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## **ADMINISTRATIVE REFORMS IN INDIA**

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### **ABSTRACT**

The term Administrative Reforms is applied to improvements in Administrative and Governmental machinery. It is related to the idea of change in administration. It is a dynamic process relating to innovation and reorganization. During the past several decades after the attainment of independence, several attempts have been made to bring about Administrative Reforms. Several scholars and administrators have made attempts to bring about Administrative Reforms. The following are the techniques to bring about Administrative Reforms:

- A. Research and Development
- B. Training
- C. Investigation
- D. Coordination of Management Improvement Programs
- E. Information and Publication

Thus in this article an attempt has been made for the analysis for Administrative Reforms.

**Keywords:** Organization, Management, Administrative Reforms, Delicensing, Automation, Refurbishing, Bridge Course, Operation Research

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The term administrative reforms is used in our daily language interchangeably with administrative change and with administrative reorganization. But there are some slight differences between these words. Precise definition will have to be understood. Reorganization means restructuring the existing system in the light of modern needs depending upon the circumstances. Change stands for motivation to suit the Socio- economic environment.

A. Fredrick Riggs has defined "administrative development as growing capacity of administrative system to make choices."

B. According to Caiden "administrative reforms is the artificial inducement of administrative transformation against resistance."

C. According to Motntgomery "administrative reform is a political process designed to adjust the relationships between the bureaucracy and other elements in the society or within the bureaucracy itself in order to change the process of public services"<sup>(1)</sup>

Thus in the light of above mentioned definitions, administrative reforms applies improvement of executive machinery. It promotes openness, accountability, decentralization, public ethics, and

citizen's satisfaction in Public Administration. There are problems of institution rules, procedures and processes of the government. Change and innovations are required in respect of administrative reforms. Several non-official bodies have grown up in the form of societies, associations, academies and institutions which are engaged in undertaking research studies on various aspects of the administrative system. According to the traditional aspect we wait for the problems to arise and then we request the competent persons to find out the solution. Then they produce a manual for guidance and this approach is known as management approach. But in due course of time the management approach was dropped and committee system was adopted to investigate the problems of administrative reforms and make the recommendations.

In England, Haldane committee and in USA Hoover commission had been appointed. In India the Administrative Reforms Commission was appointed in January 1966.

The third approach is the establishment of organizations and methods divisions in the administrative departments. This phenomenon is found after the Second World War. After independence, India has been attempting for massive administrative reforms. According to Mohit Bhattacharya "Administrative Reform is important issue in public administration. Reforms depend for their success on able leadership, correct diagnosis and grasp of the situation, proper sense of timings-wider support base, careful planning, command over resources and sound understanding of politics."<sup>(2)</sup>

#### **Organization and methods:**

There is an aura of mystery around the two layers known as organization and management. The term is used in two senses. It stands for the process of planning, organizing, coordinating, motivating, directing and controlling. It is concerned with organization of public bodies and their office procedures. There are two elements of the organization known as organization and methods. The units of organization and managements are expected to implement the reviews, procedures and systems of doing work in order to improve them. The examination of the structure of the organization-the study of administrative and clerical procedures- mechanization and automatization of office equipment and improvement of working conditions are the functions of Organization and Methods Division. Paul Appleby recommended to the government of India - "I recommend that the government of India give consideration to the establishment of the central office charged with responsibilities for giving both extensive and intensive leadership in respect of structural management and procedures. I should hope that at this level also it would have charter of responsibility for enhancement of democratic manner and method within bureaucracy and the public."<sup>(3)</sup>

The following are the functions of organization and management:

1. Research and development
2. Training
3. Investigation
4. Coordination of management improvement programs
5. Information
6. Publication

The following are organization and management techniques:

1. Preliminary survey
2. Overall survey
3. Activity survey

4. Organization survey
5. Functional survey
6. Procedural survey
7. Following survey

The following are six stages in the survey process:

1. Fixing the targets
2. Planning and assignment of time
3. Observation
4. Forming conclusion
5. The report writing
6. The follow-up to assess the results

The following are the important subjects for administrative reforms<sup>4</sup>:

1. Enhancement of efficiency and economy
2. Updating administrative technology
3. Creation of new institutions to undertake additional functions of administration
4. Stressing the structural and functional specialization
5. Redesigning of administrative structures for enhancing their effectiveness
6. Improving inter-agency and intra -agency
7. Rationalizing the personnel system to promote performance based on career development
8. Ensuring higher level of integrity in public services
9. Sustaining the administrative system for ensuring adequate accountability of governmental organization
10. Strengthening the decentralization, delegation and democratization in administration at the macro and micro levels

The above mentioned subjects are related to classical theory. This theory is also known as formal organizational theory, structural theory, engineering theory and mechanistic theory. According to this theory, the goals of efficiency and economy in the administration can be achieved by redesigning structural arrangements. The administrative committees and commissions have utilized the services of scholars of public administration to bring about such structural and procedural modifications.

In India organization and management division was established in the Cabinet Secretariat during the period from 1954 to 1964. But it was merged in the Administrative Reforms Departements under the Ministry of Home Affairs in 1964. But the Administrative Reforms was separated from the ministry of Home Affairs and transferred to the Cabinet Secretariat in February 1993 and it was renamed as the Department of Personnel and Administrative Reforms in February 1973. But in 1985 it was Designated as Ministry of Personnel Training Administrative Reforms public grievances and pensions.

The Organization and Management Division must have a good person with qualifications and qualities. He must have the ability to adjust with people at all levels. He must be a good listener, methodical patient and accurate in collecting and processing the data. Now there is a question about his educational background, whether he should be a graduate in engineering, accountancy, statistics,

political science, economics, public administration or business management. The staffing pattern of Organization and Management Divisions differ from country to country. Organization and Management Division must have adequate filing operations. Filing system must be quite systematic.

There are the problems involved in the filing operations known as Classification, Initial processing, Issuing and controlling retention and disposal.

Following are the broad categories:

1. Historical records
2. Permanent records
3. Temporary records
4. Current value records

Following are the forms and procedures for establishment and implementation of retention and disposal programs:

1. Preliminary records inventory
2. Retention and Disposal Schedule
3. Follow-up Disposal Card
4. Charge-out and follow-up control

Tools of Administrative improvements:

1. Modern Administration is increasingly research oriented. It will help in formulating policies, programs, controlling work and evaluating the results of work. The human relations have become complex. Following are the techniques of simplifications, work study, method study, and work measurement. Thus organizations maybe defined as the arrangements for division of work among persons working for common objectives.

The following are techniques for achieving the objectives of the organization. They are- work simplifications, automation, and operation research. IN the public and private organizations, the key note of achievement of success is the efficiency. The efficiency can be enhanced by classifying devices into two categories known as mental factors and emotional factors.

Mental factors:

- a. General cultural study
- b. Special study
- c. Research
- d. Refresher courses
- e. Employee counselling
- f. Attitude surveys
- g. Employee work
- h. Attitude training with different types like on the Job training- apprenticeship and interneeship

Emotional factors: the following are the ingredients:

- a. Liberal conditions of employment

- b. Fringe benefits
- c. Service programs
- d. Equipment aid
- e. Supervision
- f. Incentives and Awards

In addition to the above mentioned factors there are the external factors for motivation. There must be provision for recognition and reward through advance increments. There must be accelerated promotions for outstanding performance.

In 1961, the Central government announced the important measure for strengthening the administrative machinery. The Department of Administrative Reforms and Public Grievances in the Ministry of Administrative Reforms and Public Grievances is the apex body in the central government. It advised the government on policy matters relating to administrative reforms.

Operational reforms are another tool of administrative reforms. It is the application of methods of scientific research to operating problems outside the traditional field of science. Its main objective is to provide quantitative data to the executive for objective decisions. There is automation system for the use of mechanical devices through the system of electronic data, processing and analysis.

#### **Administrative Reforms in India:**

The question of Administrative Reforms has been the concern of Central Govt and State Governments. Various attempts are being made by the Statesmen and Administrators since independence, for reforming the administrative system. But an impression has developed among the people that the administration is immune and unresponsive. In spite of resistance, the central government and state governments have launched upon several experiments to bring out the administrative reforms.

The following are the various Administrative Reforms Committees appointed from time to time<sup>5</sup>. (Vide annexure for details)

The attempts made by the Central and State Governments can be divided into following periods<sup>6</sup>.

1. First stage deals with from 1947 to 1964 regarding the historical background during the period of the late Prime Minister Pandit Nehru.
  2. Second stage deals with from 1964 to 1976
  3. Third stage- from 1977 to 1990 regarding the period of new ideas and reforms.
  4. Forth stage deals with 1990 onwards regarding Liberalization, Privatization and Globalization.
- 1. First Phase - 1947 to 1964**

The Central government appointed the Economy Committee in 1948 to deal with the increase in the civil expenditure of the central government since 1938 to 1939 and to make recommendations for bringing about economy in the administration and the elimination of wasteful expenditure. Mr. Kasturabai and Lal Bahu famous industrialists were the chairmen. Another committee known as Reorganization of Machinery of Government had been appointed in the year 1949 under the chairmanship of Gopala Swamy Iyengar. This committee dealt with merger of Central Government Ministries - coordination of policies and programs- establishment of the Central Administrative office and common financial organization. Organization and Management Division was established in the year 1954. Planning commission was setup in March 1951. Gorwala committee was established in July 1951. His

recommendations were included in First Five Year Plan. In the year 1953 Paul Appleby committee had been appointed. The committee dealt with basic principles and concepts of administrative organizations. He dealt with work procedures, recruitment, training, and Office of Comptroller and Auditor General. In 1954, Ashok Chandra Committee submitted its report regarding budgetary and financial control. He also dealt with Office oriented system and functioning. He recommended for specialized training in the field of Governmental activities. In 1962, the Santhanam Committee had been appointed. He dealt with prevention of corruption in the governmental administration. During the third five year plan, the economy growth was reviewed. Recommendations were made in the year 1964, for speedy improvement of development programs. In the year 1965, the department of public enterprises was established under the Ministry of Industry.

Pay Commission had been appointed in the year 1946, 1958, 1971, 1982 and 1986. Thus the Central and State Governments had taken several steps for bringing about administrative reforms. In the year 1954 Indian Institute of Public Administration was established.

In 1960 Administrative Vigilance was established. The Indian Institute of Public Administration has been organizing the training courses for public administrators. It was in the year 1963 November; Whitley type councils were established for the redressal of grievances of the civil servants. Thus the first stage of administrative reforms is full of establishment of various institutions for efficient administration.

## **2. Second Stage - from 1965 to 1976**

During this stage Administrative Reforms Commission had been appointed under the chairmanship of Mr. Mooraji Desai. But. Mooraji Desai became the Deputy Prime Minister Mr. Kengal Hanumanthaiah who was the member was elevated as the Chairman of the Commission. The commission submitted twenty reports on the basis of detailed investigations was conducted by study teams and working groups. The following is the list of twenty reports:

- i. Problems of Redress of Grievances of citizens (1966)
- ii. The Machinery of Planning Intereium report (1967)
- iii. Public undertakings (1967)
- iv. Finance Accounts and Audit (1968)
- v. The Economic Administration (1968)
- vi. The Machinery of Government of India (1968)
- vii. The Life Insurance Corporation (1968)
- viii. The Machinery of Planning Final report (1968)
- ix. Central Direct Tax administration (1969)
- x. The administration of Union Territories (1969)
- xi. Personnel Administration
- xii. Delegation of Financial and Administrative powers
- xiii. The Centre State Relations (1969)
- xiv. The State Administration (1969)
- xv. Small Scale Sector (1969)
- xvi. Railways

- xvii. Treasuries (1970)
- xviii. Reserve Bank of India (1979)
- xix. Post and Telegraph (1970)
- xx. Scientific departments (1979)

All these reports were implemented by Government of India.

### **3. Third Stage - from 1977 to 1990**

The elections were held in the month of March 1977 after the Internal Emergency. Janatha party came to power at the Centre. Again in the year 1980, Congress party came into power under the leadership of the late Mrs. Indira Gandhi. In the year 1980-82, Fazal committee had been appointed to examine the need of accountability in the public sector. Another Commission known as Jha Commission had been appointed during the years 1981 to 1985 to examine the accountability- performance, rules and procedures. Fazal Committee and Jha Commission suggested the changes in organization relating to goals and objectives- Delegation of Powers, system of performance appraisal, the system of reward and punishment. In the month of March 1985, ministry of Personnel Public Grievance Cell was established. The Ministry was placed directly under the control of Prime Minister, assisted by Minister of States. In the month of September 1985, a new program and Scheme implementation was initiated under the chairmanship of the Prime Minister. The ministry had to coordinate all poverty alleviation programs. It introduced the concept of management by objectives. A new system of Memorandum Of Understanding (MOU) was introduced under the direction of the then Prime minister (Mr. Rajiv Gandhi). Other measures also introduced like lump sum road tax for the personal vehicles like car, scooters and motorbikes. The Director of Grievance was appointed for speedy removal of Public Grievances.

National Management Education Programme was introduced for young civil servants, managers of private and public sector organizations. The Administrative Reforms Commission had made 581 recommendations for administrative reforms. The government had accepted the institutions of Lokapala and Lokayukta.

### **4. Fourth stage- 1990 and onwards**

This period was marked by unstable minority governments with weak political leadership. This period is described as the period of Liberalization, Privatization and Globalization. It led to the process of removal of controls and delicensing in industrial policy. There was a Decentralization of Powers at the Village Level and Urban Level through 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendment Act in 1992. The Central Government had constituted Tax Reforms Committee under the Chairmanship of Raja Challaiah to examine the direct and indirect taxes. According to this Committee, no amount of Tax Reforms will not yield expected results unless there is substantial improvement regarding efficiency, technical competence, integrity and ability of tax authorities, the nexus between politicians, civil servants, and business houses must be avoided. There were some scams like Bofors, security scam, urea scam, fertilizers scam, Hawala scam and fooder scam.

At the same time the State Governments had appointed several Administrative Reform Commissions and Committees: The following are the examples:

- 1) Kerala Administrative Reforms Commission
- 2) Administrative Inquiry Committee in Orissa 1958
- 3) Andhra Pradesh Administrative Reforms Inquiry Committee 1965



- 4) Punjab Administrative Reforms Inquiry Committee (already detailed list of several Administrative Reforms Inquiry Committee and Commissions has been mentioned in the end of the Article.

**Second Administrative Reforms Commission Recommendations:**

The Second Administrative Reforms Commission was appointed by Government of India in August 2005, under the chairmanship of Veerappa Moily, Former Chief Minister of Government of Karnataka. The report was submitted in the month of May 2009. The terms and References of the Commission were<sup>7</sup>:

- i. Organizational structure of Government of India.
- ii. Ethics in Governance.
- iii. Restructuring the personnel administration.
- iv. Strengthening the financial administration.
- v. Ensuring the effective Administration at the State level.
- vi. Ensuring the effective administration at the District level.
- vii. Strengthening Panchayat Raj Institutions.
- viii. Ensuring Participative Public Service Delivery.
- ix. Creating Citizen Centre administration.
- x. Promoting Electronic Governance.
- xi. Dealing with issues of Federal Polity.
- xii. Public Order.

**The Commission submitted 15 reports to the government. They are mentioned below<sup>8</sup>**

1. Right to Information: Master Key to Good Governance (2006)
2. Unlocking Human Capital: Entitlements and Governance - a Case Study (2006)
3. Crisis Management: From Despair to Hope (2006)
4. Ethics in Governance (2007)
5. Public Order: Justice for Each ... Peace for All (2007)
6. Local Governance: An Inspiring Journey into the Future (2007)
7. Capacity Building for Conflict Resolution: Friction to Fusion (2008)
8. Combating Terrorism: Protecting by Righteousness (2008)
9. Social Capital: A Shared Destiny (2008)
10. Refurbishing of Personnel Administration: Scaling New Heights (2008)
11. Promoting e-Governance: The SMART Way Forward (2009)
12. Citizen Centric Administration: The Heart of Governance (2009)
13. Organisational Structure of Government of India (2009)
14. Strengthening Financial Management Systems (2009)
15. State and District Administration (2009)

**Summary of recommendations of Second Administrative Reformation Commission (2009)<sup>9</sup>**

1. On Right to Information:
  - a) Official Secret Acts 1923 will have to be amended and transparency in administration will have to be established.
  - b) Public records will have to be reorganized for the effective implementation of Right to Information Act.
  - c) The Information Commission will have to be constituted by appointing the members
  - d) By variety of experiences of the society.
  - e) Para 11.8 of Manual of Office procedure should be deleted. And file noting should be furnished to the public.
2. On Public Order:
  - a) The Controversial Armed Forces Special Powers Act should be repealed. The Unlawful Activities Prevention Act 1977 should be amended.
  - b) The Criminal Justice Administration should be improved.
  - c) The Central Government must be empowered to deploy the central forces in case of major public order problems in the state.
  - d) There must be separation of Crime Investigation from other Police functions.
  - e) There must be 33% representation for women in the Police force.
  - f) Organized persons instigating violence should be liable to pay damages.
3. On Ethics in Governance:
  - a) There must be a National Ombudsman known as Lokapala covering all the Union Ministers, Chief Ministers and MPs.
  - b) The commission suggested for partial state funding of elections- Tightening Anti defection law.
  - c) Local Area Development Fund must be abolished for MPs and MLAs.
4. On Local Governance:
  - a) The commission recommended for the promotion of Local Democratic bodies as self governing institutions.
  - b) The broad principles regarding the delegation of powers, responsibilities and functions of the local bodies must be laid down.
  - c) In each state there must be legislative council. It should comprise the members elected by the local bodies.
  - d) The task of delimitation and reservation of constituencies of the local bodies should be entrusted to the State Election Commission.
  - e) The State Finance Commission must be constituted.
  - f) Local body on Ombudsman should be constituted to look into the complaints of corruption and mal administration.
5. On Combating Terrorism:

- a) There must be a comprehensive law to deal with all aspects of terrorism.
  - b) There must be comprehensive strategy of different stake holders- the Government- political parties- security agencies- civil society and media to deal with terrorism.
  - c) Indian Evidence Act should be amended for video recording of statements and confessions made before the police.
6. On Restructuralising Personnel Administration
- a) National Institutes of Public Administration to run bachelor's degree courses in public administration and management should be established. The selected university should be assisted to offer such graduate level programs in public administration and management. The bridge courses in Public administration should be organized for other graduates.
  - b) The permissible age for appearing in the civil service examination should be enhanced.
  - c) The induction of officers of State Civil Service into the IAS should be done by the UPSC on the basis of common examination.
  - d) Every Government Servant should undergo mandatory training program at the induction stage and also periodical training.
  - e) The National Institute of Good Governance must be established.
  - f) Performance of Appraisal rules must be modified for all India services, central services and State services.
  - g) The Commission suggested the review of performance by system of two intensive reviews- one on completion of fourteen years of service and other completion of twenty years of service.

### **Conclusion**

Thus a number of Committees and Commissions have made several Recommendations for reform. But the problems of the field Administration have not been solved. The overall implementation of recommendations is poor. Our bureaucracy is not cooperative in the implementation. There is lack of political will in the implementation of administrative reform. The issues like administrative morality, public accountability, democratization of administration, decentralization of powers, and openness of administrative actions are stumbling blocks. The success of administrative reforms depends upon the top political and bureaucratic support. But the politicians and the bureaucrats are quite busy in the enhancement of their selfish interests and hardly find time for attending to administrative reforms. However the Central and State governments will have to concentrate their attention on the following approaches to bring about Administrative Reforms.

- 1) Linking the goals of organization to the wider objectives of government.
- 2) Creating inbuilt mechanisms to strengthen the organization.
- 3) Improving the capacity of government to respond to changes and challenges for environment.
- 4) Experimenting alternative models of organizations.
- 5) Strengthening the ethical basis of government.
- 6) Establishing the sound system of policy making.
- 7) Assigning the greater role to the specialists.

- 8) Enhancing the effectiveness of the committee system.
- 9) Eliminating secrecy and promoting openness.
- 10) Involvement of consumers and clients in the formulation of policies.
- 11) Determining the standard of performance.
- 12) Developing effective leadership at all levels.
- 13) Organizing and encouraging the formation of groups.
- 14) The developing motivational climate and devising non-monetary rewards.
- 15) Innovative measures for disciplines among employees.
- 16) Mitigating monotony stress and frustration among the employees.
- 17) Time management.
- 18) Improving the skills of lower level employees.
- 19) Encouraging the cultural initiative and enterprise among the employees.
- 20) Developing opportunities for creativity and promoting innovations among the employees.
- 21) Strengthening the process of consultation, collaboration and cooperation among the employees.
- 22) Devising the mechanism of conflict resolution at various levels.
- 23) Facilitating vertical and horizontal communication skills among the employees.
- 24) Evolving the man power planning through human resource development.
- 25) Facilitating inter-level mobility among employees.
- 26) Creating effective career planning.
- 27) Establishing network of research and training among the employees.
- 28) Imparting Pre-Entry Training, Induction Training and in Service Training.

Though several Reforms Committees and commissions have made several comprehensive recommendations, Central and the State Governments have not effectively implemented.

Hence the above mentioned 28 approaches for bringing about Administrative Reforms have been suggested for the consideration of concerned authorities.

#### **Vide Annexure for Details**

#### **Following Administrative Reforms Committees were appointed from time to time**

1. Fifth Report of the Select Committee of the House of Commons on the Affairs of the East India Company, 1812
2. The Committee on the Indian Civil Service (Macaulay), 1854
3. The Special Committee on Civil Service Salaries, 1860
4. All-India Police Commission, 1860
5. The Committee on the Selection and Training of Candidates for the Indian Civil Service (Liddell), 1876
6. The Public Service Commission (Charles Aitchison), 1886-87

7. Indian Police Commission (Sir A.H.L. Fraser), 1902
8. The Government of India Clerks' Salaries Committee (J.S. Meston), 1908
9. The Royal Commission Upon Decentralization (Hobhouse), 1907-09
10. The Committee on the Work-Simplification at the District level (H.W. Pike), 1911
11. The Royal Commission on Public Services in India (Lord Islington), 1912-15
12. The Government of India Secretariat Procedure Committee (Llewellyn Smith), 1919
13. Indian Retrenchment Committee (Lord Inchcape) 1922-23
14. Royal Commission on Superior Civil Services in India (Lord Viscount Lee), 1923-24
15. Reforms Enquiry Committee (A.P. Muddiman), 1924
16. Indian Central Committee (Sankaran Nair), 1928-29
17. Indian Statutory Commission (John Simon), 1928-30
18. The Committee on Secretariat Reorganisation (Wheeler), 1930
19. The Committee on Organisation and Procedure (Maxwell), 1936
20. Bengal Administration Enquiry Committee (Rowlands), 1914 45.
21. Report on the Reorganisation of Central Government (Richard Tottenham), 1945-46
22. Report of the Advisory Planning Board (K.C. Neogi), 1947-49
23. Report of the Secretariat Reorganisation Committee (Girija Shankar Bajpai), 1947
24. Report of the First Central Pay Commission (Varadachariar), 1946-47
25. National Planning Committee (Nehru), 1948
26. Report of the Economy Committee (Kasturbhai Lalbhai), 1948
27. Report of the Reorganisation of the Machinery of Government (Gopaldaswami Ayyangar), 1949
28. Committee on Corruption (Tek Chand), 1949
29. Report on Public Administration (A.D. Gorwala), 1951
30. Report on the Efficient Conduct of State Enterprises (A.D. Gorwala), 1951
31. The Machinery of Government – Improvement of Efficiency (R.A. Gopaldaswami), 1952
32. Public Administration in India - Report of a Survey (P.H. Appleby), 1953
33. States Reorganisation Commission (Fazil Ali), 1953-55
34. The Railway Corruption Enquiry Committee (J.B. Kripalani), 1955
35. The Re-examination of India's Administrative System with special reference to Administration of Government's Industrial and Commercial Enterprises (P.H. Appleby), 1956
36. Report of the Public Service (Qualification for Recruitment) Committee (A.Ramaswami Mudaliar), 1956
37. The Commission of Enquiry on Emoluments and Conditions of Services of Central Government Employees (Jagannath Das), 1957-59
38. Report of the Team for the Study of Community Development Programme and National Extension Service (Balvantray G. Mehta), 1957

39. Report of the Staff Welfare Review Committee (Fateh Singh), 1961
40. Report on Indian and State Administrative Services and Problems of District Administration (V.T. Krishnamachari), 1962
41. Report of the Committee on Prevention of Corruption (K. Santhanam), 1964
42. Committee on Indian Foreign Service (N.R. Pillai), 1965-66
43. Committee on Central Police Training College (Kohli), 1966
44. The Administrative Reforms Commission (Morarji Desai succeeded by K. Hanumanthaiya), 1966-70. It submitted 20 reports on the following subjects and made a total of 581 recommendations:
  - i. Problems of Redressal of Citizens' Grievances (1966)
  - ii. Machinery for Planning (Interim Report) (1967)
  - iii. Public Undertakings (1967)
  - iv. Finance, Accounts and Audit (1968)
  - v. Economic Administration (1968)
  - vi. Machinery of Government of India and its Procedures of Work (1968)
  - vii. Life Insurance Corporation (1968)
  - viii. Machinery for Planning (Final Report) (1968)
  - ix. Central Direct Taxes Administration (1969)
  - x. Administration of Union Territories and NEFA (1969)
  - xi. Personnel Administration (1969)
  - xii. Delegation of Financial and Administrative Powers (1969)
  - xiii. Centre-State Relations (1969)
  - xiv. State Administration (1969)
  - xv. Small Scale Sector (1969)
  - xvi. Railways (1970)
  - xvii. Treasuries (1970)
  - xviii. Reserve Bank of India (1970)
  - xix. Posts and Telegraphs (1970)
  - xx. Scientific Departments (1970)
45. Third Central Pay Commission (Raghubar Dayal), 1973
46. Committee on Police Training (Gore), 1974
47. Committee on Recruitment Policy and Selection Methods (D.S. Kothari), 1976
48. Committee on Panchayati Raj Institutions (Ashoka Mehta), 1978
49. National Police Commission (Dharam Vira), 1977 – 80
50. The Economic Reforms Commission (L.K. Jha), 1983
51. The Commission on Centre-State Relations (R.S. Sarkaria), 1983 – 88

52. Working Group on District Planning (C.H. Hanumantha Rao), 1984
53. The Fourth Central Pay Commission (P.N. Singhal), 1986
54. Committee on the Recruitment Policy and Selection Methods for All-India and Central Services (Satish . Chandra), 1989
55. The Taxation Reforms Committee (Raja J. Chelliah), 1991
56. NDC Committee on Austerity (Biju Patnaik), 1992
57. The Fifth Central Pay Commission (Ratnavel Pandian), 1997
58. The Commission on Review of Administrative Laws (P.C. Jain), 1998
59. The Expenditure Reforms Commission (K.P. Geetha Krishnan), 2000 – 01
60. The National Commission to Review the Working of the Constitution (M.N. Venkatachaliah), 2000-02
61. Report of the Civil Service Examination Review Committee (Y.K. Alagh), 2001
62. Report of the Committee to Review in-Service Training of the IAS Officers (Yugandhar), 2003
63. Report of the Committee to Review the System of Performance Appraisal, Promotion, Empanelment and Placement for the All India Services and other Group 'A' Services (Surinder Nath), 2003
64. Committee on Civil Service Reforms (P.C. Hota), 2004
65. Second Administrative Reforms Commission (Veerappa Moily), 2005 – 09
66. Police Act Drafting Committee (Soli Sorabjee), 2005 – 06
67. Second Commission on Centre-State Relations (M.M. Punchhi), 2007 – 10
68. Sixth Central Pay Commission (B.N. Srikrishna), 2006 – 08
69. Committee on Corporate Governance (Naresh Chandra), 2002
70. Committee on Police Reforms (Ribeiro), 1998 – 99
71. Committee on Reforms of Criminal Justice System (V.S. Malimath), 2000 – 03
72. Committee on Police Reforms (Padmanabhaiah), 2000
73. Committee on Draft National Policy on Criminal Justice (N.R. Madhava Menon), 2006
74. Committee on Judicial Impact Assessment (Jagannath Rao), 2008
75. National Commission for Religious and Linguistic Minorities (Ranganath Misra), 2004 – 07
76. Prime Minister's High Level Committee on Social, Economic and Educational Status of the Muslim Community of India (Rajinder Sachar), 2005 – 06
77. Expert Group on Planning at the Grassroots Level (V. Ramachandran), 2005-06
78. National Commission for Denotified, Nomadic and semi Nomadic Tribes (Balkrishna Sidram Renke), 2006-08

**Footnotes and References:**

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