

INTERNATIONAL EXCHANGE & COOPERATION (10th August, 2011)

The Department of Administrative Reforms & Public Grievances (International Exchange & Cooperation Division) is working as the nodal point in respect of matters relating to international cooperation in the field of Public Administration and Governance, which includes organizing programmes and visits of the foreign delegations to India and visit of Indian delegation abroad as part of project / bilateral measures taken up in accordance with the Memorandum of Understandings MOUs / Agreements signed between India and other countries (bilateral or multilateral), viz, China, Malaysia, Brazil and South Africa and in respect of the cooperation with other international organizations of which the Ministry of Personnel, Public Grievances and Pensions is an institutional member.

The purpose of the international cooperation component is to enable the sharing of information, best practice and personnel across national government. The component was introduced in 2007-2008 with a mandate to conduct the following activities:

- Exchange of experts and joint research on comparative studies
- Exchange of materials and information
- Secondments of experts from institutions across countries
- Membership and exchange programme for Exchange visits and experiences sharing through workshops, seminars, conferences
- key government personnel
- Peer review mechanism on sharing of best practise

At present, there are four countries, with whom MOUs have been signed: China, Malaysia (bilateral) South Africa (bilateral as well as trilateral; i.e. IBSA) and Brazil (under IBSA). This involves exchange of visits and undertaking programmes/projects and activities under the existing MOU in the field of Civil Services, Personnel Management, Public Administration and Governance.

Cooperation with International Institute of Administrative Sciences (IIAS), Brussels, Belgium:

The Ministry of Personnel, Public Grievances and Pensions (Department Administrative Reforms and Public Grievances) is an institutional member of the

International Institute of Administrative Sciences (IIAS) since 1998. The membership is being renewed every year by paying the requisite fee.

The International Institute of Administrative Sciences (IIAS) with its headquarters at Brussels, Belgium, was established for the purpose of promoting the development of Administrative Sciences, better organization and operation of public administrative agencies, improvement of administrative matters and techniques and for the progress of International Administration. At the international level, it is devoted to the study of public administration. In the field of comparative studies, it alone provides a forum for presenting and discussing practical experiences and theoretical analyses of specialists of public administration from all regions of the world.

The advantage for Ministry of Personnel, Public Grievances and Pensions of becoming an institutional member of the IIAS is that, it enables the Government of India in getting information on the latest development in the field of public administration through participation in international meetings and seminars organized by the IIAS as well as through various journals, documents and study reports prepared/issued by them. Additional Secretary, D/o Administrative Reforms & Public Grievances, as a Government of India nominee, in ex-officio capacity, is on the Executive Committee of IIAS.

Cooperation with Commonwealth Association for Public Administration and Management (CAPAM), Ottawa, Canada:

The Commonwealth Association for Public Administration and Management (CAPAM), with its headquarters at Ottawa, Canada, is a membership organization dedicated to strengthening public management and consolidating democracy and good governance throughout the Commonwealth. It was formed in 1994 as a result of decisions taken at the Commonwealth Heads of Government meetings in Harare in 1991 and in Cyprus in 1993. Since inception, CAPAM has grown to a network of over 1100 members across the Commonwealth countries. As a non-profit association, CAPAM represents an international network of 1100 senior public servants, Heads of Government, leading academics and researchers located in over 50 different countries across the Commonwealth. The association is guided by international leaders that believe in the value of networking and knowledge exchange and the promotion of good governance for the betterment of citizens across the Commonwealth.

The Ministry of Personnel, Public Grievances and Pensions, Government of India became an institutional member of CAPAM in 1997. The membership is being renewed annually. The membership enables the Government of India to keep pace with the latest developments in the field of public administration, through participation in various programmes of CAPAM viz; International Innovations Awards Programme, International Innovations Cascading Programme, international meetings, seminars and conferences organized by CAPAM, as well as through various publications, journals and study reports issued by CAPAM. Secretary, Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, as a Government of India nominee, in an ex-officio capacity, is a Vice President of CAPAM Board of Directors.

CAPAM International Innovations Awards Programme:

Since 1998, CAPAM has been announcing its Biennial International Innovations Awards Programme. The purpose of the Awards Programme is to promote the interaction of new initiatives in government reform throughout the Commonwealth. Through this programme, CAPAM endeavors to promote new initiatives in government reform; to expose countries to varying perspectives on models of change and reform; to promote quality service to public and to further strengthen communications and exchange among different member countries. This provides an opportunity to exchange experience on new developments and innovations in management in governments of Commonwealth countries.

India has been participating in the CAPAM Award Programme since beginning and has won gold medals in 1998, 2000, 2002, 2004 and 2010 and silver medals in the year 2002, 2004 and 2006.

The 2010 CAPAM Awards Programme was held in Malta in conjunction with CAPAM Biennial Conference, on 14-15 October, 2010. The following three projects from India were selected among the twelve finalists, received by CAPAM from various Commonwealth countries.

- (a) Systemic Innovation for Community Engagement for Drinking Water Delivery and Water Safety in Rural Areas of Gujarat (Government of Gujarat).(Category: Innovation in Citizen Engagement and Dialogue).
- (b) Web Based Project Management System, Karnataka State Police Housing Corporation Ltd. (Government of Karnataka) (Category: Innovation in Public Service Management and Accountability)
- (c) Mission Convergence, Government of National Capital Territory of Delhi.) (Category: Innovation in Government Service and Programme).

A Gold Medal was awarded to the Project- ***Mission Convergence, Government of National Capital Territory of Delhi*** that best encapsulated and demonstrated excellence under the overall awards theme viz: "Cultivating Innovation for Public Service of the Future:"and it also got an award in the category - Innovation in Government Service and Programme.

An Award was given to the Project- ***Systemic Innovation for Community Engagement for Drinking Water Delivery and Water Safety in Rural Areas of Gujarat*** (Government of Gujarat). under the category: Innovation in Citizen Engagement and Dialogue.

CAPAM Leadership Development Programme held

The Commonwealth Association for Public Administration and Management (CAPAM) Leadership Development Programme was organized by the Department of Administrative Reforms and Public Grievances (DARPG) at Indian Institute of Public Administration on July 6-8, 2011.

The Programme was inaugurated by the Minister of State for Personnel, Public Grievances and Pensions, and PMO, Shri V. Narayanasamy. He highlighted the significance of decisive leadership in democracies, and noted how India's relationship with CAPAM has grown exponentially and led to the promotion of good governance across the Commonwealth and beyond.

The programme was structured to highlight recent trends in the leadership studies, and covered the following:

- ***Public Service Leadership Context***
- ***An Appreciative Enquiry into Leadership***

- *Leadership: An Art of Possibility*
- *Leadership in Action*
- *The Language of Leadership*
- *Leading through Discovery*
- *Leadership Skills*
- *Strategic Leadership*
- *Commitment based Leadership Model*
- *The Challenge of Difficult Decisions*

The Key Note Address was delivered by Shri Ramesh C. Misra, Secretary (DARPG). "Good leadership required valued human qualities, beyond conventional notions of authority", he said.

The three-day programme was attended by 30 senior Government officers and intended to enhance the leadership competencies of the participants in the competitive world of today. It was based on experiential learning methodologies, aiming at the development of self awareness, emotional intelligence and strategic intent in decisions, and providing the participants with learning experiences.

Lecture sessions were conducted by speakers from CAPAM (Mr. David Waung and Mr. James Clemens) and India (Shri Ramesh C. Misra, Shri Vishwapati Trivedi and Dr Amitabh Rajan). The participants for the programme were senior government officials chosen by the Government of India from across the State Governments and the Central Ministries and Departments.

CEO and Executive Director of CAPAM, Mr. David Waung noted the significance of the event and termed New Delhi's Leadership Development Programme as CAPAM's Model for replication.

India-Brazil-South Africa (IBSA) Forum:

Recognizing the emergence and consolidation of IBSA initiatives and collaboration at regional and global level for promoting good governance and wishing to strengthen South-South cooperation, the three countries acknowledge that joint efforts and collaboration will position them as active players in helping to direct the Public Administration and Governance towards democratic values and social inclusion.

The Prime Minister of India, the President of Brazil and the President of South Africa met in Brasilia (Brazil) on September 13, 2006 for the 1st Summit meeting of the India-Brazil- South Africa dialogue forum. Also desiring to promote trilateral exchange of cooperation in the field of Public Administration and Governance between the three countries in accordance with their respective national legislation on the basis of equality and mutual benefit, India, Brazil and South Africa agreed to enter into an MOU. Pursuant to the IBSA Summit decision as contained in the Joint Declaration issued on the occasion, an IBSA Working Group on Public Administration (WGPA) has been set up by the three countries. The Working Group from India is headed by Secretary, Department of AR & PG.

The Working Group on Public Administration (WGPA) ensures that advocacy and influence on public administration are sustained at global, regional and national levels. The priorities of the IBSA Working Group are global governance reforms and strengthening of South-South Cooperation, by ensuring an effective public service and sharing of best practices in governance among the three countries, including effective systems for monitoring and evaluating government performance. IBSA network would also enhance the ability to influence global thinking on issues of Public administration in the world.

The IBSA Working Group on Public Administration has been assigned a key role in the consolidation and advocacy of work on Governance and Public Administration. The Working Group on Public Administration started working in August 2006; it has since held seven meetings and adopted the following areas of cooperation:

- (i) Integrated monitoring and evaluation
- (ii) E-governance
- (iii) Human Resource Development
- (iv) Citizen oriented service delivery
- (v) Anti-corruption and ethics
- (vi) Accountability and Transparency

Collaboration in these areas represents the essence of the agreed upon MOU which has been signed on October 17, 2007 in South Africa, during the 2nd IBSA Summit. Necessary action is underway to implement the IBSA MoU through

an annual Programme of Action, identifying various projects/programme for exchange among IBSA countries.

The three countries have shown maturity and eagerness to collaborate on regional and global democracy and governance, economy and social commitments. The establishment of IBSA Working Group on Public Administration has ensured that their engagements, advocacy and influence on Public Administration and Governance are sustained at global, regional and national levels. This has further strengthened and provided a greater impetus to the already flourishing South-South relationship.

The 3rd IBSA Seminar entitled "South-South Practices in Management and Leadership Capacity Building and Public Service Delivery" was held at PALAMA, Pretoria, South Africa from 8-10 September, 2010.

In the 7th Meeting of the Working Group which was held in New Delhi on 5-6 March, 2011, Shri R.C. Misra, Secretary, Department of Administrative Reforms & Public Grievances, the Leader of the Indian side and the current Chairperson of the IBSA Working Group on Public Administration urged the IBSA partners to build upon and concretize their previous commitments and efforts by translating them into deliverables to be executed within a time frame and called deeper in the field of public administration.

The Working Group deliberated upon and decided a way forward in terms of an Action Plan which was adopted by the three sides for implementing the IBSA MoU on identified areas of interest - (i) IBSA Virtual Centre on Public Administration, (ii) Integrated Monitoring and Evaluation, (iii) E-Governance, (iv) Citizen Oriented Service delivery, (v) IBSA Framework on Public Administration , (vi) Human Resources Development and (vii) Anti Corruption, Transparency & Accountability.

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India- Brazil-South Africa Web Portal on Public Administration Launched

The India-Brazil-South Africa (IBSA) web portal on public administration was launched on 30.11.2010 by Secretary, Department of Administrative Reforms & Public Grievances, Shri Ramesh C. Misra under IBSA Co-operation Programme in the field of public administration and governance.

The web portal which is a virtual centre of excellence in public administration is a wide ranging web-based resource and an interactive platform for the IBSA partners to facilitate among them an exchange of ideas and knowledge on public administration.

The purpose of the web portal is to create a knowledge base for sharing IBSA experiences and best practices in the field of public administration and development related issues.

It was a tripartite launch with Brazil and South Africa onboard. Ms. Helena Kerr, do Amaral, President, ENAP, Brazil hailed the launch of the web-portal and stated that it is a strong forum for sharing best practices of all the three countries.

Mr. Diamond Mushwna, Chief Operations Officer, Department of Public Service and Administration, South Africa also appreciated the web portal as a significant achievement under IBSA cooperation programme for exchange and sharing of experiences on issues in governance and development.

India, Brazil and South Africa reaffirmed their commitment to further strengthening their trilateral cooperation through this forum. The IBSA web portal is a landmark achievement in mutual cooperation of the three countries in the field of public administration and governance, providing further impetus to the already flourishing IBSA relationship.

The IBSA Forum on Public Administration aims to enable the partners to keep abreast of practical requirement of good governance, just and honest government in

the region and beyond.

India - Malaysia Cooperation in the field of Public Administration and Governance

A Memorandum of Understanding on cooperation in the field of Civil Service, Personnel Management and Public Administration between Government of India, represented by the Ministry of Personnel, Public Grievances and Pensions and the Government of Malaysia, represented by the Public Service Department, was signed on 14 May, 2001.

To facilitate implementation of the MoU across various spheres of interest identified for exchange and cooperation, a Joint Working Group on Civil Service (JWGCS), which is an inter-governmental machinery of India and Malaysia, has been constituted. The JWGCS consists of members of both the countries as nominated by the concerned parties, with Secretary Department of AR & PG, Ministry of Personnel, Public Grievances and Pensions, Government of India as the Leader of the Indian side and the Director General, Public Service Department, as the Leader of the Malaysian side.

Cooperation with the Malaysian side is focused in the following identified areas:

- (i) Human Resources Development
- (ii) Employer-Employee Relations
- (iii) Salary and Allowances of Civil Servants
- (iv) Public Pension System
- (v) Employee Welfare
- (vi) Alternative Systems of Public Service Delivery
- (vii) Rightsizing Government
- (viii) Clients/Citizens Charter Initiatives
- (ix) TQM and ISO Certification in Government

- (x) Training: Management and IT;
- (xi) E-Government
- (xii) Civil Service matters for Management level
- (xiii) Anti-Corruption Strategy
- (xiv) VRS
- (xv) Public Grievance Redress Mechanism (PGRM)

Sharing of experiences and benchmarking of best practice are the key strategy of collaboration in the areas listed above.

The third Meeting of the India-Malaysia Joint Working Group was held on 6-7 January, 04 in New Delhi. The JWGCS reviewed the progress made by the Task Forces from both sides in implementing the various projects listed under the Work-plan and expressed their satisfaction over the progress made.

The work-Plan for the year 2003 and 2004 adopted by India and Malaysia in pursuance of the MoU entered has led to a very useful exchange of information including learning and sharing of best practices, and exchange of experts from both sides.

Both sides would be further engaged in exploring new areas of cooperation for further enhancement of bilateral working relationship and developing a programme of cooperation in the form of a Work-Plan.

India-China cooperation in the field of Civil Services , Personnel Management and Public Administration.

A Memorandum of Understanding between the Ministry of Personnel, Public Grievances and Pensions, Government of India and the Ministry of Human Resources and Social Security of the People's Republic of China on Co-operation in the field of Civil services, Personnel Management and Public Administration has been signed on 27 May, 2010 during the visit of President of India to China from 26 to 31 May, 2010

Areas of Co-operation under the MoU :

- (1) Capacity Building and Skills Upgradation.
- (2) Improved systems of Public Service Delivery.
 - (a) Customer Oriented Services
 - (b) Quality Management in Government
 - (c) Public Grievance Redress Mechanism
- (3) Human Resources Development - Civil Services
 - (a) Recruitment Process and Policies
 - (b) Promotion Policies/Career Progression Policies
 - (c) Performance Appraisal
 - (d) Mechanism/Machinery for amicable resolution of disputes between Government and its employees including the mechanism for personnel arbitration
- (4) Human Resources Management in Public Sector
- (5) Public Sector Reforms

Necessary measures are being taken to implement the MoU.

India -Singapore Cooperation in the field of Personnel Management and Public Administration

As a part of its international collaborative efforts, the Department of Administrative Reforms & Public Grievances explored the possibility of sharing and exchanging administrative experiences with Singapore, particularly in the area of Public Administration and delivery of services, so as to improve upon the current system of governance and instill a greater sense of responsiveness, accountability, transparency, and achieving public service excellence in the context of public service delivery, good governance, public service reform, and capacity building and skills upgradation.

Given the fact that high among the priorities of the two countries are public service reforms and good governance, a Memorandum of Understanding (MOU) between the two countries on cooperation in the field of Personnel Management and Public Administration has been finalized with the approval of the Cabinet. The draft MoU is likely to be signed by both the sides later this year.

Meeting of the Cabinet Secretaries of SAARC Member States

The meeting of the SAARC Cabinet Secretaries was held in New Delhi on November 13-14, 2009 to discuss issues of common concern such as administrative reforms, rural development, performance management and e-governance. The meeting was attended by all the Cabinet Secretaries and other representatives of the Member States.

The initiative of Government of India in holding this first ever meeting of Cabinet Secretaries of SAARC Member States was welcomed. It was noted that SAARC is now focusing on implementation, having commendably completed the norm setting processes in the first two decades of its existence. Cabinet Secretaries agreed that there is a need to prioritize SAARC related work in the line Ministries of SAARC. The meeting discussed innovations being made in administrative reforms by these countries. These discussions included reference to specific schemes to ensure underline objective of empowering citizens and ensuring inclusive growth through effective and people-friendly administration.

Member States also discussed rural development programmes in their own countries and the impact made by them. In their presentation, the Cabinet Secretaries put forward a detailed account of the policy experiences in their respective countries, including success stories, in the field of Rural Development. The Meeting noted that development of rural areas in South Asia is an enormous developmental challenge, and as such comprehensive efforts of all stakeholders, including strong community participation, are critical to the success of poverty alleviation efforts and development of rural areas. The Meeting appreciated that

although the challenges faced by the region are common, there may be specific variations depending on the socio-cultural milieu in a country.

The Meeting noted the importance of the Performance Management and Evaluation systems which are essential for improving delivery of services and development. They link departmental and individual objectives to various actions (policies, programmes, projects and schemes) and enable an objective assessment of progress in achieving these objectives through fair and balanced evaluation of the performance of various institutional and individual stakeholders.

The Meeting underlined the importance of use of Information Technology in administration of public services, and implementation and dissemination of development programmes, including through e-governance which is assuming an ever-increasing importance in developing countries including in South Asia. It noted that individual SAARC Countries have developed specific practices in Information Technology that optimize the use of human, technical and financial resources in addressing their respective national development priorities.

12 recommendations, pertaining to various Ministries and Departments, were made in the 1st meeting of the SAARC Cabinet Secretaries, which are under implementation, and a few have been implemented.

The next meeting of the SAARC Cabinet Secretaries is proposed to be held in Dhaka, schedule of which is being worked out by SAARC Secretariat in coordination with MEA.

Exchange and Cooperation with other countries:

Department of Administrative Reforms and Public Grievances, Ministry of Personnel, PG and Pensions, was also engaged with the visiting delegations from Egypt, Canada, Kuwait, Vietnam, Kenya, Solomon Islands, Latvia, Afghanistan, Uzbekistan, Nepal and Indonesia. The interactions with these countries focused on the areas of Civil Service, Personnel Management and Public Administration, including Reforms Initiatives, Capacity Building and Skills up-gradation, Empowering Civil Service, E-Governance, empowering citizen by Right to Information and strengthening vigilance for combating corruption.

