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INTRODUCTION

The Anantapur District Administration has sought to bring about procedural and systemic reforms in the implementation of various schemes of the government. It has attempted to introduce some novel initiatives for delivering government services in a transparent, equitable, and accountable manner. It has also taken up a host of initiatives for creating awareness among and for education people. This note attempts to present a brief synopsis of these initiatives.

In the note that follows, the various initiatives that have been undertaken are classified into various heads, as follows:

- Measures ensuring Accountability
- Measures promoting creation of Information Systems
- Measures promoting Equity and Targeting Weaker Sections
- Measures ensuring Transparency
- Measures to Streamline Government Systems
- Educational Initiatives
- Campaigns undertaken

Each synopsis would focus on four aspects, viz.

- Why the initiative
- What is the initiative
- How does the initiative function
- Achievements under the initiative

ACCOUNTABILITY INITIATIVES

1. REDUCTION OF RED TAPE

a. File Tracking System

File tracking has been one of the classical problems of administration. This problem becomes more profound in modern administration which is citizen centric and functions in a democratic setup. An effective system of file tracking would address concerns relating to accountability of clerks and officials who deal with the files. In addition, it would also address two other concerns as a necessary consequence of the first viz. that of speed and equity in the disposal of files.

In this IT age, numerous hi tech solutions have been tried for establishing an effective system of file tracking. However, the usefulness of these systems is limited due to two reasons viz. the lack of appropriate technology at all levels of administration and the inability to train government functionaries in the use of the appropriate technology.

The Anantapur system of file tracking is simple and robust and does not need sophisticated software and training. In this method, a file tracking sheet is affixed to the first page of every file. Every person through whom the file moves is supposed to initial on this sheet and put the incoming and outgoing dates. This would help in clearly identifying the pendency, in case there was any.

The only prerequisite for the effective functioning of this system is an unambiguous statement from the in-charge of the institution that no files should move without a tracker. Secondly, the person in-charge of the department should also convey a willingness to dispose off the files at the fastest possible pace. This will have a demonstrative effect. In this regard, the personal initiative of the incumbent District Collector of disposing of every file that comes to him within 24 hours is exemplary. Almost 1000 files are disposed by the Collector every month.

b. Circulation of Minutes

Circulation of minutes of meetings is an issue that seems to be a trivial one on the face of it, but the discipline to circulate minutes is yet to be inculcated in the governmental set up. It is not uncommon for minutes to arrive months after a meeting has been held. In such a case, the utility of the minutes is lost as the officers are not able to put into practice the learning from the meetings.

In Anantapur, minutes of all meetings which are chaired by the District Collector are being circulated to all the officers who attended the meeting on the same day through email. This introduces an element of speed in the system and ensures that minutes are prepared and delivered to all officers. An attempt is also being made to ensure that other officers also do the same.

c. Immediate Payment of NFBS and IAY Houses

The National Family Benefit Scheme had been introduced to give immediate financial assistance to families which loose their primary bread earner in a sudden death. In addition, Indira Aawas Yojana houses are sanctioned by the government to those people who loose their houses in any natural calamity. In both these cases, because a great financial burden is placed on the family due to the sudden nature of the loss, the relief should come immediately, if it is to be of any practical implication.

In case of NFBS, an analysis across mandals shows that cases for the payment of compensation have been pending since years. An attempt has been made to issue the NFBS compensation, within 24 hours of the bereavement. Cases of accidental and suicide deaths and payment of compensation to the bereaved family are monitored personally by the Collector.

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A similar monitoring mechanism has been put in place for house damage due to excessive rains. Compensation for damage and sanction of house under Indira Awas Yojana is being done within 24 hours.

d. Act Now

‘Act Now’ stickers have been posted in every section in all offices to constantly grill into the employees the merit of acting on things fast and to make speedy disposal a habit.

2. DISTRICT LEVEL CONVERGENCE MEETING

Compartmentalization of information and knowledge and communication are two major sources of delay and ill-informed decisions in the government setup. Compartmentalization prevents government departments from effectively coordinating with each other, from framing and implementing policies in a fashion that would not be in conflict with and not duplicate the efforts of other departments. Communication problems inhibit cooperation within departments and severely impact the speed of the decision making process. In communication also, it is inter departmental communication that is most severely effected.

The traditional system of communication between departments is itself leading to compartmentalization of government and leading to a sluggish and protracted chain of communication.

Anantapur has established a system of ‘District Level Convergence Meeting’ that is held once every week to sort out interdepartmental issues. This meeting is chaired by the Collector. It is attended by heads of all departments in the district and every department brings to the table the departmental issues that are pending with another. The other department is expected to explain the reasons for the delay and what can the first

department do to make the proposal amenable to the other department. This ensures that a lot of communication that would have happened otherwise is cut out. Secondly, because every department agrees to process the files pertaining to another in a given time frame, in the presence of the Collector and is aware of the system of follow-up, it delivers on the promise. Thirdly, because the convergence meeting is held on an open platform, it is open to the press and the public at large as to what stage a proposal is pending. This increases the accountability of officers to the Civil Society. Lastly, to ensure that all officers are able to attend the meeting, it has been kept after working hours on Monday, which is a State wide grievance day. There are instructions from the State level that officers should not leave their head quarters on Monday.

The important prerequisites for using this tool effectively are:

- The Convergence Meeting should be taken seriously
- There must be effective follow-up
- Involvement and interest shown by the Collector
- Meeting should not be in conflict with the regular duties of Officers

395 inter departmental issues have been sorted out in the past 18 months in the Convergence Meeting.

3. MANDAL LEVEL CONVERGENCE MEETING

The lower level administration is often seen to be unresponsive and it is a common complaint that the higher officers are not able to effectively monitor the lower officials.

With the increase in the work loads, it has become very difficult for officers at the district level to actively supervise and monitor the performance of the Mandal level officers. Therefore, this is an attempt to provide a platform for monitoring of the performance of the lower level functionaries by the District Level Officers.

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The village is chosen by a lottery system. The Mandal Level Convergence Meeting is held every Friday. Every Mandal has a District Level Officer who is appointed as a Special Officer for the Mandal, who compulsorily heads this meeting. In addition, the Officers in-charge of various departments at the Mandal level attend the meeting. The Mandal Level Convergence Meeting shares the aims and objectives of the District Level Convergence Meeting. However, there two other very important functions that it serves. The Mandal Level Meeting is held at one village every week. This ensures that the officials have a hand on the pulse of the people in the villages. This also ensures that, in case there are pressing issues in any village, they are brought to the notice of the District Administration. This is an attempt to take the administration to the grass roots level. The second is that it enhances the ability of the district administration to reach out to the grass root level and educate them about the various schemes and programmes of the government. Thus, if utilized properly, it has great educative value.

The Mandal Level Convergence Meeting is also coupled with inspection of Anganwadis, schools etc in the village.

The necessary conditions for the success of this initiative are the same as those for the District Level Meeting.

4. REPLY POST CARD SYSTEM

There is no effective system of obtaining feedback on government programmes from the stakeholders, who should be the most important voice in the implementation of the government schemes.

To address this issue, a system of reply post cards was introduced in the district. As part of this initiative, reply post cards are sent to the beneficiaries of various

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government schemes with the signature of the Collector. Many of these people actually reply and give feedback about their experience of the programme/scheme.

The important point here is that in case there are grievances that are espoused through these post cards, they must be addressed. Otherwise, people will feel that is one more of the unresponsive initiatives of the government and loose faith.

INFORMATION SYSTEMS

1. FAMILY INFORMATION SYSTEM

There are several programmes that the government implements for the people. These programmes are implemented by different departments. They have separate data bases, which are not linked. Secondly, these data bases are not accessible to the people at the village level.

Under this initiative, there is an attempt to create a family wise data base of the various benefits that have flown to people in any village. This register is prepared village wise and one village level officer has been tasked with the maintenance of this register.

The idea is that it would serve as a ready made database for anybody who wants to track the flow of government sponsored schemes and initiatives. It would also come in handy for the people of the village who can always point out to fake beneficiaries and siphoning off funds. Thus, it will serve as a tool for information asymmetry while simultaneously ensuring accountability.

2. VILLAGE ASSET REGISTERS

The Village Asset Register is a register of all assets that have been created in a village under various schemes of the government viz. schools, roads, water harvesting and conservation structures.

It would render services similar to the Family Information Register and would help in reducing the information asymmetry, ensuring transparency and accountability.

EQUITY AND WEAKER SECTION RELATED INITIATIVES

1. BULK PURCHASE SYSTEM

This is aimed at the Below Poverty Line population of the district to introduce an additional element of food and nutrition security in their life style. The government initiative taking care of Food Security are the Public Distribution System and the Mid Day Meal Schemes. These schemes have certain limitations. Both PDS and MDM address the entire gamut of nutrition security. This is an attempt to widen the gamut of food security, by addressing protein security.

The idea is that during January when red gram being harvested they are available in the villages at around Rs.40/- kg. At this time, the Village Organisations are encouraged to buy red gram dal at a cheaper rate. They will then be made available to their member SHGs. The SHG members will pay for it over a period of time. This will ensure that every member of an SHG will be able to stock their yearly requirement of red gram dal during the harvesting season when it is available at a cheaper rate.

2. EMPOWERMENT OF WOMEN

The present dominant model of development is looking to empower women socially, culturally, economically and educationally to improve the overall standards of living of the people.

In keeping with this broad goal in mind, several initiatives have been launched in the district. Some of these initiatives are:

- The District Medical and Health Department, Banks and Veterinary Departments are encouraged to send a representative to the meeting of the Mandala Samakhya. This has been done with the intention that these people

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can educate the women in respect of the policies of their department. They will also be able to shed light on how the women can gain in their respective enterprises through the schemes that are being implemented by their departments. This also increases penetration of the out-reach services that are to be provided by these departments.

- The SHG women are being encouraged to participate in the Joint Mandal Level Bankers Committee Meetings (JMLBC). This addresses twin objectives. Firstly, it would ensure that they would gain through the exposure and over a period of time, they would be able to voice their concerns, share experiences with the other stake holders and be able to demand what is due to them; thereby leading to more educated and informed decision making and policy implementation. Additionally, it will also provide an interface to all stakeholders to address the concerns of each other especially the bankers vis-à-vis the SHG members in terms of repayment of loans.
- Another important measure to promote women empowerment is the initiative to felicitate women with either one or two girl children in each of the thousand villages on the occasion of Women's day on March 8.
- Village Organizations have also established Family Counseling Centers which are helping out women in distress.

3. INSURANCE AND BAL BEEMA

This is an attempt to reduce the vulnerability of the marginalized sections of the society. Death is a major catastrophe in the lives of people. The disaster becomes more severe when the dependants of the deceased are not in a position to support themselves financially and thus meet their expenditure needs in the near future.

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As part of the initiative to reduce this vulnerability vigorous attempts have been made by the District Administration to provide 100% insurance coverage to the residents of the district. These include insurance coverage for the MGNREGS workers, the SHG members etc. These schemes come with very low premium of Rs.15/- per year per person and the insurance coverage is of Rs.1lakh. Presently, almost 70% of the population of the district is covered by these schemes.

3b. Bal Beema

This is unique scheme of insurance launched with the twin objectives of insuring children in schools as also to expose and educate them about financial instruments.

As part of this scheme, every child studying in any governmental school, either residential or normal day schools, contributes an annual premium of Rs.2/- per annum and is insured up to a sum of Rs.25,000/- in case of death and Rs.10,000/- in case of disability. This scheme has been started from November 14, 2010. The Oriental Insurance Company is implementing the scheme. It covers 407,510 students.

4. VIDYAKU CHEYUTHA

The government has set up schools to provide education to the students. However, in the present day context government run schools are seen only as a last resort by parents who cannot afford to send their children to private schools. This shows a loss of trust in the government schools. This is due to various reasons like absence of teachers, lack of sincerity in teaching, very poor knowledge transfer leading to poor learning levels, poor and decrepit infrastructure and lack of basic facility etc in these schools.

This scheme has been launched with a view to address some of these drawbacks. The uniqueness of this scheme lies in the fact that it is being implemented with the

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partnership of civil society individuals and organizations. Certain important steps that are being taken up in this programme are:

- Retired teachers are being encouraged to provide voluntary service in the schools and hostels in an attempt to improve the learning levels of the students.
- Dictionaries are being given in every school for the use of students
- Water purifiers are being installed in the schools, with a view to provide clean and safe drinking water to the students
- Efforts are being made to improve the general ambience in the schools by painting, writing quotations on the walls, taking up small gardens etc
- Cycles are being provided to children who have 100% attendance in the schools, to promote attendance

5. TOTAL FINANCIAL INCLUSION OF WEAVERS

A field study was commissioned by the Collector to estimate the amount of debt burden on the weavers. In the study, it was found that an average family had a debt of almost Rs.50,000/- which had been borrowed from private sources, where the rates of interest varied from 36% to 50% p.a.. The idea was to restructure this debt from being financed by private sources to being financed by banks. These loans would be available at a rate of 12% p.a.. Assuming an average rate of interest of 12% p.a. for banks and 36% p.a. for private money lenders, and an average loan burden of Rs.50,000/-, it would amount to a saving of Rs.12,000/- per annum, which can be reinvested.

Thus, the district administration in coordination with the bankers has worked out the capital requirement of Rs.50crores, which would be unconditional credit. Out of this Rs.14crores has already been distributed.

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This scheme would lead to an interest saving of Rs.12crores in the textile town of Dharmavaram, which is Anantapur's textile capital.

Such a scheme had earlier been implemented in Sircilla municipality of Karimnagar district of AP, under the name of Siricilla Package.

6. ODARPU: HELPLINE FOR FARMERS

Anantapur is a drought prone district where stress levels in the farmers can be very high. In recent times, due to the unexpected variations in the weather conditions, the situation of the farmers has become even grimmer. This when coupled with mono cropping, which is the dominant cropping pattern in the district and the lack of diversification goes to make the distress situation even worse. This leads to farmer's suicides.

The district administration came up with the idea to establish a helpline for the farmers. This helpline has been set up in the offices of the Revenue Divisional Officers and in the office of the Joint Director, Department of Agriculture.

This initiative has later been turned into a model for the entire state.

7. MODEL TOILETS

Model toilets are being constructed in every Gram Panchayat at a low cost of Rs.3750/- to Rs.4750/- per toilet to expose people to low cost construction technologies. This is in pursuance of the Total Sanitation Campaign.

8. NO MORE BORES

An educational campaign to wean away farmers from the habit of drilling bores has been launched. Drilling of bores is one of the exercises that is leading to massive impoverishment and huge indebtedness. Thus, wall paintings are being done across the district to promote conservation of ground water and dissuade people from drilling of bore wells.

9. REPAY MORE TO GET MORE

A campaign to maintain the >98% repayment rate of loans availed by the SHG groups has been launched. This must be contrasted against the almost 60% repayment rate during the time of the Assembly Elections in 2009. The object is to make people appreciate the fact that credit would continue flowing till the time repayments are good.

TRANSPARENCY INITIATIVES

1. Simplified Social Audit (SSA)

There is a persistent complaint of lack of transparency in the government system. Social Audit and Right to Information were devised as tools to address the issue of transparency. However, the lacunae with them are that Social Audit is held once in six months and therefore is afflicted with problem of recall. Right to Information, on the other hand, is not a tool that most people are able to utilize.

SSA is meant to be a tool that would increase transparency in the delivery of benefits to the people in the two most extensive and ambitious schemes of the government viz. MGNREGS and Indiramma, in a manner that is citizen friendly. Under SSA, the works that have been done, the total expenditure that has been incurred and the names of the beneficiaries under the programme, and the amounts that have been paid to them are read out in a Gram Sabha.

A village being a closed group, this information would disseminate to the people very fast. In this fashion, it helps to bridge the information asymmetry and provides people with actionable information. For SSA to be effective, it is important that it must be very simple and the date, time and venue of the gram sabha must be advertised in advance. In the district, it has been ensured by fixing the time of the Gram Sabha at 2:00pm on the first Friday of every month.

2. Housing CDs and printouts

This is an attempt to break the information asymmetry in the implementation of the Indiramma Housing Scheme of the Government of AP. This is needed because the usual transparency instruments like RTI and Social Audit are out of reach of the common

person in the villages for various reasons like being cumbersome, costly, education centric etc.

Under this initiative, CDs and printouts of Housing Data are provided to the villagers.

3. Placing Ration Card key Registers in Kirana Shops

This is an attempt to break the information asymmetry in the implementation of the Public Distribution System. Public Distribution System has a unique feature associated with it. That is that it is generally concerned with fast moving goods. This is unlike Indiramma where permanent assets are created which can be verified over time. In PDS, on the other hand, post facto audit is almost impossible. Thus, there is need for a preventive system of monitoring. Presently, the PDS database is either on the website or available in the office of the Tahsildar or in the FP Shop. From each of these places, it is very difficult for the villagers to retrieve it.

Under this initiative, printouts of the key register are being put in the kirana shops in the villages so that people can peruse it for payment of some money, get a copy of the relevant portions etc. It is expected that once people are able to see the entire key register, they would point out to discrepancies, wrong number of units in cards and presence of fake and non existent beneficiaries.

This has become imperative because the formal methods to weed out fake cards have proved ineffective. The surveys that are conducted are usually compromised. As an example, in the Integrated 3rd party survey that was conducted, 1.23lakh cards were deleted. However, subsequently almost 80,000 cards have been added again as those people have represented that they were erroneously deleted.

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The important aspect that must be kept in mind while implementing this is that the idea is to place the key register printout in places where it would be very easy for the villagers to access it.

STREAMLINING GOVERNMENT SYSTEMS

1. Public Distribution System

a. Bifurcation of FP Shops

The Public Distribution System in AP envisages one Fair Price Shop for every 500 ration cards. This norm has been put in place because it is estimated that 500 families is the minimum needed for an FP shop to be remunerative. This norm is perfectly in order for small urban areas, where settlement sizes are relatively big, distances are not very large and modes of conveyance are readily available. However, a rural habitation would generally have 100 to 200 families. Now, in such a situation, it is necessary to club two to three habitations together for the purpose of establishing a FP shop. This is where the problem comes in. Now every person in a habitation which is attached to a FP shop would need to travel a couple of kilometers to get the essential commodity. In addition, generally all the commodities will not reach the FP shop at the same time. Thus, the people are forced to make 2-3 trips for getting the essential commodities. Lastly, all this is assuming that the FP shop is open when the person goes there. The person would need to make another 1-2 trips on account of the closure of the FP Shop. Thus, in total every person would be required to make 4-5 trips to get the essential commodities. Assuming an average expenditure of Rs.20/- per trip, this would lead to a total expenditure of Rs.100/-. This expenditure is made for commodities that are sold to him for a total of Rs.108/- (Rs.40/- for rice, Rs.35/- for Palm Oil, Rs.7/-for sugar and Rs.26/- for Kerosene). This is in addition to the wage loss that he would suffer on these five days.

To address this issue, we need to answer a fundamental question i.e. has the FP Shop been set up to provide an employment opportunity to the dealer or to provide essential commodities to the below poverty line people. Another issue to consider is that even if it is important to provide remuneration to the dealer, why that remuneration is being provided at the cost of the people.

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The need is to split existing FP Shops and create a shop for every habitation. This would benefit the villagers in a number of ways viz.

1. Locally people would know when the distribution is taking place, thus avoiding unnecessary trips and reducing transaction costs
2. There would be no loss of wages
3. In the village, the customer would also have bargaining power to demand the exact amount of commodities due to him and at the stipulated prices
4. It would avoid concentration of power and influence in the FP Shop dealer, thereby complying with Article 39 of the Constitution
5. It would improve service delivery, thereby having a positive impact on the image of the government

b. Social Audit of FP Shops:

This is an initiative launched with the intention of gauging the performance of FP Shops in delivering subsidized ration to the BPL population. This goes a long way in increasing the accountability of the FP Shop dealer.

c. SMS to Village Food Advisory Committee:

Presently there is no effective system to check whether the right amount of ration is being transported to the FP Shops or not. Secondly, there is always a chance of misappropriation of grains when it is in the process of transport from the MLS points to the FP Shops.

Under this initiative, a message is sent to the members of the village Food Advisory Committee, particularly the Sarpanch and the VO leader, informing them about the delivery of ration at the FP Shops. They can serve as an overseer for the process.

2. Mid Day Meal Scheme

The government presently releases budget for the Mid Day Meal Agencies once in three months. The MDM agency here is the name given to the lady who cooks food in the school. Being poor women, they do not have the resources to dip into for meeting the expenses of food preparation. This forces them to buy at interest rates of 3% to 4% per month from private sources. They cannot be expected to meet this interest burden from their own funds. Thus it leads to a diversion of commodities like eggs, fruits, red gram dal etc. Thus, all the actors in the transaction, the students, the government and the MDM agency are loosing in the transaction. The student is not able to get a nutritious diet, the MDM agency is forced to divert stock and the government is failing to meet its objective of providing nutritious diet to students.

In the view of this situation, it was decided to encourage bankers to extend a line of credit to the MDM agency. The department, in its part, would transfer the money directly to the banks. This would lead to the MDM agent being free of the clutches of the private money lender, the students would get a nutritious diet as pressure to divert would be less, the government's objective of providing nutritious meals to the students will be met to a greater extent and the banks would gain additional customers and be assured of the repayment. Thus, this would lead to a WIN-WIN-WIN-WIN model for everyone.

3. Tsunami Model

This model has been devised to address pressing problems, which have to be sorted out urgently. If the routine system of administration were to continue, these issues would take months together to get sorted.

In this model, depending upon the scale of problem at hand and the department faced with the problem, inter departmental teams are formed which necessarily include a

member of the concerned department. These teams storm the village/mandal/area which is afflicted by the problem, do the job and come out.

4. Self Assessment System for Departments

The systems of appraisal in the government are in need of serious reforms. This is reflected in the establishment of a Performance Management Division in the Cabinet Secretariat, which is headed by an officer of the rank of a Secretary, Government of India. In such a backdrop, there was an attempt to devise a method for self assessment of performance by officers every month. It was recognized that drawing out an elaborate system of assessment would be cumbersome and would not prove to be very useful as priorities in departments of the government keep changing, depending upon the complexion of the government in power and the orientation of officers occupying the top positions.

It was therefore decided that every officer must begin with self assessment in terms of the basic functions that they are supposed to perform viz. the number of days on tours, number of night halts outside the Head Quarters, number of Inspections done, number of Inspection Notes submitted etc. Subsequently, certain indicators were developed by the Departments of Housing and Medical and Health.

There is no system for submission of self assessment forms and it is entirely voluntary. However, it is expected that this exercise of trying to quantify their own performance would lead to an introspection process in the officers that would propel them to work harder, in case their performance is falling below par.

EDUCATIONAL INITIATIVES

1. **Andaram Roju Badiki Haajaravudaam:** This was a special campaign that was taken up to reduce absenteeism in schools. Many events like Mandal Samakhya Meetings, Rallies, Competition among students (**WHAT COMPETITION?**), and beat of Tom-tom in villages were undertaken to educate the students and parents of the ill effects of absenteeism in class rooms.
2. **Vidyarthi Vikasamlo Vidyarthi Bhagaswamyam:** This was an initiative to promote self development of children. As part of this initiative, committee of students, like Committee on Hygiene, Committee on Attendance, Ethics Committee, Sports Committee, Academic Monitoring Committee etc were formed in every class. The members of the committee were responsible to ensure implementation of the subject matter of the committee. (**WHAT DOES THE SPORTS AND ACADEMIC MONITORING COMMITTEE DO?**)

OTHER INITIATIVES

Many initiatives have been taken in the district in order to educate people and employees about various things. Some of these are listed out below:

1. **Maryadaga Matladakundaam:** This is another sticker that is being pasted in all offices across the district. This stresses on proper etiquettes being shown to the members of the public who visit government offices.
2. **Maryada Masotsavam:** It was celebrated to highlight the importance of interpersonal relationship in building teams.
3. **Exactly Correct and Approximately Correct:** This sticker shows a man with an apple on his head. An arrow is shot towards him. If it is shot exactly, the arrow hits the apple other wise it would blind the person. This is being put in offices across the district to stress upon the importance of exactitude in the information and data that is given out by them. The attempt is to increase administrative efficiency.
4. **Mass Education Campaign and Anantha Pragati:** This has been taken up to create an awareness among the people on twelve critical issues like Conservation of Ground Water, Safe Drinking Water, Energy Conservation, Population Stabilization, Education, Agriculture etc. Concept papers have been prepared and are distributed to people through libraries and schools. Competitions are held every month on one issue to enhance awareness levels of the people. The monthly, Anantha Pragati, is published with the intention of creating awareness of government programmes among the people.

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5. **Palle Melukolupu:** This is an initiative to create awareness of government programmes in the general public, village level officials and public representatives.

CAMPAIGN MODE PROGRAMMES

1. Mutation Month

Due to the frequent changes in the institution of the lowest level revenue functionary, the Village Revenue Officer (by whatever name he might have been called at various times), the revenue records in the district, or even the state, have suffered greatly. They are out of sync with the realities as they exist on ground.

To address this problem of lack of synchronization of revenue records, a month was dedicated to carrying out mutations in the land records, so that they reflect the correct ownership and possession of land. This mutation month was held in March, 2010.

Almost 60,000 mutations were carried out in one month. Such an exercise can go a long way in trying to establish a truly reflective system of revenue records.

2. Payment Clearance Month for Housing Beneficiaries

This was observed to clear all the pending housing payments in the district.

3. Kolathala Masam and Measurement Month

This was observed in the month of April, 2010. The aim was to clear boundary disputes.