

Chapter XIV

Mechanisms for Monitoring and
Coordinating Self-Employment Opportunities in the State

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Self-employment, even though a private activity, is significantly mediated through the intervention of the state via several policies, programmes, schemes, etc. A number of departments within the Government of Assam have such mechanisms for facilitating creation and promotion of opportunities and avenues for self-employment. Major departments having such programmes and schemes include:

- Panchayat and Rural Development
- Information Technology
- Industries and Commerce
- Fishery
- Handloom, Textiles & Sericulture
- Agriculture
- Veterinary & Animal Husbandry
- Transport
- Tourism
- Cultural Affairs
- Co-operation
- Excise
- Mines & Minerals
- All technical Works Departments

For monitoring and coordinating self employment opportunities available with different Government departments the Assam Administrative Reforms Commission recommends that the following actions should be taken on priority basis:

- All the above mentioned departments should be asked to immediately identify the programmes & schemes under which there is scope of generating direct self-employment.
- For each such programme, the departments should identify and quantify self-employment opportunities scheme-wise and district-wise including the currently existing opportunities, the potential that can be realized in the short term (within three to six months, at best one year), medium term (within one year to three years) and long term.
- As per the above data (for current, short-term and medium-term opportunities) and projections (for long term opportunities), each department should develop scheme-wise and district-wise **Action Plan** as per the respective scheme guidelines indicating the time

frame and proper quantification for realization of the above mentioned scope and potential for self-employment opportunities.

- The Deputy Commissioners of the Districts should take up self-employment activities in a **mission mode**, because routine, stereotyped approach may not give desired results.
- Each district should set scheme-wise targets based on realistic assessments of the **core competencies** of the district, since local areas may have some special potential for generating self-employment.
- In each district, focus should be on **convergence** of self-employment activities under various schemes of different departments so as to create synergy and avoid unnecessary duplication.
- A **Monitoring Cell** should be created preferably in the Chief Minister's Secretariat or alternatively in the Planning & Development Department to monitor and co-ordinate all the above-mentioned activities of these departments. This Cell should be headed by a Director not below the rank of Addl./Joint Secretary and should be staffed with a few computer-literate personnel including at least one duly qualified statistician.
- Personnel for the Monitoring Cell may be available from the Directorate of Economics & Statistics or from amongst the Research Officers in the Planning & Development Department. It would be preferable if both computer literacy and knowledge of economics/statistics could be combined in the same individual for staffing this Cell. In this regard, the Commission recommends that the existing infrastructure/ personnel from the Directorate of Manpower Planning as well as the Directorate of Evaluation & Monitoring should also be suitably utilized, since the Commission, on examination, found that the workload of these two Directorates is very light at present.
- The monitoring done by this Cell should be for the **'on-going' Schemes/ Projects** on a continuous basis so that any constraints/ shortcomings found in implementation could be addressed immediately.
- A computerized, comprehensive **database** should be created on self-employment potential, employment generated, scheme-wise targets and results, and other relevant information for effective monitoring and coordination of self-employment activities. This database should be maintained and regularly updated by the Monitoring Cell.
- The Monitoring Cell should keep the Hon'ble Chief Minister informed through a duly developed **reporting** format about the progress of the implementation of Schemes/Projects on a monthly basis. This could be done through a computer-based, properly

developed **Executive Information System** (EIS). Similarly, monthly reports should also be submitted to the Ministers-in-charge of concerned departments every month.

- A State Level **Self-Employment Review Committee (SERC)** should be formed with the Chief Secretary or one of the Additional Chief Secretaries as the Chairman, the senior-most Secretaries of all the above mentioned departments as Members and the Director in charge of the Monitoring Cell as the Member-Convener. This Committee should meet every month (or at least once a quarter) to review the progress achieved by each relevant department, to co-ordinate inter-departmental activities and to offer guidance and directions to those departments.
- The guidance and directions of the SERC should be duly communicated to the field level functionaries by the respective departments, who will monitor the progress of their own departments and take necessary steps as and when necessary.
- Each of the above mentioned departments should report progress of their respective departments, scheme-wise and district-wise, invariably every month to the Monitoring Cell. The Monitoring Cell should design and device a standard monitoring proforma for collecting information from the field through the departments, and for inputting the same into the computer for generating reports for periodic review and feed back to all concerned.
- **As a long term measure**, the Assam Administrative Reforms Commission recommends that the **Directorate of Employment & Craftsmen Training** should be completely re-oriented towards monitoring and coordinating self-employment opportunities across all relevant departments at all levels in the state including the district level and below.
- The officers and staff of the Directorate of Employment & Craftsmen Training should be re-trained, re-oriented and re-assigned for this new kind of work. Their job charts and key performance areas should also be recast accordingly. Suitable training modules should be developed for this purpose by the Assam Administrative Staff College, if necessary, with the help of outside consultants/ external agencies.
- The **Craftsmen Training part** of the Directorate of Employment & Craftsmen Training should be de-linked from the Directorate and this part along with management of ITIs should be **transferred to the Directorate of Technical Education**. The Director of Technical Education should also be responsible for promoting training in different vocational trades.

- In reviewing the functioning of the Directorate of Employment & Craftsmen Training, the Assam Administrative Reforms Commission has come to the inference that their traditional role in maintaining the registers of the unemployed at various levels has only a minor significance in today's situation. As a result, the staff have enough spare time, which can be utilized meaningfully in the new kind of work as indicated above, provided proper training and guidance is given to them. The purpose is to re-orient the Employment Exchanges as **centers for promoting self-employment** across the state.
- In their re-oriented role, the Employment Exchanges should function as **Single-Window mechanisms** for information dissemination and counseling of the unemployed about self-employment opportunities as well as for coordination of such activities across the departments in their defined geographic jurisdictions like block, district, etc.
- Employment Exchanges should also be geared up to function as "**Placement Centres**" for catering to the human resource requirement of private sector including foreign employers.