



Implementation of Recommendations of Administrative Reforms Commission

Presentation to
Officer Trainees of Indian Administrative
Service (Phase II) 2011 Batch
July 5, 2013

Chronological History of IAS

- Upto mid 70s: options exercised by bright elite: joining IAS or 'going abroad'
 - Entry of Engineers into IAS
- 90s: Entry of Multinationals & substantial decline in inclination to join IAS
 - MNCs much better paymasters
 - Recruitment for civil services was being curtailed
 - Entry of doctors and other specialists in the services

Chronological History of IAS (contd.)

- 2008 : volte face
 - dearth of officers led to recruitment to civil services - started in substantial numbers
 - world faced economic recession
 - working for MNCs led to
 - Overwork & fatigue
 - Limited exposure in promoting particular products

Goal of an IAS Officer

- What is your vision?
- What is your mission?
- Whom are you working for?
 - Career prospects
 - Bosses
 - Political Masters
 - Citizen (aam admi)

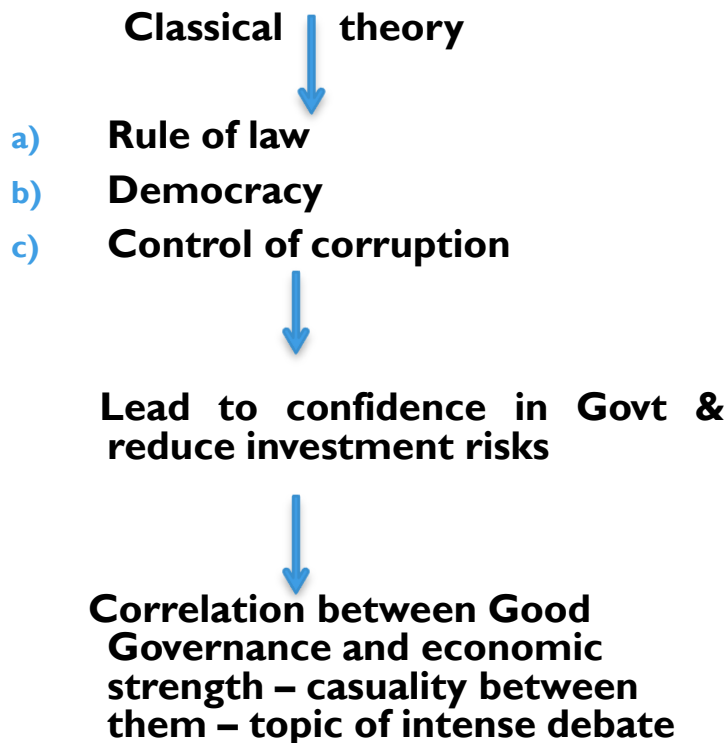




“ Recall the face of the poorest and the weakest man whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him. Will he gain anything by it? Will it restore him to a control over his own life and destiny? And you will find answers to your doubts.”

CAPAM Model, Prof Mushtaq Khan (Bangladesh) from University of London presented the model

- Model of Good Governance



- Developmental Governance



Did not give a clear cut solution

India's High Economic Growth has been non-inclusive

- Poverty line of \$1.25 per day
- Out of 7 billion people, 1.1 billion live below extreme poverty line
- India mirrors developing world
- **SHOULD HAVE** largest gains in poverty reduction in next decade
- Continued growth will benefit relatively comfortable Indian more than poor ones

ADAPTATION OF BEST PRACTICES

- CAN NOT REPLICATE ALL THE BEST Practices as Capacity & Capability different in Developed Countries
- Same Management Techniques may not be applicable

Economist, Dec 2012

1. Most business houses have whole deptts dedicated to getting things done- no matter what the cost.
 2. On scale of graft in India, one of India's leading bosses said (multinationals will work out your weaknesses and target it. They look at your wife, your son/daughter and they find your vulnerability”
- Build the capacity of the people before adapting reforms

Alternative Model

- Modern Governance with archaic tools of fifties
- Participating in modern game of Synchronized Gymnastics with rules of Kabaddi
- THERE IS A NEED FOR CHANGE
- WHO WILL CHANGE?

Trust the Citizens

- Self certification
- Avoid affidavit
- Enough provision in IPC 176 to 209 - 3 months to 7 years imprisonment + fine

Re-engineering

- All forms may be downloadable
- Review all the forms
- Do they need revision?
- Go through each column

TRANSPARENCY & ACCESSIBILITY

- Meet everyone
- Fixed time for meeting
- Return all calls

We Are Very Good Lawyer For Our Mistakes
& Very Good Judge For Others' Mistakes



Interaction

Spirit of Innovation

- In spite of all odds - people have broken through the system and achieved their goal
- PM Awards for Excellence in Public Administration
- e-Governance awards - Improve your office
- Working conditions in office
- Staff satisfaction

“ Sapne who nahi hote jo neend main aye, Sapne who hote hai jisse poora kiye bina neend na aye”

FURTHER INNOVATION, ADAPTATION, REPLICATION - Best Practices

- Short films
- Case study
- Research study
- Documentation

Institution Building

John F. Kennedy ' Ask not what your country can do for you, ask what you can do for your country'

- Institutionalize the innovation
 - Forward linkage
 - Backward linkage

Build your team

- Try to get the best out of your colleagues & subordinates
 - Meet them
 - Encourage & motivate them
 - Send them for training/exposure
 - Spend 2.5% of salary budget on training
 - Training for all- Xth Report

Build your team (contd.)

- Retiral Benefits on last day
- Hire – Campus Interview

You Cannot Tailor Make The Situation, but You Can Tailor Make The Attitude. Encourage Things Which Are Under Your Control Rather Than To Complain For, What Is Not Under Your Control

Interactions with officers

- Call on Seniors at the station at which posted
- Interact with officers of other services at the place of posting
- Mentor your juniors

Interaction with Politicians

- Equation needs to be revisited
- Order of priority for the officer
- Balance needs to be maintained

Your life

- Health – productive work force capable of achieving its full potential
- Pursuing your interests
- Contributing to the society in myriad forms

Family life

- Spouse – fulcrum of successful man
 - Institutionalized mechanism for interaction among spouses
 - Breakfast/ Lunch/ Dinner diplomacy

Reports of the 2nd ARC

1. Right to Information : Master Key to Good Governance
2. Unlocking human capital: Entitlements and Governance – a Case Study
3. Crisis Management : From Despair to Hope
4. Ethics in Governance
5. Public Order: Justice for each ... Peace for all
6. Local Governance
7. Capacity Building for Conflict Resolution – Friction to Fusion
8. Combating Terrorism
9. Social Capital – A Shared Destiny
10. Refurbishing of Personnel Administration – Scaling New Heights
11. Promoting e-Governance – The Smart Way Forward
12. Citizen Centric Administration – The Heart of Governance
13. Organizational Structure of Government of India
14. Strengthening Financial Management Systems
15. State & District Administration

Status of ARC Recommendations

- Around 1200
- Accepted 1005
- Completed more than 600
- Impact on citizen
- Citizen is the VISION & MISSION
- Are the citizen aware about this?
- Has there been any impact on them?

WAY FORWARD

- Secretary to monitor reforms- send monthly reports to Cabinet Secretary
- Chief Secretary to review reforms
- Central institutes –Induction training
Mid-career training
- State Institutes- Induction training
Mid-career training
- Third Party Assessment of reforms

Economist, March 2013

- 700 m subscribers of mobile phone
- Y2K → Internet era → Mobile era
- Telecom firms are so fed up they refuse to participate in new spectrum auctions.
- Mobile-internet boom is on- needed a more competent state
 - One that unshackles payments system
 - Regulate telecom sensibly
 - does not throttle everything with red tape

Solutions

- Give responsibility & accountability
 - Election Process in India
 - Right to Information
 - Right to Public service Delivery
- Can India become a Great Power
Economist April 2013
- Whether India Wants To Be A Super
Economic Power

India The Country Of Future



Thank You

