

Dear Shri Shankar ji,

Thank you for your letter dated April 27th, enclosing the report on the action taken by the CBEC on the proposals for reforming the procedures in indirect taxes administration. It is gratifying to note that CBEC has responded positively to most recommendations. This is an outstanding example of proactive leadership of CVC, with the active and willing support of the regulatory / tax department and participation of all stake holders and civil society yielding dividends. All of us are deeply grateful to you and the CVC team for your patience, perseverance and thoroughness.

It would be useful if CVC could constitute a small team including CBEC and industry to monitor the implementation of these procedural reforms, and to suggest further improvements. Such an institutional arrangement in each sector will go a long way in sustaining improvements and generating public confidence. Perhaps a similar mechanism could be evolved in respect of other key public agencies whose involvement is critical in the quest for better governance and citizen-centered administration. This exercise relating to CBEC shows that our governance system does respond to people's aspirations, if only we create institutional mechanisms for improvement.

With warm personal regards,

Jayaprakash Narayan
National Coordinator