



Back from the Brink



Good Governance Initiatives

at

H.P. Institute of Public Administration, Shimla

*Research & Documentation Centre,
Himachal Pradesh Institute of Public Administration,
Fairlawns, Shimla-171012*

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H P INSTITUTE OF PUBLIC ADMINISTRATION

A documentation by:

Research & Documentation Centre
Himachal Pradesh Institute of Public Administration (HIPA)
Government of Himachal Pradesh,
Fairlawns, Shimla-171012

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FOREWORD

Governments at different times and occasion attempts to many types of reforms, and of these administrative reforms are found to be the most complex and difficult to be carried out. These are based not only on policy changes but also require intricate administrative and behavioral shifts within the government systems. Administrative reforms also require bureaucratic commitment and acceptance within all levels.

Any effort at administrative reforms also needs support from middle and lower level hierarchy of administration which must implement reforms or at least must refrain from sabotaging them. Any exercise at administrative reforms often is a result of heightened expectations of stakeholders, whose pressure spurs the executive to try and make the government more efficient and responsive. Finally, success of administrative reform is not only influenced by but also adjudged by the degree of sustainability of reforms.

Administrative reforms may be defined as the conscious and deliberate inducement of administrative transformation against resistance to meet the positive goals. Administration has to be efficient, effective, dynamic, innovative and forward-looking in character. It has to be objective, fair and just. It has to be clean and with highest standards of integrity and honesty. It has to be people oriented and must be conducive to citizen satisfaction.

The Department of Administrative Reforms & Public Grievances, Government of India, conveyed the guidelines for documentation and dissemination of best practices which gave an idea to the share good governance initiatives undertaken at H.P Institute of Public Administration (HIPA), Shimla documented as "Back from the Brink" . The report aims at bringing out a picture of paradigm shift the State ATI with special focus on process re-engineering and procedures simplification which resulted into tangible gains in terms of Strengthening of Financial Management, Effective Administration, Public Service Delivery, Citizen-Centric Administration and Promoting Governance. The study is based on empirical data collected and analyzing the existing organization systems of the Institute. The report attempt to study the management issues and challenges in HIPA, analyze the practices which have led to the present scenario, analyze existed mechanism

for management and governance, analyze shortcoming of same and based on this analysis make recommendations for effective and efficient management of HIPA in a manner that serves as model for all such organizations with a similar type of malaise. The study also endeavors to find out bottlenecks and leakages in governance and service delivery and the scale of participation of Officers, Faculty and staff in the planning and management of the Institute for its financial sustainability. It also attempts documentation of implementation problems at various levels and initiatives undertaken to resolve them.

HIPA is grateful to the Administrative Reforms & Public Grievances, Government of India, for giving us an idea to document our efforts in shape of a report. At the same time, I wish to place on record the co-operation extended by Officers, Faculty and staff of Himachal Pradesh Institute of Public Administration in providing necessary help and data.

I would like to place on record the hard work put in by **Dr.K.K.Handa**, *Assistant Professor, Economic Administration* and **Sh. Rajeev Bansal**, *Research Officer* in writing the report and completing the task.

It is expected that the report will be found to be useful by the different departments and also those at the helms of affairs in identifying future strategies for improvement in being about good governance in their functioning.

DATE : 25th February,2008.
PLACE : Fairlawns, Shimla

Ajay Mittal, IAS
DIRECTOR

Indicative Route Map to the Institute



REPORT TEAM

Sr.No.	Name & Designation	Activity
1.	Sh. Ajay Mittal, IAS, Director	Overall Direction & Guidance
2.	Dr. K. K. Handa, Asstt. Professor (Eco. Admn.)	Frame work and Report Review
3.	Sh. Rajeev Bansal Research Officer	Report Writing & Data analysis
4.	Sh. Prem Chauhan Junior Stenographer	Secretarial Support



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