

## **Chapter IV**

### **Rationalization of Government Departments**

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The Commission, after reviewing the existing formation of different Government departments in Assam and studying the consolidation patterns of different state governments, particularly the one implemented by the Government of Chattisgarh, recommends that the allied departments in the Government of Assam should be grouped together in the following manner so as to make the departments streamlined, cohesive and performance-oriented. Such rationalization and consolidation will also reduce the overlapping of functions across different departments.

### **Recommended Departments**

### **Departments/ subjects to be included**

1. Administrative Reforms & Training	1. A. R. & Training 2. E-Governance 3. Public Grievances (from PPG Dept)
2. Agriculture	1. Agriculture 2. Fishery 3. Veterinary & Animal Husbandry
3. C. M.'s Secretariat	1. C. M.'s Secretariat 2. Parliamentary Affairs 3. 20-point programme (from P&D) 4. Monitoring Cell
4. Education	1. Higher and Technical Education 2. Secondary Education 3. Elementary Education (Museum, Archaeology and Library Services may be transferred to Cultural Affairs)
5. Election	No change
6. Environment & Forests	1. Environment & Forests including Pollution Control 2. Soil Conservation
7. Food, Civil Supplies & Cooperation	1. Food and Civil Supplies 2. Cooperation
8. Health, Family Welfare & Public Health Engineering	1. Health & Family Welfare 2. Public Health Engineering

9. Hill Areas	No change
10. Home	<ol style="list-style-type: none"> <li>1. Home</li> <li>2. Political</li> <li>3. Border</li> <li>4. Passport</li> <li>5. Transport (regulatory/enforcement parts)</li> <li>6. Implementation of Assam Accord</li> </ol>
11. Industries & Commerce	<ol style="list-style-type: none"> <li>1. Industries &amp; Commerce</li> <li>2. Public Enterprises</li> <li>3. Handloom, Textiles &amp; Sericulture</li> <li>4. Mines and Minerals</li> </ol>
12. Law	<ol style="list-style-type: none"> <li>1. Legislative</li> <li>2. Judicial</li> </ol> <p>(LR should be an independent entity not under any department, but administrative assistance may be provided through the Law Department)</p>
13. Panchayat & Rural Development	No change
14. Personnel	<ol style="list-style-type: none"> <li>1. Personnel</li> <li>2. Secretariat Administration</li> <li>3. General Administration</li> <li>4. Printing &amp; Stationery</li> </ol>
15. Finance	<ol style="list-style-type: none"> <li>1. Economic Affairs including Budget</li> <li>2. Expenditure</li> <li>3. Revenue, including Commercial Taxes, Excise, Land revenue, Stamp &amp; Registration and Motor Vehicle taxes</li> <li>4. Pension</li> </ol>
16. Planning & Development	<ol style="list-style-type: none"> <li>1. Plan Finance</li> <li>2. State Plan (including additional resource mobilization)</li> <li>3. Economics and Statistics</li> <li>4. Monitoring &amp; Evaluation</li> </ol>
17. Power	<ol style="list-style-type: none"> <li>1. Electricity</li> <li>2. Non-conventional Energy Sources</li> </ol>
18. Public Works	No change
19. Land and Disaster Management	<ol style="list-style-type: none"> <li>1. Land management excluding land revenue</li> <li>2. Disaster Management</li> </ol>

	3. Relief & Rehabilitation
20. Social Justice & Empowerment	1. WPT&BC including SC 2. Labour & Employment 3. Minorities Development 4. Char Areas Development 5. Social Welfare 6. Women and Child Development
21. Sports and Youth Welfare	No change
22. Information Technology, Science & Technology	1. Information Technology 2. Science & Technology excluding Pollution Control and Non- conventional Energy Sources
23. Culture, Tourism, Information and Public Relation	1. Culture 2. Tourism 3. Information & Public Relations 4. Museum and Archaeology (from Education) 5. Library Services (from Education)
24. Urban Development	1. Urban Development 2. Guwahati Development
25. Water Resources	1. Flood Management 2. Irrigation

After consolidation of State Government Departments in groups having allied activities, the following principles should be followed in posting of Secretaries:

- Charges like Home and Personnel should be headed by the Chief Secretary himself assisted by senior Secretaries.
- Finance & Planning may be headed by an Additional Chief Secretary, assisted by senior Secretaries.
- Chief Secretary & Additional Chief Secretary may be assisted by senior Secretaries like Commissioner & Secretary as branch in-charges with clear-cut job charts and key performance areas.
- Second category of major charges like Education, Social Justice and Empowerment, Forests & Environment, Revenue, Relief & Rehabilitation, Health and P.H.E., etc. may be headed by Principal Secretaries.
- Other charges may be headed by Secretaries.

- The rank of the Secretary should be upgraded to supertime scale of IAS, like other major States.
- The present grade of Secretary may be designated as Special Secretary, and officers of the selection grade in IAS (minimum 13 years of service / equivalent seniority in ACS) should only be posted as Special Secretary.
- Special Secretary/ Additional Secretary/ Joint Secretary may be posted as branch in-charge of the aforesaid departments, each one of them having clear-cut job charts and key performance areas.
- Deputy Secretaries and Under Secretaries should work as Desk Officers.
- A few posts of Head of Departments, viz. Director of P & RD, DLR, Director of Industries & Commerce, and Commissioner of Taxes should be filled up by super time scale IAS officers.
- No IAS officer having less than 10 years of service and ACS officers having less than 20 years of service should be posted as Deputy Commissioner. This is essential, as the DC is required to function as the leader of all the Government Departments at District level. This objective could be achieved only if the DC has adequate administrative experience and wisdom to carry on district level officers of other departments as well as district level public leaders with him.
- Divisional Commissioners should be full time officers with headquarters as notified by Government at the time of creation of the post of Divisional Commissioner. No Secretariat assignment should be given to the Divisional Commissioner, whose primary responsibility should be periodic inspection of offices of DCs, SDOs, Circle Officers, Block Development Officers, Municipalities, etc. Such inspections will improve the efficiency of the Government Departments at the grass root level. They should also monitor overall law and order situation of their Divisions and keep the Chief Secretary informed.
- Divisional Commissioners should also function as Divisional Development Commissioners, for timely coordination and implementation of all development programmes including rural development. For this purpose, they must have powers to exercise control over the field-level development departments. They should also be responsible for timely redressal of public grievances – and responsible for monitoring the system of redressal and evaluating the quality of redressal.
- Ad-hoc appointment of officers in different grades should be stopped forthwith. Officers must have fixed tenure with adequately explicit job charts and key areas of performance so that accountability could be fixed

in case of failure. From the experience, it has been found that the officers having several charges in different departments on ad-hoc basis are not able to do justice to any of the departments, and as a result, Government functioning suffers.