) Shri V. Shankar, I.C.S. – Member Secretary.

3. The Commission will give consideration to the need for ensuring the highest standards of efficiency and integrity in the public services, and for making public administration a fit instrument for carrying out the social and economic policies of the Government and achieving social and economic goals of development, as also one which is responsive to the people. In particular the Commission will consider the following :-

- (1) the machinery of the Government of India and its procedures of work;
- (2) the machinery for planning at all levels;
- (3) Centre-State relationships;
- (4) Financial administration;
- (5) Personnel administration;
- (6) Economic administration;
- (7) Administration at the State level;
- (8) District administration;
- (9) Agricultural administration; and
- (10) Problems of redress of citizens grievances.

Some of the issues to be examined under each head are listed in the schedule to this Resolution.

4. The Commission may exclude from its purview the detailed examination of administration of defence, railways, external affairs, security and intelligence work, as also subjects such as educational

administration already being examined by a separate commission. The Commission will, however, be free to take the problems of these sectors into account in recommending reorganization of the machinery of the Government as a whole or of any of its common service agencies.

5. The Commission will devise its own procedures, and may appoint committees and advisers to assist it.

6. The ministries and departments of the Government of India will furnish such information and documents and other assistance as may be required by the Commission. The Government of India trusts that the State Governments and all other concerned will extend their fullest cooperation and assistance to the Commission.

7. The Commission will make its report to the Government of India as soon as practicable.

ORDER

ORDERED that a copy of the Resolution be communicated to all Ministries and Departments of the Government of India, State Governments, Administrations of Union Territories, etc. etc.

ORDERED also that the Resolution be published in the Gazette of India for general information.

N.K. MUKARJI, Jt. Secy.

SCHEDULE

(1) *The machinery of the Government of India and its procedures of work.*

- (i) The grouping of subjects in departments.
- (ii) The role of the Cabinet Secretariat.
- (iii) Problems of inter-ministry coordination.
- (iv) Staffing patterns and methods of work within ministries and departments.
- (v) Relationship between ministries and their attached and subordinate offices.

- (2) *The machinery for planning at all levels.*
Planning Originations and procedures at the Centre and in the States, and the relationship of the Planning Commission at the Centre and planning agencies in the States with other agencies.
- (3) *Central-State relationships.*
(i) Centre-State relationships in the realm of planning and development with particular reference to the growth of central agencies handling concurrent and State list subjects.
(ii) Centre-State relationships in other spheres, with particular reference to the needs of national integration and of maintaining efficient standards of administration throughout the country.
- (4) *Financial administration.*
(i) Budgetary reform.
(ii) Reform in the administration of accounts.
(iii) The role of audit.
(iv) The system of expenditure control, including procedures for sanctioning schemes and the problem of financial delegation and decentralization.
(v) Procedures governing financial relations between the Centre and the States.
- (5) *Personnel administration*
(i) Personnel planning and organization for it.
(ii) Recruitment policy and procedures, including selection techniques.
(iii) The Union Public Service Commission and the State Public Service Commissions.
(iv) Promotion policies and incentives.
(v) Policies and rules governing conduct and discipline to ensure efficiency, honesty and maintenance of morale.
(vi) Training
(vii) The role of the Cabinet Secretary and the Ministries of Home Affairs and Finance.
(viii) Personnel management for public sector enterprises.
- (6) *Economic administration.*
(i) Economic coordination, and the role of the Department of Economic Affairs and Coordination, the Planning Commission and the Department of Industry in that respect.
(ii) Administration of foreign exchange.
(iii) Export promotion, the mechanism of import control, and administration for trade and commerce generally.
(iv) Review of the mechanism and procedures of economic controls.

- (v) The role of the Ministry of Industry and Supply *vis-à-vis* other ministries handling specific industries.
 - (vi) Organisation for promoting industries in the private sector.
- (7) *Administration at the State-level.*
- (i) Examination of the organisation and procedures of State Governments with special reference to problems similar to those enumerated above.
 - (ii) The need to strengthen administration in the States at all levels.
- (8) *District Administration.*
- (i) The role of the Collector in respect of general administration and development administration, and as the agent of the State Government.
 - (ii) The role of the Collector in the matter of public grievances and complaints.
 - (iii) The relationship between the Collector and panchayati raj institutions.
 - (iv) The relationship between the Collector and departmental heads at the district and supra-district levels.
 - (v) The size of districts.
 - (vi) Personnel policies in relation to the post of Collector.
- (9) *Agricultural administration.*
- (i) The role of the Ministry of Food and Agriculture and other ministries concerned with agricultural production, and coordination between them.
 - (ii) Inter-relationship between State Agriculture Departments, Community Development Organisations and other organizations concerned with agricultural production in the States.
 - (iii) Organisation for agricultural administration at the State and district levels.
 - (iv) Coordination between research and extension organizations.
- (10) *Problems of redress of citizens grievances.*
- (i) The adequacy of the existing arrangements for the redress of grievances.
 - (ii) Need for introduction of any new machinery or special institutions for redress of grievances.