CHAPTER-VI

CHIEF SECRETARY AND THE DEPARTMENT OF
PLANNING AND DEVELOPMENT

6.1 Description of the Planning and Development Department

Planning is programming for action for a particular period for achieving certain specific progressive developmental goals. Socio-economic Planning has been one of the most noteworthy inventions of the twentieth century. Starting with the Soviet experiment in 1928, planning gradually swept over almost two-third of the entire world. For developing countries, whether belonging to a democratic or authoritarian political culture, planning has been considered a prerequisite for balanced socio-economic development and a strategy for making the best possible use of available natural, manpower, financial as well as infrastructural resources.

Even in the developed countries on the West, Planning, one form or another, has remained an integral part of their economic systems. Only, it is termed “indicative” Planning for it is expected to indicate the direction of growth and not to dictate it.¹

A major problem of developing countries is to build up appropriate organization capable of bringing about planned socio-economic change. This problem is being tackled at the governmental level through the creation of a series of planning agencies, which are attached to the established public administrative system. In India, the Planning Commission acts as the nerve centre of national planning. It is responsible for preparing long term plans for the country through which the desired pattern and level of socio-economic change can be brought about by the most effective and balanced utilization of the country’s resources. The planning agency’s role, however, is confined to setting up broad objectives, priorities and targets and evolving major strategies for achieving them. And the selection of individual schemes, the elaboration of their details and the whole task of implementation are entrusted to the administration system².

In a federal set-up, close co-ordination between the Central and the State governments in the sphere of development policy and administration is essential for a balanced and rapid socio-economic development. As the subject of ‘planning’ is mentioned in the
Concurrent List of the Indian Constitution and therefore, the responsibility for understanding planned development through systematic formulation, implementation and evaluation of plans is a responsibility of both the Centre and the States.

Presently, almost all the Indian States have a planning department, each of which is headed by the Chief Minister or senior Cabinet Minister. Even when the Chief Minister is not the political head of the planning department, major issue concerning planning eventually reaches him and through him, these reach the Cabinet for final approval. At the Administrative level, it is generally the Chief Secretary who is the head of the Planning Department but in several states there is a Planning Secretary who looks after the administration of the Planning Department. Yet, important matters relating to state planning are finally disposed of at the administrative level by the Chief Secretary, who, in turn passes them on to the political level.

At the State level, the planning machinery performs a two-fold function. On the one hand it compiles the data and facts on the basis of which national plans are formulated, while, on the other, it prepares detailed proposals for the state plan for the approval of the Planning Commission, and after their approval, watches the implementation of plans through its administrative machinery. Besides, the state planning machinery is also responsible for monitoring and evaluation of plan implementation and hence it acts as the key link in the process of plan formulation as well as implementation.

The State level planning machinery in India generally comprises the Cabinet sub-committee thereof, a planning board, a state planning department, planning cells in various development departments, inter-departmental committees and the planning advisory committee, if any. There is, however, no uniformity in this sphere in different states of the country. In the State of Assam the Planning Department is the main department responsible for plan formulation and monitoring. It works under the overall administrative control of the highest civil servant of the state, i.e., the Chief Secretary. But for the functioning of the day today administration the Additional Chief Secretary/Principal Secretary and Commissioner is formally assigned as the head of the department. Here an attempt has been made to analyse the role of the Chief Secretary being the overall in charge of the Planning Department. This is being done in a proper evolutionary perspective.
EVOLUTION OF INDIAN PLANNING

The origin of Planning in India can be traced to 1933, when M. Visvesvaraya formulated a ten year plan with the target of doubling the income of the country. Five years later, in 1938, at the instance of the Congress party, a national Planning Committee was set up with Jawaharlal Nehru as its Chairman. In 1941, the Government of India appointed a Committee for Planning, which was replaced in 1943, by the Reconstruction Committee of the Executive Council with the Governor-General himself in chair. Next year, separate Planning and Development Department was established. The same year some leading industrialists prepared a Plan for the economic development of the country known as the Bombay Plan. Under the inspiration and guidance of the Planning Department, a number of development schemes were prepared by the Central and the Provincial Governments to be undertaken at the end of the war. Problems of planning were reviewed towards the end of 1946, by the Advisory Planning Board, established by the Interim Government. The Board suggested the setting up of a Planning Commission, single compact authoritative organization, directly responsible to the Cabinet and devoting its attention continuously to the whole field of development. The recommendation was accepted and the Planning Commission was established by a resolution of the Government of India, dated 15\textsuperscript{th} March 1950\textsuperscript{4}.

6.2 Planning and Development Department in Assam:

Functions, Role and responsibilities of the Department:

Creation of planning and development by the Government of India in June 1944 under a separate member of the Viceroy’s Executive Council for organizing and co-ordinating the planning works in the country led to the creation of Planning and Development Department in the State. In Assam the Planning and Development Department was set up towards the last part of 1944.

Initially the Planning and Development Department was made responsible for the Community Development works till the separation of the Department of Community Development. However the Planning and Development Department continued to be responsible for local developmental works, the Umtru Hydel Project and the
administration of overseas scholarship schemes and was also made the administrative Department for social welfare.

The Planning & Development Department is the core Department as far as the formulation and implementation of the State Plan schemes are concerned. The Department maintains vertical relation with the Planning Commission, the apex body of Planning at the Centre and horizontal relation with the line Departments of the State in respect of formulation, implementation and review as well as maintenance / reporting of records on physical progress and financial achievements. The Department prepares draft Annual Plans and Five year plans as per the guidelines of the Planning Commission and as per needs and aspirations of the people. After finalization of the resources likely to be available for the concerned Five Year Plan or Annual Plan, the Department quantifies the flow of funds for various sub-plans viz., Hill Plan, Tribal Sub-Plan (TSP), Scheduled Caste Sub Plan (SCSP) and Bodo Territorial Council (BTC) Plan. From the balance, the Department distributes sector wise Five Year Plan and Annual plan outlays for preparation of plan budget under General Areas.

The main functions of this Department are preparation of Five Year Plans, Annual Plans, their break-up into District Development Plans, carrying out periodical review of plan performance, removing bottle-necks in the implementation of plan schemes, assessing and obtaining Central Assistance from the Government of India, Manpower Planning, Evaluation of schemes, etc. The functions are advisory and mainly relates to co-ordination and liaison between the Planning Commission and the State Government.

**A list of subjects dealt with in this Department is given below:**

1. Preparation of Five-year Plans, Annual Plans, District and Sub-divisional Plans.
2. Co-ordination of Plan activities of different Development Departments,
3. Assessment of materials, capital and human resources of the State including technical personnel.
4. Manpower Planning.
5. Determination of priorities in respect of Five-year Plan Schemes and allocation of resources.
6. Assisting Development Departments in removal of bottlenecks in implementation of Plan schemes.
7. Advising in regard to suitable machinery for ensuring successful implementation of development schemes.
8. Watching progress of implementation of plan schemes and preparation of annual reviews.
10. Central assistance for implementation of Plan Schemes.

B. Other functions of the Department are:

- Examination and approval of sectoral plan schemes / projects received from line Departments for issuance of sanction under Annual Plan.
- Recommendation of fund for execution of sanctioned schemes / projects of the line Departments to Finance Department for release of fund under Annual Plan.
- Submission of the quarterly and yearly progress report on expenditure to the Planning Commission for release of Plan fund.
- Physical verification and monitoring of selected schemes/projects as and when required.
- Preparation of Mid Term Appraisal Reports of Five year Plans.
- The Department allocates fund for implementation of the MLA Local Area Development (LAD) schemes and also monitors the proper implementation of the schemes and utilization of resources in creating durable assets.
- It is the Nodal Department so far as the MP LAD scheme is concerned.
- The Department co ordinates the various aspects of the schemes funded by NEC like recommending the schemes to NEC by setting priority to various demands of the state both at the micro and macro level submitted by the implementing departments.
C. Organization Structure:
Planning & Development Department is headed by Minister Planning at the political level and the administrative level as per Annual Administrative Report of Planning and Development Department for the Financial Year 2006-2007 was headed by the Additional Chief Secretary but at present it is the Principal Secretary who is the official head of the Department. Other officers below him are: Commissioner and Secretary, Joint Secretary, Deputy Secretary and Under Secretary.

It comprises of six functional Divisions, namely, Plan Co-ordination Division, Decentralized Planning Division, Evaluation and Monitoring Division, Perspective Planning Division, Computer Application, Manpower Division. In addition to these Divisions, there are two cells, namely North Eastern Council (NEC) and Twenty Point Programme Cell. Recently another cell has been added to this department and that is the Public –Private Partnership Cell. The Departmental structure is as follows:

Organization Structure of the Planning and Development

Chart 6.1

<table>
<thead>
<tr>
<th>Additional Chief Secretary</th>
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<tbody>
<tr>
<td>Commissioner &amp; Secretary(PPP)</td>
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<tr>
<td>Joint Secretary</td>
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<tr>
<td>Deputy Secretary</td>
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<tr>
<td>Under Secretary</td>
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Source: Planning and Development Department, Govt. of Assam.
6.3 Plan Co-ordination Division:

Function of the Division:
The Plan Co-ordination Division under Planning and Development Department is the core Division as far as the formulation and implementation of the State Plan schemes are concerned. As a Core Division under Planning & Development Department, it maintains vertical relation with the Planning Commission, the apex body of Planning at the Centre and horizontal relation with the line Departments of the State in respect of formulation, implementation and review as well as maintenance / reporting of records on physical progress and financial achievements. The Division prepares draft Annual Plans and Five Year Plans as per the guidelines of the Planning Commission and as per needs and aspirations of the people. After finalization of the resources likely to be available for the concerned Five Year Plan or Annual Plan, this Division as a Core Division of Planning and Development Department quantifies the flow of funds for various sub-plans viz., Hill Plan, Tribal Sub-plan (TSP), Scheduled Caste Component Plan (SCCP) and Bodo Territorial Council (BTC) Plan. From the balance, the Department distributes sector wise Five Year Plan and Annual plan outlays for preparation of plan budget under General Areas.

The main functions of this Division are preparation of Five Year Plans, Annual Plans, their break-up into District and Sub-divisional Plans, carrying out periodical review of plan performance, removing bottle-necks in the implementation of plan schemes, assessing and obtaining central assistance from the Government of India.(GOI)

A list of subjects dealt with in this Division is given below:

1. Preparation of Five-year Plans, Annual Plans, District and Sub-divisional Plans.
2. Co-ordination of Plan activities of different Development Departments.
3. Assessment of materials, capital and human resources of the State including technical personnel.
4. Determination of priorities in respect of Five Year Plan Schemes and allocation of resources.
5. Assisting Development Departments in removal of bottlenecks in implementation of Plan schemes.
6. Advising in regard to suitable machinery for ensuring successful implementation of development schemes.
7. Watching progress of implementation of plan schemes and preparation of annual reviews.
8. Plan publicity.
9. Central assistance for implementation of Plan Schemes.

**Other functions of the Division are:** –
A. Examination and approval of Sectoral Plan Schemes/Projects received from line department for issuance of sanctions.
B. Recommendation of fund for execution of sanctioned schemes/projects of the line departments to Finance Department for release of fund.
C. Periodical review of progress of expenditure & physical achievement of Schemes/projects of line departments in terms of target, aims and objectives.
D. Submission of quarterly & yearly progress report on expenditure to the Planning Commission for release of Plan Fund.
E. Physical verification & monitoring of selected schemes/projects as and when required.
F. Preparation of mid-term appraisal report of Five year plans.
G. Assisting Development Departments in removal of bottlenecks in implementation of development schemes.
H. Central Assistance for implementation of Plan Schemes.

**6.4 Decentralized Planning:**
Decentralized Planning was introduced in Assam in all the Plain Districts in 1986 at the Sub Divisional level, which was upgraded to district Level in 2004-05. Accordingly District Planning and Monitoring Committee has been constituted at the district level with a view to prepare and finalize the annual operational plan within the District excluding 6th schedule areas of the state. Decentralized Planning Cell at District Level was set up at the District Head Quarter.

**State Level Decentralized Planning Division:** At the state level a Decentralized Planning Division has been created under the Planning and Development Department. The objective of Decentralized Planning Division is to involve people's participation in
planning process and prepare development plan taking into consideration the local felt needs, aspiration of the people and generation of gainful employment through creation of assets at the district level. The Decentralized Planning Division (DCP) at State level which plays a supervisory role in Decentralized Planning. This division is headed by a Director drawn from Departmental cadre.

Apart from the implementation of Schemes by different Development Departments, State Government has lunched some Innovative Schemes viz. Ananda Ram Barooa Award, Rajiv Gandhi Computer Literacy Programme, Dharmajyoti, Gyanjyoti, Kalpataru, Untied Fund and District Development Plan.\textsuperscript{11}

\textbf{6.5 Evaluation & Monitoring Division}

Evaluation and Monitoring Division is entrusted with the work of Evaluation Studies of different plan schemes/projects assigned by the State Evaluation Committee as well as requested by other Departments and higher authority of the Govt. Simultaneously physical monitoring of various development schemes are also conducted in regular manner. Moreover, monthly and quarterly progress reports furnished by the Development Departments and Board/Corporations under the State Govt. are compiled for analysis regularly. Physical monitoring has been done rigorously from last few years. The minutes of the DDC meeting and District Level Monitoring Committees at various levels of plain districts are also scrutinized and important decisions are communicated to the concerned departments for necessary action. There is no plan programme of its own to implement by this Division like other Departments.

Evaluation and Monitoring Division is under the administrative control of Planning and Development Department. Principal Secretary, to the Govt. of Assam, Planning and Development Department is the sole authority in respect of Evaluation and Monitoring Division.

Evaluation and Monitoring Division is headed by a senior IAS Officer, (not below the rank of Joint Secy.) who is the Director of the Division, supported by Additional Director, Chief of Divisions, Deputy Chief of Division, Research Officers, Asstt. Research Officers and Junior Technical staff.

Evaluation and Monitoring Division has four Zonal Field Offices located at \textbf{Jorhat, Silchar, Tezpur and Diphu}. Field offices are headed by a Chief of Division (in the rank
of Joint Director) and supported by one Research Officer, Assistant Research Officer and junior staff.

MAIN ACTIVITIES

The main objective of the division is to conduct evaluation studies and physical monitoring and submit report to the Govt. for taking remedial measures for rectification of lacuna/drawback if found in implementation of the schemes. The study is also used feedback for the planning process. Thus the evaluation and physical monitoring reports help development Departments for successful implementation of their schemes\textsuperscript{12}.

Evaluation Committee:

There is a State Level Evaluation Committee headed by the Chief Secretary. Finance Commissioner, Agriculture Production Commissioner, Principal Secretary, Planning and Development Department and Development Commissioner for Hill Areas are the members while Director, Evaluation & Monitoring Division is the member secretary of the committee.

Monitoring Committee at different levels: The first step towards formation of Monitoring Committee was taken up by P & D Department in 1982 by instructing Deputy Commissioners of plains districts to constitute District Development Committees.\textsuperscript{13} Deputy Commissioner is the Chairman and district level Heads of Development Departments are the members of the District Development Committee.

One more District Level Monitoring Committee under Chairmanship of Deputy Commissioner was formed for works departments in 2002.\textsuperscript{14}

One State Level Monitoring Committee with Chief Secretary as Chairman and four Divisional Monitoring Committees with the respective Divisional Commissioner as Chairman were formed in 2002.\textsuperscript{15}

State Level Evaluation Committee under chairmanship of Chief Secretary formed in 1975\textsuperscript{16} is still in force but no regular meeting of the Committee was held since 1988. This committee was formed for approval of evaluation reports and follow-up actions on its finding.
### Chart 6.2

**Various Committees in Existence under E&M Division**

<table>
<thead>
<tr>
<th>State Level Evaluation</th>
<th>State Level Monitoring</th>
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<tr>
<td>Committee headed by the</td>
<td>Committee with Chief</td>
</tr>
<tr>
<td>Chief Secretary.</td>
<td>Secretary as Chairman</td>
</tr>
</tbody>
</table>

**Divisional Monitoring Committee Under Chairmanship of**

**Divisional Commissioner**

<table>
<thead>
<tr>
<th>District Development Committee Under</th>
<th>District Level Monitoring Committee Under</th>
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</thead>
<tbody>
<tr>
<td>Chairmanship of Deputy Commissioner</td>
<td>Chairmanship of Deputy Commissioner</td>
</tr>
</tbody>
</table>

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Source: Annual Administrative Report, 2010 p.17 Planning and Development, Govt.of Assam.
FUNCTIONS OF THE COMMITTEES:

STATE EVALUATION COMMITTEE: a) Consideration of reports of Evaluation & Monitoring Division & making suggestion to Government in regards to action to be taken on the recommendations of the reports.

b) Securing co-ordination co-operation of various departments to facilitate the work of evaluation.

STATE LEVEL MONITORING COMMITTEE: To evolve monitoring mechanism at state level for works department.

DIVISIONAL MONITORING COMMITTEE: To evolve monitoring mechanism at divisional level for all works deptt. Divisional Commissioner

DISTRICT DEVELOPMENT COMMITTEE: To look after formulation, issue of sanction, implementation and monitoring of plan scheme and sorting out inter-departmental matters.

DISTRICT LEVEL MONITORING COMMITTEE: To evolve monitoring mechanism at district level and to examine fund released and utilization by works department.\textsuperscript{17}

6.6 Perspective Planning Division (PP DIVN.)

This Division is entrusted with the work of preparation of perspective planning in the State. The PP Division of the Planning & Development Department is looking after the matter relating to Non-Lapsable Central Pool of Resources as well as Special Economic Package for the BTC area that is outside the purview of the State Plan. This division is responsible to make all necessary communications with the Ministry for Development of North Eastern Region (DONER) directly in one hand and with various development department of the State on the other. Schemes / Projects are reviewed bi-monthly at the level of Principal Secretary, Planning & Development Department and Quarterly at the Level of Chief Secretary of the State. The Minister Planning &
Development Department also reviews the progress of schemes at his level. Chief Minister also takes part in review as and when he wishes.

**Activities of the Department (Perspective Planning Division):**

The Non Lapsable Central Pool of Resources (NLCPR) was created in the year of 1998-99 by the Government of India from the unspent fund of 10% Gross Budgetary Support of Central Government Ministries stipulated to be spent for development of North Eastern Region. The central ministries transferred the unspent amount to the pool of resources that is non lapsable administered by the Ministries of Development of North Eastern Region (DONER). The objective of the pool is to develop infrastructure in the region. The sectors of development under which projects are funded from the pool are Roads & Bridges, Power, Health, Education, water supply, Water resources, Sports & Civil aviation etc with funding pattern of 90% Grant from the central government and 10% loan to be contributed by the State Government.

**6.7 NEC CELL:**

The North Eastern Council (NEC) was constituted in August 1972 as an Advisory body under NEC Act. No. 84 of the Parliament in 1971. The NEC was restructured under the NEC Amendment act. 2002 as a “Regional Planning body”. The NEC comprises 8 nos. of states namely Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim and Tripura. The main objective of the Council is to ensure the balanced and integrated economic development of the North Eastern parts of the country. The NEC has funded for the schemes of vital sectors like transport and communication, water resources, power, health and FW, agriculture, industries & commerce, animal husbandry & veterinary etc. of the NE states with funding pattern of 90% grants and 10% loan to be borne by state govt. The NEC co-ordinate and prepare the integrated plan to meet the basic infrastructure requirement, mainly for the interest of the region.

The planning & development department is nodal department for Assam. NEC is generally funding projects for infrastructure development having regional character. NEC Cell of P&D department is working as a co-ordinating Deptt. For this purpose various
Line deptts. submit proposals to P&D Deptt. After verification, P&D Deptt. forwards it to NEC, Shillong for consideration. After sanction, NEC releases 1st installment on 90:10 basis. After getting Utilization Certificate (U/C) of 1st installment, through Planning and Development Department, NEC releases next installment\(^{19}\).

**6.8 MANPOWER DIVISION**

Manpower Division is one of Six Divisions of the Planning and Development Department. The activities of this Division relate to research studies for assessment of manpower in the state. This Division organized training programmes on “Manpower and Employment Planning” for the district level officers in collaboration with the Institute of Applied Manpower Research, New Delhi.

**Main functions of the Division:**

Estimate of supply and demand of various educated and skilled categories of personnel and integration of estimates in to a consistent frame to the state as a whole. To prepare periodically profiles of different categories of manpower. Particularly (a) Engineers, (b) Medical and Para Medical Personnel, (c) Agricultural Graduate, (d) Teachers, (e) Scientific Personnel and (f) other Educated Manpower.

Continuous improvement of data relating to Manpower by preparation of “Fact Book” on manpower. Studies relating to supply to personnel of different categories of manpower and to suggest action regarding recruitment and training of personnel. To maintain liaison with other departments concerning manpower, viz. the Directorate of Economics and Statistics, Industries, Education and Agriculture etc. Assessment of employment opportunities generated by the plan programme. Studies relating to employment pattern in the state industry-wise for private and public sector\(^{20}\).

**6.9 TWENTY POINT PROGRAMME CELL**

The Twenty Point Programme (TPP) was launched by the Govt. of India in the year 1975 and restructured in 1982, 1986 and again in 2006. The restructured programme known as Twenty Point Programme (TPP)-2006, become operational with effect from 1st April, 2007.
The programme emphasizes on alleviation of poverty, removal of inequality for women, justice to scheduled caste/scheduled tribes people, provision of potable drinking water, health care for all, support to the farmers, Labour welfare, Food security, Housing for all, Child welfare, Environment protection, Social Security, Rural Roads, Universalisation of Elementary Education, Energy for the villages and many others schemes having a bearing on quality of life, specially in rural areas.

The Twenty Point Programme Cell was entrusted with the monitoring of all schemes under Twenty Point Programme-2006. As per the procedure the annual physical targets are fixed by the concerned Ministries, Govt. of India on the basis of proposals received from the State Govt. Departments. The targets finalized by the Ministries are communicated to the Ministry of Statistics and Programme Implementation, Government of India. The Ministry of Statistics & Programme Implementation then forwarded the annual physical targets to the State Government. The Planning & Development Department circulate the annual physical targets received from the Ministry of Statistics and Programme Implementation, Govt. of India amongst the concerned Departments/Heads of Development Departments related with implementation of TPP-2006 for taking necessary action. State targets have been disaggregated into district targets. For removal of regional imbalances in distribution of development benefit, the district targets are further disaggregated into Block and Gaon Panchayat levels. The Deputy Commissioners of respective district have been entrusted to disaggregate the district targets into Block and Gaon Panchayat levels and to circulate amongst the Block and Gaon Panchayat levels functionaries.

A system of monthly progress reporting has been established in term of selected items under TPP-2006 to assess the progress of achievements as per format prescribed by the Govt. of India and is being sent to the Ministry of Statistics and Programme Implementation, Government of India. It indicates interalia, the ranking of achievement with reference to the target fixed against the items reported. Besides annual progress report is also being compiled and submitted to the Ministry of Statistics and Programme Implementation, Government of India.\textsuperscript{21}
State Level Advisory Committee on TPP:

There is a State Level Advisory Committee on TPP-2006 to review the progress of implementation of all the schemes under TPP-2006 at State Level with the Chairmanship of Chief Minister, Assam was re-constituted in 2007. There is a full time Vice-Chairman (as nominated by CM). The Ministers, Ministers of State, MPs, Chief Secretary, Additional Chief Secretaries, Principal Secretaries /Commissioners & Secretaries of the concerned departments and Social workers, Educationists (as nominated by the Chief Minister) are the member of the SLAC.

The functions of the State Level Advisory Committee on Twenty Point Programme:

A. To suggest strategy for implementation on various schemes and projects relating to Twenty Point Programme keeping in views the necessity of making the programme more responsive to the local problems, needs and as aspirations and to ensure popular participation so as to mobilize spontaneous support of the people for its successful implementation.

B. To advise on according to utmost priority among the various programme in the context of special needs and conditions of the state as well as in the light of the national perspective.

C. To make periodic assessment of the progress achieved in implementation of Twenty Point Programme and provide necessary guidance whenever necessary for optional achievement of targets.

D. To identify constraints if any in implementation of various schemes and programmes in general and with particular reference to those programme which are beneficiary group oriented and to advise corrective measures whenever necessary and

E. To locate the areas of co-ordination among the various Deptts/Agencies/Institutions and to advise a mode of effective co-ordination towards meaningful implementation of programmes.

F. The Committee has power to Co-opt additional members.

At the District Level, earlier the programme was monitored by the District Development Committee under the chairmanship of the Deputy Commissioner of the district. All
district Heads of Development Departments are the members of the DDC. In the year 2003-04 a District Level Advisory Committee on Twenty Point Programme was constituted in each district under the chairmanship of the Deputy Commissioner to monitor exclusively the implementation of Twenty Point Programme. The District Level Advisory Committee on Twenty Point Programme-2006 has re-constituted with the Chairmanship of the Minister – in-charge of the District in 2007. The committee includes all MLAs / MPs of the district, all District Heads of Development Departments, President, Zilla Parishad, President, Mahila Marcha, President, Minority Community Association, President, S.C. /ST Development Board, President, OBC Development Board, President, Freedom Fighters Association, President, Ex. Servicemen Association, Project Director, ITDP and one social worker (as notified by DC) are the members of the DLAC. The committee review the progress of implementation of schemes under TPP-2006 at district level and suggest measures in order to make the programme more responsive to the local problems, needs and aspiration and to ensure popular participation of the people for its successful implementation. There is system of monthly reporting from District Level Advisory Committee to the State Level Advisory Committee. These reports are scrutinized, bottlenecks identified, corrective measures taken wherever necessary.

The District Level Advisory Committee on TPP-2006 in the Sixth Scheduled Areas also re-constituted with the Chairmanship of the Chief Executive Member of the Autonomous Council / BTC all District Heads of Departments, local MLAs / MPs of the district, President, SC/ST/OBC Development Board, President Freedom Fighters Association, President- Ex Serviceman Association and one social worker (as notified by the Principal Secretary) are the members of the DLAC. The Committee reviews the progress of implementation of the scheme under TPP-2006 at the Sixth Scheduled Areas and suggests measures in order to make the programme more responsive to the local problems, needs and aspiration and to ensure popular participation of the people for its successful implementation.

Block Level Monitoring Committees are also constituted to monitor and review the progress of implementation of schemes under TPP-2006 at Block Level
In order to ensure proper and effective monitoring of Twenty Point Programme one officer from each at the Secretariat as well as the directorate level has been identified as the Nodal Officer. The Nodal Officer of each department is responsible for monitoring of TPP for the department.

The achievement and activities done by the Twenty Point Programme Cell during the year 2010-11:

- State monthly progress report on 25 selected items of TPP-2006 was submitted to the Ministry of Statistics and Programme Implementation, Govt. of India regularly.
- A compiled report on activities done by the TPP- Cell during each month is submitted to the His Excellency Governor of Assam regularly on 3rd day of next month through Planning & Development department.
- Compiled Annual Report on all items of TPP was also submitted to the Ministry of Statistics & Programme Implementation, Govt. of India.
- The review meeting with the concerned departments of TPP was held on 14th Dec, 2010 and the State Level Advisory Committee Meeting on TPP was also held on 21st January, 2011. (P&D Dept, Assam website as on 08.10.2012)

6.10 COMPUTER APPLICATION DIVISION:

The main focus of the division is to make provision of information systems which will support decision-making in Planning and Development Department and delivery of government services in terms of efficiency and effectiveness. The division also make assessment of hardware and software needs of the department and initiate steps for procurement of the same through general branch. Entrusted duties/works of the division are- management, maintenance and control of department Local Area Network, its servers with all the nodes and the NET connectivity with setting/resetting of IP addresses, management of department website with regular uploading and updating of the data/information through the hosting agency, capacity building of officers / staff of the
department in basic IT applications like word processing, browsing, use of FTS, DTS and Library software, compilation of draft Five Year Plans and Annual Plans and other reports published by the department from time to time.

The Division in close co-ordination with National Informatics Centre (NIC) Assam State Unit and Assam Electronic Development Corporation (AMTRON) has to play a significant role to carry out its functions.

6.11 Public Private Partnership (PPP CELL)

PPP in Assam: Considering the large backlog suffered by Assam in the economic development, it has to catch up with rest of the country by accelerating economic growth. The Govt. of Assam lays down Public Private Partnership policy vide Gazette Notification in 2008 to achieve the goal outlined in the Five Year Plan highlighting various aspects of the PPP frameworks. It recognizes the requirement for an effective and efficient institutional mechanism to ensure timely clearance of projects and timely lays down following high powered committees assisted with PPP Cell set up under Planning and Development Department.

Apex Authority: It is constituted as the Chief Minister is the Chairman of the Authority and supported with Minister Finance, Urban Development Department, Revenue, Industries and Guwahati Development Department, the Chief Secretary as member and Principal Secretary, Planning and Development Department is the Member Convener. The Minister of the line department is which the project belongs will be co-opted as Member of the Apex Authority. The Apex Authority will grant in-principle-approval of all PPP projects having investment or, where value of underlying assets exceeds Rs. 100 crores will require investment approval and approval for developer from the Apex Authority.
Empowered Committee:
The Empowered Committee is headed by the Chief Secretary and supported with Departmental Chief Executive of Finance, Revenue, Forest, Legislature and line department to the project belongs as Member. The Principal Secretary of Planning and Development Department is the Member Convener. The following are the primary function of the Empowered Committee:-

A. Grant approval to proposals to include in the shelf of PPP projects.
B. Sanction of Projects Development Fund (PDF) assistance.
C. Recommend the proposals to Apex Authority for in-principle-approval.
D. Grant approval for the bidding criteria and bid process.
E. Approval of investor for projects up to worth of Rs.100 crores.

PPP Cell: The PPP Cell in Planning and Development Department shall assist Empowered Committee on PPP matters like:

A. To identify, conceptualize and create a shelf of projects in consultation with line departments and seek approval of such projects from Empowered Committee / Apex Authority on PPP.
B. To assist different Govt. Departments in preparing pre-feasibility reports by itself or, through consultants.
C. Evaluate PPP projects from financial and legal angles.
D. Provide technical support in terms of Finance, Law to the Empowered Committee / Apex Authority on PPP.
E. To assist the respective departments in preparing detailed projects reports.
F. To help departments to conduct the bidding process for selection of developers.
G. To interact with Department of Economic Affairs. Ministry of Finance, Government of India for obtaining approval under the scheme of Viability Gap Finding (VGF).
H. To act as the nodal agency for capacity building for PPP in the state.27
The functions enlisted above are those of the Planning and Development department as such and various functionaries of the Department are made responsible for the fulfillment of these functions. Although the Additional Chief Secretary/Principal Secretary acts as Secretary, Planning and Development and is responsible for the day-to-day functioning of the department, but very important matters are referred to the Chief Secretary for final disposal.

6.12. Chief Secretary as the over all Head P&D Deptt.

After going through the functions of the Planning and Development department, some of the formal and generalized role of the Chief Secretary being the over all head of the Planning and Development could be discussed as mentioned below:

- Functions relating to the Planning department.
- Functions relating to the Planning and Development Co-ordination
- Functions relating to Manpower Planning.
- Functions relating to the State Planning Board.

A.FUNCTIONS RELATING TO THE PLANNING DEPARTMENT

The Chief Secretary is the overall head of the Planning and Development Department and is responsible for the entire activities of the department. But due to his preoccupations with other administrative activities, he is not in a position to give considerable time to the department. Hence, it is the Principal Secretary, who looks after the day-to-day functioning of the department. But all important matters are always put for the consideration and final disposal to the Chief Secretary. A brief reference to these is made below;

1. **Formulation of five year and Annual Plans;** The Five Year and Annual Plans of the State are made keeping in view the Board guidelines provided by the Planning Commission of India. Accordingly, the state Planning Department determines the plan strategy of the State. For this, the investment required in the plan period is worked out on the basis of the economic objectives enunciated, the natural, material and human resources that have been available in the course of the previous plans, fresh resources
which are likely to generated, the employment position, the present and desired rate of
growth of the economy, continuing plan schemes, and sector wise growth potential. On
the basis of an estimate of investment required, a tentative plan size and sectoral
allocations are determined and a plan document known as “Approach Paper to the Plan”
is prepared and presented to the State Cabinet for approval. On the basis of the plan
Strategy, the State Government constitutes Working Groups for different functional areas
of economic and social development. The Working Groups consists of representative of
all concerned departments-Secretariat as well as executive.

When the plan document is approved by the Cabinet, sector wise expenditure ceilings are
sent to all heads of department for preparing detailed proposals. The heads of department
simultaneously ask their field staff to send a list of the additional requirements for
continuing projects and suggestions for setting up new projects. When sectoral
expenditure ceilings are received from the Planning Department, the heads of department
discuss them with their subordinate agencies keeping in view their individual
requirements and suggestions. The working groups then prepare plan proposals for the
development of their concerned areas and present them to the Planning and Development
Department.

The Planning Department, after a deep study of the plan proposals received from
Working Groups, integrated them keeping in view the financial resources of the state and
the possible Central assistance. Then, a comprehensive preliminary memorandum of the
Five Year Plan is compiled and submitted to the Cabinet for its approval. The approved
draft is submitted to the Planning Commission of the Government of India for its
examination and approval. In the Planning Commission, the concerned divisions study
the memorandum and give their comments which are sent to their counterparts in the
State government—through the State Planning Department. This is followed by further
discussions at the concerned officials go to discuss matters with their counterparts in the
planning Commission. After this a finalized plan is prepared.

The Annual Plans of the State are drawn up in the context of the Five Year Plan. For this
purpose, the Deputy Secretary holds a series of meetings with the representatives of
administrative departments and the heads of executive departments. The discussions which take place in these meetings are related to:

(a) the requirements of committed expenditure on continuing schemes,

(b) funds required to meet the commitments already made by the government:

(C) funds required to maintain the tempo of development; and

(d) new programmes likely to be taken up in the coming year, if resources permit.

On the basis of these discussions, an estimate of inescapable expenditure under the plan for the next year is worked out by the Planning Departments. The department also makes an assessment of the available resources in consultation with the Finance Minister and suggests ways in which the resources can be increased in the next year. The department then submits a tentative ceiling for the Annual Plan, including sector-wise and department-wise break-up, to the Minister for Planning. The Planning Minister, after holding discussions with other Ministers, Secretaries, and whenever necessary with the heads of department, approves it and then a memorandum is prepared by the planning Department which is submitted to the Cabinet for its consideration and approval. When the memorandum is approved, the concerned departments are informed about the financial allocation and are asked to furnish detailed proposals to the Planning Department for scrutiny and approval.

The Planning and Development Department conducts a series of meetings again with the Administrative Departments and then finalizes the scheme-wise proposals and drafts Annual Plan. This draft plan is sent to the Planning Commission. The proposals in the draft plan are discussed by the study groups of the Planning Commission with the representatives of Central Ministries and State governments. The study groups submit their recommendations to the Programme Advisers /Secretary, Planning commission, who in turn, suggest sector-wise allocations to the Deputy Chairman, Planning Commission. The Deputy Chairman then finalizes the proposals in consultation with the Chief Minister and the State Planning Minister. Any modification at this stage are included by the Planning Department in the plan proposals and sector-wise/department-wise allocations are communicated to the concerned heads of department for purposes by
the budget preparation. When budget is voted by the legislature, the heads of department are asked to prepare final scheme-wise details on the basis of details incorporation in the budget. These are then compiled by the Planning Department and the Annual Plan is prepared and published. The copies of the Annual Plan are sent to the Planning Commission, Central Ministries, State Secretariat department, heads of department and district authorities.

In the plan formulation process, the Chief Secretary, is involved at various stages. These can be broadly categorized as under: (a) determination of plan strategy; (b) approval of Plan document by the Cabinet; (c) discussion held at the State Level Planning Board; (d) approval of preliminary memorandum of the Five Year Plan by the Cabinet; (e) discussion with the Planning Commission at the Centre; (f) approval of Annual Plan Memorandum by the Cabinet; and (g) preparation of the Final Plan of the State.

The strategy of the State Five year Plan has an imprint of the Chief Secretary. All relevant papers in this regard are sent to the Chief Secretary and when the final plan document is prepared to be submitted to the Cabinet, it is to be approved by the Chief Secretary first. With his over all knowledge of various aspects of planning and plan programmes, the Chief Secretary plays a crucial role in determining the socio-economic priorities of the State. The Chief Secretary discusses the plan document prior to the meeting of the Cabinet with the Principal Secretary, Planning and the Deputy Secretary. This as all the more necessary because in the Cabinet it is he who represents the Department, and thus he requires sufficient details of plan document. The Chief Secretary also holds discussions with the Minister for Planning and the Chief Minister.

In the meeting of the Cabinet when the plan document of the Five Year Plan, the preliminary memorandum of the Five Year Plan and the Annual Plan memorandum are discussed, the Chief Secretary explains the essential details on these documents. In fact, the proposals which are submitted to the Cabinet for approval is prepared after an agreement is reached between the Chief Secretary and the Minister for planning and hence they are generally accepted in the very form in which they are presented. During the plan formulation process, detailed discussions are held between the representatives of the Planning Department, Secretaries to the Government and the heads of department. An
important agency for such discussions is the State-Level Planning Board. The Board serves as an important forum through which the Chief Secretary informs himself of the viewpoints of different departments and presents his own view subjects of individual as well as inter-departmental importance.

Lastly, the Chief Secretary serves as an important link in the process of plan formulation when the discussions between the Planning Commission and the State Level officials are held. All important matters pertaining to the formulation of Annual and Five Year Plans on which the Planning Commission is to be consulted are referred to the Chief Secretary who, in turn, examines the matters and refers these further to the Planning Minister, and if necessary to the Chief Minister and the Cabinet. The Government’s viewpoint then is communicated to the Planning Commission. At the time of final discussion with Deputy Chair of the Planning Commission, it is usually the Chief Secretary who leads the team of State administrative officers concerned with planning. 28

When Rana KDN Singh was the Chief Secretary he took special interest for placing the case of Assam before the Planning Commission so that funds could be released for specially communication and urban development.

*The Assam Tribune* wrote:

"The Planning Commission has taken a sympathetic view of Assam’s request to include communication and urban development of the State in the priority sector in the Fifth Five Year Plan. The Chief Secretary Rana KDN Singh and the Planning Commissioner K. Saigal had the first round of discussion with officers of the Planning Commission. There will be two more round of discussion on plan allocations, power and irrigation and agriculture are in the priority sector in the plan. Of late another item—tribal development has also been included. The Chief Secretary said that no scheme has been submitted. Only the board principles had discussed. But once this was agreed upon Assam would submit its detailed schemes which are under preparation. Assam has also laid special stress on power development because of expected power shortage by 1981. The Chief Secretary further said that Assam Scheme would come up for discussion in the National Development Council." 29

Though the Deputy Chairman of the Planning Commission formally consults the State Chief minister and the Minister for Planning and development before finalizing the State
Plan proposals, sometimes informal discussions also take place between the Chief Secretary and the members and Advisers/ Deputy Advisers of the Planning Commission.

(2) **Co-ordination of Centrally–Sponsored-schemes and Central Assistance:** The Government of India sponsors many schemes in different states and provides financial assistance for the proper functioning of schemes. Thus, the State Government has to keep regular communication with the Government of India and also with the Secretaries and heads of various departments within the State who are directly concerned with such schemes. All important matters relating to such communication and correspondence are referred to the Chief Secretary, who after consulting the Minister-in-charge, finally disposes them of.

It is pertinent to mention that the Chief Secretary, being the senior most officer of the administrative hierarchy in the State and being an IAS officer, can exert his influence in getting Central assistance for State projects. His association with IAS officers working at the Centre can and does help him in getting their due attention and consideration. A tenure of an officer in the Government of India prior to his appointment as Chief Secretary also helps Central assistance and help for the State plans and projects. For this purpose, the first thing a Chief Secretary has to ensure is that the case for such assistance is well prepared. Such cases have to be prepared in such a manner that they provide a clear idea of the benefits which may accrue out of the proposed projects. However, the Chief Secretary may at times write to the concerned Secretary to the Government of India or may personally meet him when necessary to press for Central assistance for certain projects. Here again his association and contacts with the Central Government officers play a crucial role.

(3) **Formulation of District Development Plan:** District Development Plan has been initiated in 2005-06 and operated in 2006-07 with a view to develop the people’s participation in the process of Socio-Economic development and to ensure optimum and gainful employment by generating capital asset at the grass-root level. The District Development Plan will be prepared and implemented by the District Planning and Monitoring Committee (DPMC) in Selected Districts. In 2006-07, an amount of Rs.200.00 crore has been earmarked for implementation of District Development Plan in
17 Districts of Assam excluding 6th schedule areas and RSVY District, out of which Rs. 10999.44 Lakh have been sanctioned and released. As per guideline the Deputy Commissioners of concerned districts have submitted schemes approved by the DPMC within the amount allocated. The Planning &Development Department have examined and approved the same as per allocation given and sanctioned as per availability of budget of Rs. 110.00 crore in 2006-07. Later two more Districts namely Bongaigaon and Goalpara were also included under District Development Plan (DDP) and an amount of Rs.4.62 crore and Rs. 4.19 crore respectively were sanctioned and released for implementation of schemes from untied Fund in 2006-0730.

With the increasing realization of the necessity for a more effective coordination of planning and development activities at the district level, two distinct roles are now being envisaged for the district planning exercise. One is to get plans formulated at the local decentralized level in the context of the resource potential and the felt needs of the people of the area, and the second is to ensure co-ordination of developmental activities that are being undertaken at district level. The District Planning Committees are made responsible for plan formulation, coordination of developmental activities and also for overseeing the implementation of plan programmes. These committees’ work under the chairmanship of the Deputy Commissioner.

The district plans in fact are primarily statistical calculations, and out of the Annual Plans the share of each district is determined. These involve more of table work than any other exercise. Plan formulation, in the strict sense of the term, is not being undertaken at the district level. Resultantly, the Additional Chief Secretary/Principal Secretary plays a more direct role in these matters. The Chief Secretary only comes into picture when certain relatively crucial matters are involved which cannot be resolved at their level. Formally, all important matters relating to district planning are referred to the Chief Secretary for final disposal. This certainly helps him in keeping himself informed of the developmental work undertaken in various districts and their socio-economic needs and resources.

(4) Perspective Planning (PP); The PP Division of the Planning & Development Department is looking after the matter relating to Non –Lapsable Pool of Resources as well as Special Economic Package for the necessary communication with the DONER
directly in one hand and with various development department of the State on the other. The Chief Secretary of the state of Assam has to review the progress Schemes / Projects on a quarterly basis and also field level monitoring in respect of Economic Package of Bodoland Territorial Council.

**B-FUNCTIONS RELATING TO THE PLANNING AND DEVELOPMENT CO-ORDINATION:** As mentioned the Chief Secretary of Assam is the Chairman of State Level Monitoring and Evaluation Committee with the objective of resolving inter-departmental problems and to co-ordinate their activities, so as to avoid inter-departmental delays in the implementation of plan programmes. The primary role of these committees is to review the progress of works pertaining to plan schemes, to identify the shortfalls and bottleneck and to suggest remedial measures in order to expedite implementation of developmental programmes.

At the State level, the planning function involves decisions on major developmental issues in conformity with the resource position as also the guidelines given by the Planning Commission. Plans once formulated, need revision from time to time which is effected on the basis of new demands emanating from the environment. The redesigning of plans is also influenced by the evaluation of the plan programmes and the feedback that is generated as a result of the implementation of plan schemes.

It is a fact that the administration of planning is the administration of total developmental effort in a synchronized and coordinated manner. In Assam, the judicious formulation and coordination of developmental plans at the State level is mainly the responsibility of the Planning Department. However, in the process of plan administration almost all the departments and agencies of the State Government are involved.

**C-FUNCTIONS RELATING TO MANPOWER PLANNING:**

The Manpower Planning exercise comprises a study of the likely backlog of the unemployed in the State, likely addition to the labour force, existing employment opportunities, and additional employment opportunities likely to be generated by the Five Year and Annual Plans and the Employment potential of various areas. The Director of Manpower is assisted by a Deputy Director, Manpower, a Research Officer, Statistical Officers and other office staff. Manpower planning division gives positive
recommendations to coordinate the expansion of technical manpower in the State. This division is concerned with subjects such as foreign training, training within India, technical manpower studies, schemes for relief to educated unemployed and social employment aspects of administration of manpower planning, viz., foreign training and employment.

D-FUNCTIONS RELATING TO STATE PLANNING BOARD


STATE PLANNING BOARD:

The State Planning Board was constituted on 6th May 1998 and reconstituted on 26th March, 2002. The members of the State Planning Board consist of the Chief Minister as Chairman and a Vice Chairman as appointed by the Governor. The other members are the Minister of Finance, Power, Industry and Commerce, Rural Development, health & family welfare, PWD, Excise, Agriculture, Food & Civil Supplies, Social Welfare and Handloom & Textile, 4 (four) MPs, the Vice Chairman of State Level Advisory Committee, Economists and other members of public as appointed from time to time, the Chief Secretary, Agriculture Production Commissioner & Secretary of Education, Power, Industries & Commerce, Finance, P&RD, Health &FW and Commissioner & Secretary as Member Secretary.

FUNCTION:-

(a) To make an assessment of the various resources of the State material, capital & human including technical personnel & investigate the possibilities of augmenting and improving such resources.

(b) To formulate a long term perspective plan for the most effective and balanced utilization of the State’s resources with due regard to the balance development of its component regions.
(c) To advice on the preparation of the 5 year Plan, Annual Plan and the priorities of the State Plan which should be determined within the framework of the priorities of the National Plan.

(d) To ascertain the factors which have been tending to retard economic development of the State and determine the conditions to be created for the successful execution of the Plan.

(e) To identify the areas of co-ordination between the various Departments, Panchayat, Mahukuma Parishads and other Institutional Agencies and to advise as to how best such co-ordination for proper implementation of the Plan Programmes can be brought about.

(f) To watch the progress, evaluate the achievements and make periodical appraised of the plan programmes, an important projects in the plan.

(g) To make such interim or ancillary recommendations as appear to it to be appropriate either for facilitating the discharge of the duties assigned to it or on a consideration of the prevailing economic condition, current policies, measures and development, problems as may be referred to it for advise by the Government.

(h) The Secretariat of the Planning and Development Department renders secretarial assistance to the Board.

Matters relating to the appointment of members the Chief Secretary may recommend as to who should be the members of the Board and what should be their service conditions. Though in the ultimate analysis it is the Cabinet which is responsible for appointments, yet the recommendations of the Chief Secretary are given due consideration because of his familiarity with specialization and specific interests of a large number of public servants and experts.

After analyzing the role of the Chief Secretary as the over all head of the Planning and Development Department of Assam it would be pertinent to mention here that some of the officers interviewed are of the opinion that the Chief Secretary should be directly associated with the Planning Department. The Planning department is concerned with the
overall planning at the State level which concerns the entire administrative set-up of the State. Hence, the senior most civil servant should necessarily be made its formal head. The requirement of coordination of planning and developmental activities can be best fulfilled only when a person is senior to others is made responsible for them. Further, the settlement of conflicting issues pertaining to different department can be resolved only by the Chief Secretary and hence his association with the Planning Department is essential.

On the contrary to the opinion expressed by these officers there are some other officers who are of the view that the functions of the Planning Department is so wide and of such crucial importance that a full-time Secretary should be made its incharge. The Chief Secretary cannot do full justice to all matters of plan administration as he has no time to think over the matters that require detail examination.

In Assam the Rule of Executive Business makes the Chief Secretary the overall head of all the departments without directly involving him with any department. In support of this arrangement one senior officer remarked: “There is no positive advantage in his having any of the departments under him. He being the ‘Chief’ can exercise full control where and when necessary and hence instead of wasting his time in this area, he could employ himself more in supervision as also betterment and development administration” Some respondents also pointed out that when in a large number of other state there is a separate Planning Secretary, there is no justification for the Chief Secretary being made in charge of planning in Assam.

6.13 Conclusion:

The above discussion reveals that the Chief Secretary being the over all head of the Planning and Development department is expected to perform a variety of roles. First, he is involved at the State level. As such, the role expectations from the Chief Secretary are that he should provide useful guidelines and advice to officers of the Planning department, supervise the activities of the department, get the plan proposals sanctions by the Council of Ministers of the State as well as by the Planning Commission of the Government of India.

Secondly, the Chief Secretary is required to resolve inter-departmental problems. The Chief Secretary of Assam being the Chairman of State Level Evaluation and Monitoring
Committees can play a very important role in resolving inter-departmental problems. The role of the Chief Secretary in this regard is quite wide as it includes representatives of Secretariat departments, heads of department and even public sector officials. The association of the Chief Secretary gives these committees a high status and prestige and thus meaningful decisions become facilitated in such committee meetings which are based on full and updated information about different departments.

Thirdly, the Chief Secretary has to concern himself with matters pertaining to manpower planning. The Chief Secretary, as the head of the State administrative set-up, is expected to ensure that employment-oriented schemes and schemes for relief to the educated unemployed are formulated keeping in view the specific needs of the State. In addition, he is expected to see that the needs for the technical manpower of the State are met and for this purpose, training facilities within India as well as outside are provided to the civil servants.

Fourthly, the Chief Secretary has to ensure that the Directorates working under the administrative control of the Planning Department perform their duties and responsibilities with effectiveness. These Directorates provide a useful service to the Planning Department as many of the Schemes of plans are formulated on the basis of information receives from them. The Directorate of Economics and Statistics prepares periodical reports on plan progress of the State which helps the Department of Planning in analysing the achievements of its various plan. The Directorate of District Gazetteers, likewise, helps the Planning Department in getting adequate information about the socio-economic conditions of different parts of the State so that plans and schemes can be formulated keeping in view their particular developmental needs. Similarly, the evaluation Organization enables the Planning Department to know about the working of development schemes at various administrative levels. The Chief Secretary is expected to ensure that the Directorate are properly manned and operate effectively so that they act as goal-oriented organizations.

Thus, the Chief Secretary, by virtue of his being the highest civil servant of the State, provides unique prestige and eminence to the Planning and Development Department and this helps in promoting the effectiveness of this department. A Chief Secretary with
developmental orientation can give a lead to the developmental activities of the State and thus give a lead to the developmental activities of the State and thus help in bringing about desired socio-economic change to cope up with the needs of development. For this purpose, what is required is not only his personal interest and enthusiasm but also his motivational abilities to positively influence his subordinates as well as the colleagues to facilitate such a change. In case the Chief Secretary, through his leadership traits, is able to get the desired cooperation of others, there is no doubt that the state can achieve its goals of development optimally if not maximally.

Notes and References
4. Maheshwari, Shriram., *Indian Administration*, New Delhi, Orient Longmans, 1979, pp. 75-96, and also see [http://planningcommission.nic.in](http://planningcommission.nic.in).
5. [http://planassam.in](http://planassam.in)
15. Vide Govt. Notification no. PD (ME) 75/2002/2 Dtd. 10/10/2002 and No. PD (ME) 75/2002/3 Dtd. 10/10/2002 respectively.
28. Detail discussion was carried on with retd. Chief Secretaries H.N. Das, Pranab Kumar Bora, Prabir Kumar Datta, J.P. Rajkhowa and also senior officers of the Planning and Development and accordingly generalization has been made. Also visited http://www.preservearticles.com/2011092714185/brief-notes-on-the-state-level-planning-board-of-india.html


31. *Op. cit.* The generalization of the formal role of the Chief Secretary has been done on the basis of detail discussion with retd. Chief Secretaries H.N. Das, Pranab Kumar Bora, Prabir Kumar Datta, J.P. Rajkhowa and also some senior officers of the Planning and Development, Govt. of Assam.