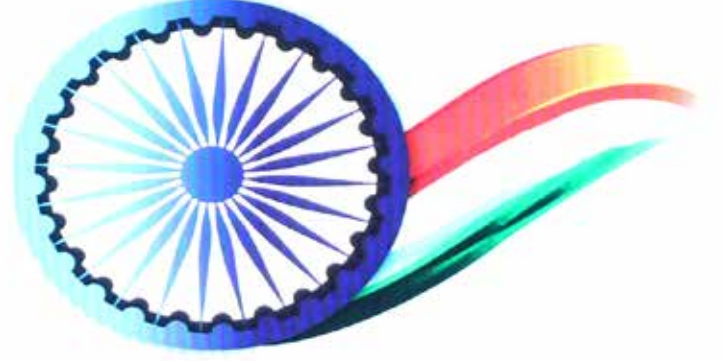




सिविल सेवा दिवस

20-21 अप्रैल, 2015

प्रशासनिक सुधार और लोक शिकायत विभाग
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
भारत सरकार



CIVIL SERVICES DAY

April 20 - 21, 2015

Department of Administrative Reforms & Public Grievances
Ministry of Personnel, Public Grievances and Pensions
Government of India

Civil Services Day

April 21, 2015

A Report

Government of India
Ministry of Personnel, Public Grievances and Pensions
Department of Administrative Reforms & Public Grievances

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Chairpersons and the Panellists present in the audience, distinguished members, colleagues from the various Central Ministries, Departments, State Governments and the Union Territories, Ladies and Gentlemen.

It is my pleasure to welcome you all to the 9th Civil Services Day celebrations. As you know the Civil Services day was held for the first time in the year 2006 on the 21st of April and it has been held continuously since then on the same date. However, this year the function is spread over 2 days that is today and tomorrow. This event could not be held last year in the year 2014 on account of the on-going electoral process for the 16th Lok Sabha. This year, the Civil Services Day, it has acquired new dimensions and it is going to be a 2 day affair and on Day 1 that is today, we are having 3 Panel discussions, the first one would be on the Social Sector that would be basically Nutrition, Education, Health and so on, the next would be on the Housing Sector and the third one would be

on Employment Skill and Entrepreneurship. You would agree that all the 3 sessions relate to topics that have a great relevance in the contemporary development policies in our country. Tomorrow the topics that would be deliberated upon would be topics of Farmer, the technology, how does the technology move from the lab to the fields and then the Challenges of the Civil Services. What do we perceive the way forward, they are to be taken up. The last session is something in the nature off, we as civil servants holding a mirror onto our selves. How we perceive we are doing, how the public, the common man looks at us.

We have eminent persons like Smt. Smriti Zubin Irani, the Honourable Minister for Human Resource Development, Dr Arvind Pannagarya, the Vice Chairman of NITI Ayog and Shri Rajiv Partap Rudy, the Honourable Minister Skill Development, Entrepreneurship and Employment. They would be Chairing the respective sessions today. Tomorrow Dr Ashok Gulati from

ICRIER would be Chairing the session on farmers and the next session would be Chaired by Shri Suresh Prabhu, the Honourable Minister for Railways. We are having eminent personalities like the former Cabinet Secretary Shri TSR Subramaniam, Shri Shekhar Gupta, senior journalist, who would share their insights in the course of the respective sessions besides there are a number of other renowned panel speakers whose individual names I am not mentioning due to the limited time accorded to me. They would also be participating and enlightening us during these discussions. This year what is another new feature, there would be presentation by senior officials of the Government of India on subjects like E-Samiksha. On E-Samiksha the presentation would be by Cabinet Secretariat and we in Government of India, various departments and Ministries are familiar with E-Samiksha because of the monthly reporting system, then there is a presentation on Pragati a new initiative launched by the Honourable Prime Minister. There would also be a presentation on work life balance. Now while most of us in Government of India know that the Secretaries to the Government of India undertook a visit to their first place of posting in the districts and they shared their experiences. Synopsis of those experiences would be presented by Shri Sanjay Kothari, Secretary DoPT. Then in order to energise and facilitate the panel discussions, some eminent consultancy agencies have acted as our knowledge partners for providing a platform for discussions, each session will have a senior officer from Government of India and the State Government as a

Rapporteur for preparing a report about the conclusions arising, deriving out of these panel discussions. These conclusions would be presented by them before the Honourable Prime Minister in the afternoon of 21st April. Now I am sure we are having a number of probationers or rather I should say Officer Trainees from the various civil services present over here. I feel that you all would gain some useful insights on the contemporary issues of good governance that what we are facing. I may add that this wonderful opportunity was not available to me as a probationer. Now another aspect is on the occasion of Civil Services Day awards are given to those civil servants and organisations who have performed with excellence during a particular year. These are the new initiatives introduced by them that have brought about significant improvements in respective fields and the performance both in qualitative and quantitative terms. These have the potential of being replicated elsewhere for the benefit of our countrymen. This year the Prime Ministers Award for Excellence are being presented for 2 years because last year the Civil Services Day was not held. I may also mention that over the years the Civil Services day has proved to be an excellent platform for the civil servants in the country for interacting and sharing the ideas and the best practices. Many of those initiatives get adopted in their own States or other States duly adjusting and factoring in the specific needs and requirements of that State. I am confident that we would be enriched by these generations. Thank you.



Respected Additional Principal Secretary to the Prime Minister, Secretaries to the Government of India, Additional Secretaries, Joint Secretaries, other officials, dear probationers drawn from various services, dignitaries, ladies and gentlemen. I welcome you all on the occasion of the 9th Civil Services Day.

Government of India celebrates 21st April every year as Civil Services Day which provides civil servants to rededicate themselves to the cause of citizens and renew their commitment to public service and excellence in their work. In view of the changing paradigm in governance rising aspirations of the citizens, rapidly developing economy and increasing international stature of India, a time has come to take stock where our civil service stands vis a vis the new and emerging challenges and how we overcome these challenges. Citizen centricity, process simplification and re-engineering and greater use of ICT to cut through red tape and corruption are the new

buzzwords in public service and it should be our endeavour to see how these it could be integrated in our functioning as public servants.

Civil services day this year has brought these aspects into sharp focus and the changes in the narrative and content of the program this year is to make it resonate more in the present day concerns. Unlike in the previous years, the civil services day this year is being celebrated on two days, 20th and 21st of April, 2015. This will provide us more time to dwell on the issues requiring our undivided attention and in-depth analysis. We have also involved the states in a big way this year and tried to integrate their views on the issues to be discussed in this forum today and tomorrow. The states were asked to prepare a paper on the selected themes by a team of senior officers involved in policy planning as well as junior officers who are engaged in implementation. A number of states have contributed to the themes we are going to discuss now. Similarly we have also called

for the views of the central and state training institutes spread across the country to give us their important feedback on the thematic areas taken up for discussion. We have also tried to reach out to the wide spectrum of stakeholders through Mygov platform. All these have enriched our understanding of the expectations and what we should be doing and what we should not. To strengthen the replication and scaling up efforts we have also included two of the best practices in your conference kits. As you would have noticed from the program we have 5 discussion panels this year as against the usual 3 in the previous years. We have involved NITI Ayog In one of the panels – Housing where Dr ArvindPannigarya Vice Chairman has consented to chair the panel. The focus on all these themes is essentially the context of minimum government and maximum governance. We have also engaged knowledge partners who are consultancy organisations of eminence and they have contributed to the discussion significantly by developing discussion papers. A word about the prestigious Prime Ministers award for excellence in administration. The Government of India has instituted the Prime Ministers Award for Excellence in Public Administration to acknowledge recognise

and reward the extraordinary and innovative work done by officers of the state and central government. This year the Honourable Prime Minister would be presenting these awards for 2012-13 as well as 2013-14 in 3 categories. For the first time these initiatives have been selected through a new scheme of in depth analysis and scrutiny so that the officials involved in the selection process have a first-hand view of the initiatives. We have also undertaken an exercise to study if the initiatives which have been awarded in the past are still continuing and to see whether they have been replicated and scaled up in their geographies where they actually were launched. For this we also constituted teams of central and state government officials for evaluation of these initiatives which were to be awarded in 2013-14. I hope that the upcoming sessions would set the tone for a rigorous brainstorming on how we reform our working in keeping with the new and emerging requirements of quick and efficient and high quality service delivery in the country. I thank you all to have come and participated on this occasion. I am sure that your valuable contribution to the discussion would lead to concrete action points for the future administrative reforms in the country. Thank you all. Thank you very much.

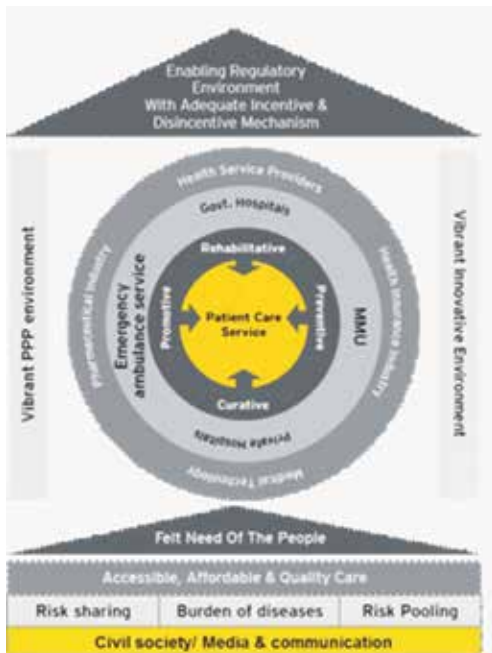


Discussion Paper,

Challenges – Health

India is working together towards the establishment of a strong healthcare

delivery system with the aim to fillip the overall development agenda of the state. With GOI moving towards universalization of healthcare, India needs to sustain the synchronous growth of the four pillars fundamental to health care service delivery – health care providers, the Pharmaceutical industry, the Health Insurance sector and the Medical technology industry as a part of its National Health Policy 2015. Thus in a call for ‘Swasth Bharat’ to achieve ‘Sabka Vikaas’ it is imperative that India ensures multi-sectoral coordination and inter – departmental convergence with greater people-public private partnership. In the last decade, the mission mode programmes like the NRHM and the RCH strategy I & II made a significant impact on MDG 4 & 5 by reducing maternal and neonatal mortality. The National Health Policies ensured rapid growth of private healthcare service delivery and diagnostic centers across the country. The Rashtriya Swasthiya Bima Yojna - with its greater



insurance coverage increased penetration of such services in tier 1 & tier 2 cities. However, in terms of health outcomes especially the overall quality of services, India has not been able to demonstrate similar impact in comparison to its peer nations. We have broadly classified the challenges plaguing public health in India into three issues – supply side challenges, demand side challenges and emerging trends.

SUPPLY SIDE CHALLENGES

- ▶ **DUAL BURDEN OF DISEASE WITH GROWING NON-COMMUNICABLE DISEASE LOAD**
- ▶ Affordability and accessibility remains a challenge to the double burden of infectious/ communicable and non-communicable diseases (NCD). India contributes to 21% of the Global Burden of which 50% are contributed by NCDs. Additionally, we are challenged in our distribution by the need to reach the unreached in terms of their vulnerabilities.
- ▶ India is losing more than 6% of its GDP annually due to premature deaths and preventable illnesses. Heart diseases, stroke and diabetes are projected to increase cumulatively, and India stands to lose 237 billion dollars during the decade 2005-2015.
- ▶ High out of pocket expenditure amounting to 86% of total health care costs implies that people living in under invested areas either do not have access to health care, or make significantly higher payments to get treated at terminal stages in larger cities.

POOR HEALTH CARE INFRASTRUCTURE & RESOURCE

- ▶ India's primary health care infrastructure and physician base remain inadequate despite the MoHFW expanding access into tier 1 and 2 cities through the NRHM.
- ▶ According to WHO reports, India ranks 67th in the list of 133 developing countries in terms of patient doctor ratio and has a bed to population ratio of less than 1 per 1000.
- ▶ The existing bed utilization show a huge disparity of less than 50% to more than 110% utilization in private and public sector respectively.
- ▶ India continues to be the major supplier of doctors and nurses to the developed countries, further challenged by the internal brain drain of specialized workforce to private sector.
- ▶ The current information environment is poor in terms of providing real time/ validated, well triangulated information to support decision making.
- ▶ There is urgent need to bridge the gap between care givers and receivers through stronger mechanism to increase access in difficult areas through better use of technology and alternate physician models.

HEALTH CARE FINANCING

- ▶ Public spending on health remains at 1.2 percent of its GDP visa vie the target of 2 – 3%. Also, it is extremely crucial to deliberate on the inherent practice of under-utilization.
- ▶ Experience have demonstrated instead of bench marking expenditures; countries that have reprioritized health

through the process of earmarking certain taxes and other revenues for financing a larger share of health in government spending with greater focus on improving health outcomes have done well for themselves.

INTER DEPARTMENTAL CONVERGENCE

- ▶ The Lancet Series (2013) has clearly brought out focus on health sensitive indicators such as sanitation, hygiene and nutrition improves the impact of health specific indicators on healthy adjusted life expectancy (HALE).

DEMAND SIDE CHALLENGES

- ▶ **POOR HEALTH SEEKING BEHAVIOUR**
- ▶ Poor health seeking behaviour among the vulnerable population remains is a cause of concern, as the chasm between the perceptions and experiences of the vulnerable population and the utilization of available health resources has pushed India back significantly.
- ▶ The economically marginalized groups view health care as a poverty trap - as government facilities do not provide quality health care vis-a-vis private facilities. The current incentive mechanisms stimulate curative health seeking behaviour as against preventive care.

EMERGING TRENDS

- ▶ **AN UNDERDEVELOPED MEDICAL DEVICE SECTOR**
- ▶ Lack of focus on R & D around medical devices has left a vacuum in the space of innovation in health sector to sustain availability of affordable, high quality medical care. There is a strong need to develop a sustainable ecosystem

through clearly to nurture innovation uphold patient safety through co-creation and the encouragement of a combination science.

- ▶ There is an urgent need for a strong risk based regulatory and institutional framework to encourage innovation in India and make it viable for domestic manufacturers similar to impetus provided for the growth of pharmaceutical sector in India which has made India one of the top 5 emerging markets in the world.
- ▶ India is home to the best minds – doctors and engineers and yet we import 80% of our medical devices from abroad.

CHALLENGES - HEALTH CARE FOR WOMEN

The health of Indian women is intrinsically linked to their status in society, which is impacted by their educational status, economic independence and their participation in leadership and governance. The life cycle approach exemplifies strategic interventions during early childhood, adolescence and pregnancy, with nutrition supplements and life skills education as mechanisms to empower women.

Some of the key challenges that eclipse healthcare of women are as follows:

- ▶ High prevalence of anemia among Indian women and girls: Anemia affects half a billion women of reproductive age worldwide. India



accounts for the highest number of anemic people in the world. According to the NFHS 2005-06, more than half of women (55%) are anemic of which 39% of women have mild anemia, 15% have moderate anemia, and 2 % have severe anemia.

- ▶ Adverse reproductive and sexual health during adolescence including the issue of early marriage and multiple pregnancies: Adolescents in India are often inadequately educated (ignorance, misinformation, misconceptions, myths, facts related to sexuality and health) thus more often than not bear the physical and psychological strain of adulthood before they are fully equipped to meet the challenges of marriage, pregnancy and motherhood.
- ▶ Safe delivery & safe abortions: India has successfully managed to increase its institutional delivery; however the service quality & quality of care in terms of skill are inadequate to handle deliveries and ensure early identification of complicated cases for timely referral.
- ▶ Selective elimination of girl child: Absence of gender based disaggregated data poses a critical challenge for public health surveillance and policy in India. Sample Registration System (SRS 2013) reports indicate that female children (IMR 42 in 1000 live births) experience higher mortality than boys (IMR 39 in 1000 live births). Despite the closing gap in mortality among female and male children, differentials in survival outcomes among female children are increasing.

PRIVATE SECTOR PARTNERSHIP IN HEALTH CARE

- ▶ Fragmented procurement & supply chain management system: The private sector with its efficient & effective management systems can assist the government machinery towards capacity building and skill enhancement of HR, infrastructure with special reference to cold chain management, supply chain management and warehouse management
- ▶ Real time IT enablement of all medical facilities is imperative to develop a robust health information system, referral practice to develop a disease based register for the country. It is important to understand the robustness of information environment, its regulation around Clinical Establishments, Patient information privacy, data security and transparency while generating and sharing such information across various categories of stakeholders..
- ▶ Public Private Partnership models: PPP has been an efficient and effective mechanism to share the responsibility of service provision between public & private sector, wherein Government can act as purchaser or select high end technology and specialized services which demand upfront capital expenditure and sophisticated maintenance. Some of the areas where PPP models have emerged are tele-diagnostics (imaging & lab services including point of care diagnostics), tele-medicine, and first point of contact in difficult areas through home based care models, mobile medical units, advanced life support ambulances, medical devices among others.

Causes - Malnutrition in India

Nutrition is a fundamental driver for a wide range of development goals. Being a health sensitive indicator it directly impacts the healthy adjusted life expectancy (HALE) of its population thus impacting growth and economic development. The causes for malnutrition in India are highlighted in the section below:

DUAL IMPACT OF POVERTY AND LOW PURCHASING POWER

- ▶ Under-nutrition & Low dietary intake of iron & calcium, Vitamin A, Zinc leads to various degrees deficiency in women & children fetal growth restrictions, sub optimum breast feeding, stunting, wasting etc.
- ▶ Inability to access to affordable quality health care.

POOR ACCESS TO SAFE DRINKING WATER & SANITATION

- ▶ Absence of safe drinking water and sanitation exposes children to repeated incidences of infectious diseases such as typhoid and diarrhea, increased incidence opportunistic infections thus impacting their long term immunity owing to malabsorption of nutrients.

LOW LITERACY AND LACK OF AWARENESS

- ▶ Low literacy especially among women reduces the nutritional status of the family in general. It impacts nutritional levels of new born, children, adolescents, and pregnant women leading to poor access to health services and poor detection / management of nutritional related issues across age groups.
- ▶ Non participation of men in health & nutrition within families is another trend

that is impacting nutritional status of families.

INEFFECTIVE INTER-DEPARTMENTAL CONVERGENCE

- ▶ Early marriages of girls, teenage pregnancies, ignorance about nutritional needs of infants and children, poor breast feeding practices and inappropriate complementary feeding practices questions the convergence of efforts across government departments to impact such health sensitive indicators such as nutrition.
- ▶ Discrimination against women and children further exposes the children to chronic malnutrition and stunting thus impacting generations.
- ▶ Uneven Coverage, multiple programs and faulty techniques/ guidelines for monitoring leads to ineffective nutritional assurance across states.

EMERGING TRENDS

- ▶ Urbanization and life style (sedentary) changes have given birth to overweight, obesity, diabetes and other chronic diseases on account on unhealthy eating habits

INTERNATIONAL EXPERIENCE IN TACKLING MALNUTRITION

- ▶ Social protection schemes: Countries like Bangladesh, Ethiopia and Kenya have provided regular cash transfers or food parcels that provide a safety net during hard times. Pioneered in Latin American countries in the last decade, Brazil, for example, has shown how investing in social protection during pregnancy, breast feeding mothers and children up to the age of 2 can dramatically reduce hunger and malnutrition, and also contribute

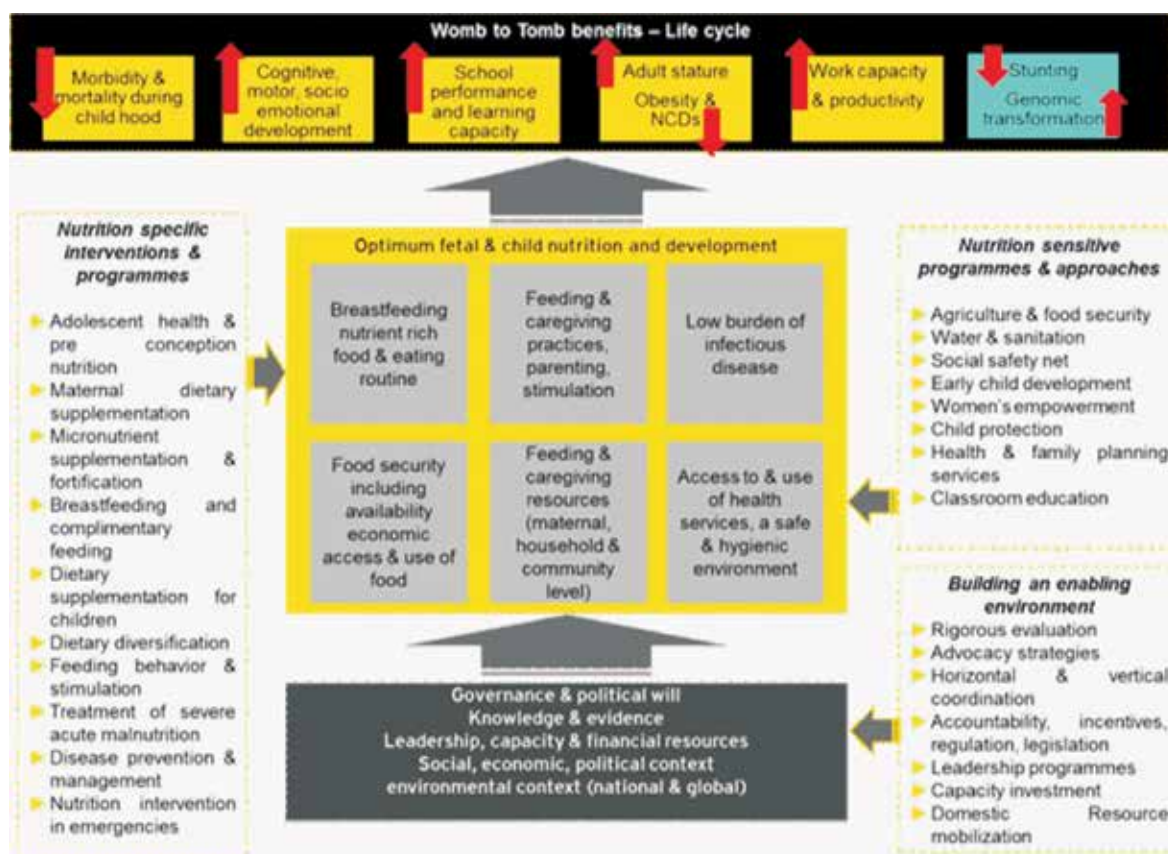
to economic growth. Widespread implementation of social protection has real potential to reduce global malnutrition.

- ▶ Behavioural Practices related to Nutrition: Bangladesh has achieved significant progress in reducing the prevalence of stunting, despite the fact that its economic growth has been slower than some of its neighbors. The proportion of stunted children fell from 68% in 1990 to 43% in 2010 – a reduction of 3% per year, which is one of the fastest in a low-income country. Interventions included improving behavioural practices related to nutrition, protecting breast feeding, implementing micronutrient supplementation programmes and

improving food security in the poorest households.

- ▶ Better breast feeding practices: The instances of deaths among infants have been reduced substantially in a country like Bangladesh because of the Government's promotion of exclusive breast feeding in the first six months of a child's life. As a result of these efforts rates of exclusive breast feeding in Bangladesh grew from 46% in 1999-2000 to 64% in 2011. Improving feeding practices for infants and young children also makes economic sense. Poor breast feeding practices can lead to higher healthcare costs for families due to increased childhood illness, and impacts long term economic productivity of an adult in the family.

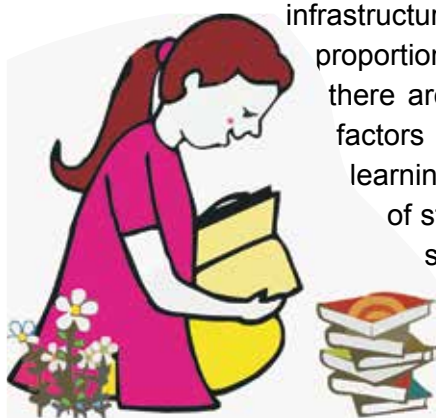
MALNUTRITION – HOW DO WE TACKLE IT ?



Education in India

The education system in the country reflects a high degree of inequality. The situation today is far from having a common school system which was envisioned in the early 1960s. Therefore, we find schools across the spectrum – some which could match the best global schools in terms of infrastructure as well as quality of education and others, mostly government schools, which lack even the basic amenities. Besides, there are state and even intra state wide inequalities. Since a large proportion of students still access government run/aided schools, it is quality of education in these schools that will determine the overall level of quality of education in the country. There is ample evidence to support that parents want education for their children. A number of good policies and programmes have been initiated in the last few decades. This has helped in improvement of the state of education since the independence, although not at a pace that was desirable. Schemes like Sarv Shiksha Abhiyaan (SSA) and more recent Rashtriya Madhyamik Shiksha Abhiyan (RMSA) and Rashtriya Uchchar Shiksha Abhiyan (RUSA) have quality at the core. One may say that while there is recognition of the problem, how to address the problem is an issue. In addition to poor

infrastructure in a large proportion of schools, there are some other factors impacting the learning outcomes of students at the school level.



► Quality of school education has a direct linkage with the quality of teacher

education. Teacher education, teacher training, teaching learning material, teacher attendance, CAL have the most significant relationship with improvements in learning outcomes. They in turn are functions of innovative teacher training models, effective monitoring machinery and investments towards the development of innovative Teaching learning material (TLM). One of the most important factors for poor quality of education has been the poor quality of teacher education.

- The focus on school leadership development is likely to make a difference. Empowerment of head teachers is so necessary in a vast education system like ours with so much diversity. There are very few models for leadership training in the country.
- Allocation of resources for education to improve the quality of education is important, but it is not the only factor. As per the literature available, it is found there are definitely some linkages between the budgetary allocation and quality of education.

In the last few years, initiatives by some private groups and civil society organisations have succeeded in bring the focus on assessments – for students, teachers and schools. Increasingly one finds states taking up assessments at a large scale. While this is a significant step, making use of the findings of assessment in the planning process is equally important. This aspect requires strengthening.

There are institutions at various levels (BRCs, DIETs and SCERT) that have the mandate to undertake capacity development of teachers. It is quite evident that these institutions are not being able to achieve

their intended objectives. A systemic change – that is dynamic and keeps the interests of a child central to the intervention – is required. Just as it is important to bring convergence across different departments, perhaps there is a need to bring convergence across institutions at different levels so that need based research is carried out that helps in the planning process; relevant teacher trainings are carried out by a specialist group on pedagogy and development of learning material.

Participation of all stakeholders at all levels to improve quality of education will also help in bring accountability. The SSA framework lays a lot of emphasis on community participation. Its implementation is a challenge, although it can be overcome by addressed by involving civil society organisations in capacity development of school management committees. If capacity development has been done at a large scale for self-help groups and local self-governance groups, surely it can be done for the school management committees. The use of Information Technology can also play a significant role in knowledge management as well as enhancing accountability.

Beti Bachao, Beti Padhao

Gender empowerment has been in the discourse in India and has found focus in a number of programmes. This has resulted in significant narrowing of gender gap in literacy across all states and making education accessible to a large number of girls. Incentive schemes, Mid-Day Meal schemes and targeted campaigns have played a significant role in bringing about this change. Despite this progress, the challenge still remains. The UNDP report 2014 ranks India 135 out of 187 countries on Gender Parity Index. According to World Bank, in

Africa and South Asia boys remain 1.55 times more likely to complete secondary education than girls.

The Child Sex Ratio (CSR), an indicator of gender discrimination, today stands at 918 girls per 1000 boys in the age group of 0-6 years, much lower than the figure of 927 in 2001 Census. The unabated decline in CSR since 1961 is a matter of grave concern. Declining CSR is a proxy indicator of status of women in our society. It is a reflection of lack of dignity towards women and speaks of a culture steeped in patriarchy. It indicates an intergenerational cycle of inequity and multiple deprivation faced by women and girls through-out their lives.

CSR reflects pre-birth discrimination manifested through gender biased sex selection and post birth discrimination against girls. Prevalent social constructs that discriminate against girls on the one hand, and the availability and misuse of diagnostic tools that enable sex determination on the other has posed serious challenge to survival, protection and empowerment of girl child.

Beti Bachao Beti Padhao (BBBP) seeks to address the declining Child Sex Ratio (CSR) and the significant range of related issues that affect girl child and women. It is a unique initiative that looks at gender from the life cycle perspective and addressing different developmental needs of girl child.

BBBP programme is a tri-ministerial effort of Ministries of Women and Child Development, Health & Family Welfare and Human Resource Development. The key components of the scheme include enforcement of Pre Conception & Pre Natal Diagnostic Techniques Act



(PC&PNDT Act), Nation-wide awareness and advocacy campaign and an intensive array of actions in select 100 districts (low on CSR) in the first phase. Monitorable targets covering survival, health, education and protection of the girl child have been laid to ensure tangible and definite expected outcomes including bringing an improvement in Sex Ratio at Birth in these 100 gender critical districts.

There have been a large number of programmes to encourage girls. As an example Apni Beti Apna Dhan scheme in Haryana implemented in the mid 1990s, aimed at supporting girls on a long term basis – from birth till the age of 25 years. Beti Bachao Beti Padhao scheme goes a step further by extending support to the girl child even before birth and extending it till she completes her education. It is a unique scheme that looks at gender from the life cycle perspective and addressing different developmental needs of girl child. It aims at convergence of different Ministries keeping child rights central to the discourse.

One finds such examples in Scandinavian countries where the concept of Family Centres is prevalent. A Family Centre offers a complete range of services covering maternal healthcare, child healthcare, open early childhood education and care and the preventive work carried out by social services. In Finland the concept of family centres is broken up in four main types - one that provides maternal and child care, another provides open early childhood education and care, the third component is regionally based while the fourth type of family centre is run by private organizations.

One of the critical factors for success of the scheme is the socio cultural attitudes

– which in many places are not favorable to women. The main challenges for BBBP would be to break the complex web of factors- commercialization and misuse of technology that aids in illegal gender biased sex selection, and deep-seated patriarchal mind sets that lead families to value sons over daughters.

In the short-term & medium-term, strong enforcement of PC&PNDT act and schematic interventions for women and girls shall be undertaken to ensure their empowerment. Strong emphasis would be laid on training, sensitization, awareness generation and community mobilization on ground.

In the long term, sustained efforts would be made towards mind set change through sensitized and trained cadre of grassroots functionaries as Community Champions who would in turn mobilize others to improve CSR, value girl child & promote her education.

Summary of Discussion

The chairperson, Hon'ble Minister Smt. Smriti Zubin Irani, highlighted the shift to citizen centricity and the need to find innovative solutions for social development. Speaking of the need for structural percolations in policy planning, it was emphasized that 'there could be NO compromise on education in the national interest' and that literacy is key to improving public health in India.

With the context set by Ernst & Young – the Knowledge Partners, the panel comprising of Dr. Vinod Paul from AIIMS, Prof. Govinda NUEPA, Shri SC Behar Azim Premji Foundation and Shri Anil Sinha World Bank Group shared their views.

Key Challenges

The key challenges identified by the speakers were :

1. On Nutrition : The challenges posed by stunting, wasting and under-nutrition and its irreversible adverse impact not only on health, but also on growth and economic development were discussed. Women have to be educated to ensure a healthy population. The need for greater inter-sectoral convergence to impact health sensitive indicators, such as sanitation, hygiene, women empowerment and education was highlighted.
2. Speaking on the goal of Education, attention was drawn to the Preamble to the Constitution of India, and the need to focus on social development, with economic development being an instrument to support and accelerate social development. The need of the hour is for civil servants to act as agents of social change.
3. On Learning outcomes : it was proposed that the quality of education is more relevant than merely increasing enrolment or tests. The challenges highlighted were 1. The quality of teachers, their subject knowledge and ability to impart learning 2. The immediate need for penetration of knowledge banks up to the block and village level 3. The need to focus on holistic & cognitive learning and 4. The critical importance of girl child education, which has a multiplier effect on various socio-economic indicators.
4. On Inclusive Development & Role of private sector, there was a discussion on inclusive business models and the potential for making India the worlds innovations hub for products and services. The need for development of an enabling ecosystem to promote low cost frugal innovation such as the low

cost new born baby warmer for rural India was also highlighted.

Opportunities & Way Forward

Opportunities & way forward, certain initiatives can be introduced or strengthened in the short term e.g. on education-refresher courses for teachers and retention and incentives based on performance and penetration of knowledge resources to the block level; On nutrition-State governments COULD supplement with programmes on adolescent nutrition; IEC strategies for birth spacing, conception post the age of 20 years and the strict adherence to ante natal care. The need for Skill development of frontline workers was also highlighted.

Perhaps the most critical learning from the panel was that while there was clearly a need for context specific solutions, certain common underlying principles were imperative for an informed policy discourse :

1. First principle – Greater interdepartmental convergence in policies and implementation, and the sharing of data for better monitoring & evaluation would help to address the challenges in health and education.
2. Second – Inclusive development through partnerships : There has been a fundamental shift in strategies, with market based solutions to tackle inclusion and creation of shared value between public and private sector. For eg India is home to the best minds of doctors and engineers so in the call for 'Make in India', R & D on medical devices can lead to availability of affordable, high quality medical care. To enhance delivery, the Government could co-opt social enterprises in their programmes. There is a need for a strong regulatory and institutional

framework to encourage innovation and ease business for domestic manufacturer.

3. The third important principle – to Focus on the life style (womb to tomb) approach in nutrition and health. A holistic end to end solution which addresses the different developmental needs of the girl child like the Beti Bachao Beti Padhao initiative is a very

timely intervention. A programmatic focus is required on geriatric health in view of the changing demographics.

4. The fourth principle which is critical is the use of technology for healthcare and education to expand both outreach and awareness.

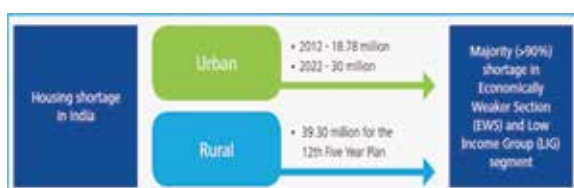
A framework based on these 4 is critical for any successful policy intervention.



Discussion Paper,

Setting the Context: “Roof for All”

Habitable housing is recognised as a part of the dignity and indicator of quality of life. However, with the burgeoning population of cities and towns, the gap between supply and demand of housing has been widening more than ever before, resulting in proliferation of urban slums, congested houses and inhabitable conditions (refer figure below).



Source: Report of the Technical Group on Urban Housing Shortage (2012-17) and MoHUPA Estimates; Working group on Rural Housing for XII Five Year Plan

The proposed National Gramin Awas Mission (GRAM) of the Ministry of Rural Development (GoI) is envisaged to become the guiding scheme for constructing houses in rural areas where 70% of the country's population resides. The Hon'ble Finance minister during his 2015 Budget speech

mentioned that the government would build 6 crore houses, out of which, 4 crore houses would be built in rural areas. Considering the sheer scale and volume of supply required in such a short period coupled with the large quantum of funds required, achieving this goal is a real challenge.

Despite significant interest from developers in some of the States, developing affordable housing faces significant policy, regulatory, financial and urban planning issues. These issues straddle the entire value chain of developing affordable housing, ranging from lack of availability of land in urban areas, multiple regulatory agencies leading to delays in approvals and permissions, multitude of taxes and duties, restrictive planning and development norms, limited availability of finance at reasonable cost both for developer and the beneficiary etc. The impact gets compounded further as all the three tiers of Government i.e. Central, State and Local Government are involved.



Assumptions:- Cost per DU – Rs. 1.1 lakhs with area upto 30 sq. m without considering cost escalation

Assumptions:- Cost per DU – Rs. 3 lakhs without considering cost escalation

Source: Expenditure Budget Vol. I, 2015-16

Key Issues and Challenges

To set the context for the ensuing panel discussion, we have attempted to capture below the key thematic areas impacting progress of affordable housing in India, together with the challenges in these areas and potential solutions:

1. Housing Finance-Low Income informal segment

	Issues and Challenges	Recommendations and Best Practices/Innovations
A	Perception of risks being non-manageable by lenders.	<ul style="list-style-type: none"> Customization of products by HFCs to suit the needs of low-income customers Stringent lending and recovery norms and wider campaign for consumer protection e.g. SMART Campaign in USA
B	Higher transaction costs, as appraisals are tedious, loan size is small and risks are higher. This translates into higher interest rates for low income borrowers.	<ul style="list-style-type: none"> Strengthening norms/policy on transparent costing and risk premium apportion, recovery norms to regulate the mark-ups Differentiated credit appraisal cycles, and risk management practices
C	Lack of banking history, irregular income cycle and limited access to finance low income customers, particularly in the informal income segment	<ul style="list-style-type: none"> Mandatory contact/outreach sessions with low-income customers may be fixed Strengthening policies to support customized products like micro mortgaging, etc for informal segment IEC for change in mind-set of lender and consumer Innovative recovery/ repayment mechanisms like House for work program for unskilled/semi-skilled workers.
D	Capital constraints due to the longer loan term and asset-liability mismatch as MFIs' deposits are short term and loan durations are long term	<ul style="list-style-type: none"> Need to develop market oriented mechanisms to overcome practice of subsidy Long term investors like provident fund, sovereign fund, may also need to be brought into the market Development of secondary market mortgages Long term investors-sovereign funds

2. Participation by Private Sector

	Issues and Challenges	Recommendations and Best Practices/Innovations
A	Improper selection of land parcels leads to lower occupancy and hence makes the project unviable	<ul style="list-style-type: none"> • Adoption of suitable policies for enforcing in-situ development, where possible. • Use land parcels available with government (railways, ports) for integrated development
B	Limited capacities at state and local level to implement PPP projects	<ul style="list-style-type: none"> • Build a national level capacity building programme • Hiring of professionals to provide technical support at state housing board/ authority level
C	The sector is at nascent stage. There is no modal contractual framework/ standard documents for PPPs in this sector.	<ul style="list-style-type: none"> • Develop model PPP contractual framework for guidance and faster implementation and incorporate sector based qualification norms
D	Contradictory and unclear local building by-laws & norms lead to less proportion of land available for MIG/HIG/commercial development	<ul style="list-style-type: none"> • Develop guidelines for suitable modifications in local building by-laws and development norms at state level and incentivize states for adoption • Create enabling environment for timely approvals and faster development • Faster clearances, FAR/FSI incentives, tax incentives to developers and stamp duty exemptions to EWS beneficiaries
E	Higher funding cost and paucity of funds negatively impact the viability of the project	<ul style="list-style-type: none"> • Initiate measures to reduce the cost of debt to low income beneficiaries especially through suitable re-financing mechanism, inclusion under private sector lending, etc. • Incentivize private sector through fiscal and non-fiscal incentives • Bundling method of PPP wherein private sector monetize some portion of land (at an attractive location) parcel for its own high-end residential and commercial development and cross subsidize the revenue for EWS & LIG development.

3. Policy and Regulations

	Issues and Challenges	Recommendations and Best Practices/Innovations
A	Approvals from multiple authorities causing time delays and cost escalations, which directly impacts profits. On an average approval for housing project takes between 2.5 to 4 years. ¹	<ul style="list-style-type: none"> • Implement single window for clearance and facilitation of approvals - Eg. Single window clearance systems in Hyderabad, M.P, Kerala and Rajasthan
B	Absence of rental policies and regulations, issues such as lack of penalty for delay in delivering rental units, absence of streamlined dispute settlements processes, etc. remain.	<ul style="list-style-type: none"> • Formulation and adoption of rent control acts balancing the interest of landlords and tenants - Eg. Model Rental Laws • Streamlining of applicable taxes and duties for affordable rental housing

C	Non-availability of land for affordable housing, which increases transportation cost as well as commuting time	<ul style="list-style-type: none"> Preparation and updation of Master Plan with inclusionary zoning - Eg. Town planning schemes of Ahmedabad Formulate and implement a participatory land pooling policy, land readjustment plans - Eg. Delhi Development Authority and Government of Hyderabad Streamline process of conversion of land from agriculture use to residential/ commercial end use Creation of land banks Release of Public Land - Eg. Government of China Making holding land expensive through taxes and duties - Eg. Brazil, China, New York
D	Lack of security of tenure for slum dwellers prevents in-situ slum upgradation	<ul style="list-style-type: none"> Provide security of tenure to slum dwellers - Eg. Draft bill on security of tenure for adoption by States
E	Restrictive FAR/FSI/TDR, common development norms and multiple bye-laws	<ul style="list-style-type: none"> Relax FAR/FSI norms for affordable housing - Eg. Affordable Housing Policy Rajasthan Simplify and streamline building bye-laws Increase municipal limits to include peri-urban areas

¹Report of the Committee of streamlining approval procedures for Real Estate projects in India

4. Institutional Delivery

	Issues and Challenges	Recommendations and Best Practices/Innovations
A	Skill gap and non-availability of requisite skilled workers is likely to result in lower production level, delays of new projects, sub-standard quality of construction etc. adversely impacting development costs and profitability of operations	<ul style="list-style-type: none"> Promote vocational education and training - Technical Vocational Education and Training systems in construction management - Eg. Germany, New Zealand, South Korea Bridge the skill gap through higher allocation towards skill building and engaging private sector
B	Lack of awareness of modern housing construction technologies leads to increase in cost per sq. ft., making the house unviable for the EWS/LIG segment	<ul style="list-style-type: none"> Promote cost-effective and pro-poor housing construction technology through fiscal incentives, piloting and awareness - Eg. Approval of pre-cast technology by DDA for future affordable housing schemes
C	Non-transfer of planning and regulation function to Urban Local Bodies delays the approval and implementation of the projects	<ul style="list-style-type: none"> Decentralize decision making and empower ULBs. Implement the provisions of 73rd and 74th constitutional amendment in letter and spirit
D	Limited financial and technical capacity to bring about significant improvements in service delivery at Urban local Bodies	<ul style="list-style-type: none"> Comprehensive capacity building for all stakeholders Replication of mission mode structure at Central Government in States and ULBs. Focus on bringing behavior change through IEC - housing loan, carrying out O&M and benefits of staying in a pucca house Leveraging institutional structures under other Projects/Missions including Swachh Bharat etc.

Summary of Discussion

The Union Budget 2015-16 has envisaged a roof for each family in India, that is, "housing for all" by 2022, when we shall celebrate our 75th Independence Day as Amrit Mahautsav.

The current housing shortage has been estimated at about 4 crore units in rural and 2 crore units in urban areas. Over 95% of this shortage is in the LIG/EWS category.

The major challenges in the sector are the availability of land, high cost of finance, ineffective policies, lack of standardized regulations leading to procedural delays, and inadequacies in project delivery.

Though the numbers are larger in rural areas, the challenges are more onerous in the urban areas. In this context, the situation in about 4000 census towns across the country, which are yet to be declared as urban areas, needs to be addressed as well.

Housing being a State subject, the bulk of the required actions need to be carried out by the States. However, the Centre has to play the role of creating the appropriate policy, planning and regulatory environment and facilitating access to finance. Also, the urban and rural local bodies have a crucial role to play at the ground level.

The specific areas of challenge and what can possibly be done about them at the Centre, State and Local level respectively are as follows

1. Land

- a. Centre :
 - i. Facilitate creation of an inventory of unused public lands and land acquired as per ULCRA 1976

- ii. Make affordable housing an integral aspect of new smart cities
- iii. Create a repository for best practices for other cities and states to study and replicate.

b. States :

- i. Increase the FSI norms in city centers to allow for high rise growths, accompanied with improving and strengthening the existing infrastructure.

- ii. Reform rent control laws, so as to make rents rise commensurately with inflation

- iii. Digitise land records

c. Local Bodies :

- i. Integrate and demarcate affordable housing in the master plan (Ahmedabad).

- ii. Integrate transport plans to ensure rapid transportation links connecting upcoming housing with work centers.

- iii. Emphasize in situ slum improvement (Dharavi)

2. Finance

a. Centre :

- i. To give affordable housing the priority it deserves, it should come under the core infrastructure sector. This would allow better access to funds and greater procedural transparencies.

- ii. Develop low interest financing such as bonds, REITs, insurance and pension funds.

- iii. With large scale financial inclusion happening through Jan Dhan Yojana, fulfillment of KYC norms and other verifications have become easier; in this context a model streamlined process for approval for low income persons

employed in the informal sector can be drawn up by RBI.

b. States :

- i. Reduce/rationalize duties and taxes on affordable housing since these form a substantial portion of the housing cost.
- ii. Organize consultations with Housing Finance Institutions to develop customized products suited to the State's requirements; for example, products for women borrowers.
- iii. Organise consultations with Housing Finance Institutions to develop customized products suited to the State's requirements; for example, products for women borrowers.

3. Policy

a. Centre :

- i. Link Central funding and incentives to implementation of law and policy reform such as rent control legislation, building bye-law etc.
- ii. Develop a model PPP contractual framework for adoption by States as done for other core infrastructure sectors.

b. States :

- i. Create more rental housing for new entrants to cities through their own funds and through incentives to private developers.
- ii. Evolve a participatory Land Pooling Policy as has been done in Delhi.

c. Local Bodies :

- i. Make the holding of unused land more expensive through higher duties and taxes.

4. Regulation

a. Centre

- i. Establish a common regulator for all housing finance institutions for parity and transparency

b. States

- i. Establish Real Estate Regulatory Authorities once the relevant Act is in place.
 - ii. Create guidelines for streamlining local building bye-laws.
- c. Local Bodies
- i. Streamline building bye-laws.
 - ii. Establish Single Window Online Clearances to eliminate ground level corruption.
 - iii. Create Land Banks for future housing requirements (Hyderabad)

5. Project Delivery

a. Centre

- i. Encourage private sector participation by easing the policy environment.
- ii. Include modern building technologies for low cost housing in the National Building Code.

b. States

- i. Adopt modern as well as indigenous low cost housing technologies suited to the region.
- ii. Earmark available land parcels for private development with clearances and allied infrastructure already in place to minimize project delays.

c. Local Bodies

- i. Encourage skilling of workforce towards modern technologies.
- ii. Though building bye laws should be made simpler, the implementation should be made stricter through better monitoring.

iii. In rural areas, community led housing construction, with collective procurement can lead

to economies of scale and better empowerment of individual house owners.



Good evening ladies and gentlemen, my senior service colleagues. I am going to talk about E- Samiksha. In fact e-Samiksha is a very simple product and it's just born out of our sheer laziness. Some of you may remember when this government came into power and right in the beginning, Prime Minister took presentation from each department from June onwards and then the minutes were issued by the Prime Minister's office. Then Cabinet Secretariat was asked to monitor the implementation of those decisions and then give its feedback to Prime Minister's office. Now following up with all those departments numbering about 60 or so, compiling them and then feeding them back to Prime Ministers Office, it was a humungous task and I should say a bit boring also and then compiling them. So out of that laziness how to cut it short we designed with the help of our NIC people a system called e-Samiksha. This is a what we do in the meetings. Basically we have meetings and generally we hope we

resolve issues then we issue minutes arrive at certain decisions, then we communicate that somebody is supposed to take action, we ask updates, we keep issuing reminders and we are quite adapt into that. Our division keep issuing reminders and then if there is some problem we again have a meeting and again same cycle starts. All this is usually paper based and lot of physical movement of both papers and officers happens. This e-samiksha has tried to cut it down and is a simple web based system taking care of this. How does it work? From the beginning, the USP of E-Samiksha has been that just keep it simple. We receive suggestions that we should monitor action plans, 5-year action plans, what departments have thought for itself, but then if you complicate it, people will not use it. So we tried to keep it very simple. Action points, which other department is responsible for those actions, are identified and are just entered as part of the minutes of the meeting and put on the web. Then simply those departments, who are responsible for

action, update it on the web. Similarly the department who is responsible for monitoring it, can be department itself, if the e-samiksha is on the departmental level for example Cabinet Secretariat or Prime Minister's Office or Niti Ayog, they can then issue further directions on web itself. The advantages of the system is, it's availability on 24x7 basis for everybody for updating as well as seeing what the updates are and the access is basically password and role based. It's G2G system (Government to Government) is basically for internal government. It's not available to public. In fact we don't want to actually public to know what we discuss. Isn't it? Now all the users are given user ID and password and what is available for them is to view the status depending upon their role like super users for example NitiAyog, Prime Minister's Office, Cabinet Secretaries who reviews or who monitors the progress on the different identified action points, can see all the departments what are the action points what is the progress on them. But those departments which are basically responsible for either taking action or they are involved in, can see and update their relevant portion only. Off course all this is software definable, you can expand the role, you can cut down the role depending upon what you want to do. Every user is given a code and password and it's not available for everybody in the public.

Now how does it function. There is a description of the action point. We have given a UID, that is unique ID for each action point. There may be two Ministries which are responsible for this action. As you can see whenever any update is put. You can see the update, who has updated, that particular officer or that Ministry and the status of the update is under implementation or is implemented, then there is another ministry,

so whoever are responsible for action, for taking action in reference to that decision, they can update it and they can go on and on. Sometimes there are issues of such a nature, which requires actions on a regular basis. Therefore, the particular department who is responsible for taking action, have to enter status on a monthly basis or a fortnightly basis. There are options, If you want to see all the comments, you can see all the comments, chronologically or otherwise the latest comment or latest update will be at the top. You can see only the latest update so there is an option. Off course the issue can be updated not yearly, it can be updated at any time from any where as what you need is just the availability of internet and this is also depending upon your requirement. You have to issue the instructions that every issue needs to be updated at least once a month if not more, so that we know that somebody is looking at those issues. There is a provision in E-Samiksha for comments by monitoring department, like, we didn't want this information, we want this information, some more information is required, so and so forth. In some cases, the monitoring agency, it can be Cabinet Secretariat, it can be Prime Minister's Office, it can even be Secretary of the Department himself or herself can update on this in a different colour. When some directions have been issued, some suggestions have been issued by the Cabinet Secretariat like the department has indicated the timelines they should indicate the development in respect of both the cases. This kind of intervention by the monitoring department can also be made and it has the facility that it is shown in a different colour right in the top, so in this particular case it's a green for Cabinet Secretariat and red in colour for Prime Minister's Office. So every time you can

see what is the latest from the monitoring agency. This e-samiksha can be used in a number of ways as I said these are the areas which had been covered.

There are about 529 action points. There is an infrastructure target, there is a Swachh Bharat, Ganga rejuvenation, centre state coordination and there is an institution called Committee of Secretariat in Government of India where we monitor the implementation of the decision taken. Similarly court cases, monthly progress report, ministry wise are also included or any issue which is of importance to the department or to the Government as a whole can be entered in e-Samiksha. We can identify the ministries or the agencies responsible for the action and we can monitor the action on that at the click of a mouse.

In the Cabinet Secretariat we have a system of monitoring of outstanding issues of a particular state, planning in Government of India. E-samiksha has been a great hit with the state governments because they can raise issue right from their state capitals or where they are and then this is a kind of two way communication between the state governments and the respective ministries where these issues are pending. Otherwise I can see that I have the experience when I was resident commissioner and finding the status of a particular issue itself becomes a difficult task. You have to keep on moving from one ministry to another because most of the time you don't have an idea of actually who is dealing in particular ministry. E-samiksha is a readymade system where you can do it. We use E-Samiksha not only for the state issues planning in the Government of India but also the other way round where the issues of different Ministries pending with the State Government. So it's a two way communication, it is a good platform, the ministries raise issues, and the

State governments respond and vice-versa. There is a system of prioritisation and this whole thing is available on 24x7 basis.

So what's so great about E-Samiksha. Nothing so great but it is like a virtual meeting place. You can update, upgrade issues from anywhere anytime, you just need an internet. Updated information is available anytime anywhere. Saving physical movement but this can be bad also as I experienced. If you are Resident Commissioner, and you are trying to resolve issues between the State governments and the Central ministry, sometimes your colleagues in the state government say that they also need to come to Government of India, or come to Delhi. They may have also some work to do. But now it is not possible everytime. We have got the facility of SMS/email to all concerned, status is updated so that you will know that somebody has updated and you can see what is the update. Similarly there is an SMS/email saying status is not updated in any month. We expect that some issue need to be updated every month unless it has been implemented.

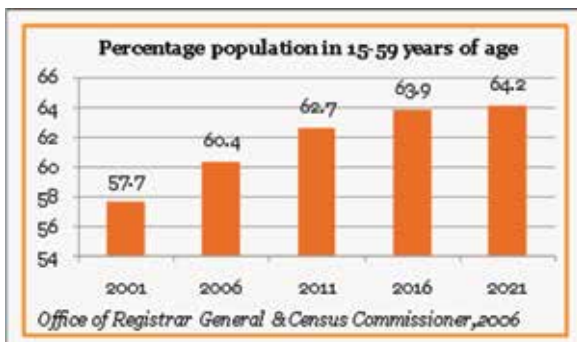
It has been taken of the pending issues and its password controlled so it is G2G. Easily replicable as my friends from the different ministries will say it's already been replicated in shipping ministry, HRD ministry, road transport and highways, MEA is using for monitoring different meetings or action points in our missions abroad. Rail is going to start tomorrow. It has been replicated, depending on the need of those ministries. It is not necessarily because we have done as per what is our requirement in the Cabinet Secretariat or as a government as a whole. Ministry has its own requirement and accordingly it has been replicated and adopted. The important point I would like to mention that this is just a process simplification. It is not a substitute for good decisions or good implementation. That it will not take care. Thanks.



Discussion Paper,

THE INDIA EMPLOYMENT & SKILLING CONTEXT

India, the second most populous country in the world, is endowed with one of the



biggest opportunities of all times; it will soon be the home for the world’s largest working population. With over 12 million

people entering the workforce on an annual basis, India’s labour force is expected to grow to over 800 million by the year 2022. Moreover, with a mean age of 29 years, the India’s population is expected to “bulge” across the 15–59 age-group, increasing the working age population from approximately

Country	Secondary Enrolment Ratio	No. of Students in Vocational Training ('000s)	Vocational-Technical Share (% of total secondary enrolments)
Russia	88%	6,277	60%
China	52%	15,300	55%
Chile	70%	652	40%
Indonesia	43%	4,309	33%
Korea	99%	2,060	31%
Mexico	58%	-	12%
Malaysia	59%	533	11%
South Africa	77%	-	1%
India	40%*	370	2.70%

Source: World Bank (2006). * 11th Five Year Plan, Planning Commission, India

761 million in 2011 to 869 million in 2020 . Given the rising demand for labour force across the global economy and the India’s

* India’s Demographic Dividend, NSDC, 2013
National Employability Report, Engineering Graduates – 2014, Aspiring Minds
Higher Education in India: Vision 2030, Ernst and Young and the Federation of Indian Chambers of Commerce and Industry

NSDC is a first of its kind Public-Private Partnership initiative established in 2008, by the Ministry of Finance, Government of India. The principal objective of establishing NSDC is to contribute significantly (about 30 per cent) to the overall target of skilling/ upskilling 500 million people in India by 2022, mainly by fostering private sector initiatives in skill development programs and providing funding.

advantageous demographic setting, the country is faced with a huge opportunity; to not only contribute to the global economy but also to comprehensively progress on the social and economic indicators.

The poor employability of Indian youth is a major impediment in taking advantage of the favorable demographic trends; 38% of Indian workforce is illiterate, 25% is educated up to primary school level and 36% is educated up to middle and higher level. Among new entrants to workforce, 2% have received formal vocational training - this is abysmally low when compared to 96% in Korea, 75% in Germany and 68% in UK. 8% have received non-formal vocational training. Further, 80% of Indian workforce does not possess any marketable skills; 81% of the graduate engineers, 75% of IT graduates, 55% graduates in manufacturing, 55% graduates in healthcare and 50% graduates in banking and insurance, are deemed unemployable.

Government of India, on pronouncing the 'National Policy on Skill Development' in March 2009 has set on a mission mode to transform India to become a 'Hub for Skilled Workforce' catering to the global workforce demands. The 3-tier governance structure articulated in the National Skill Development Policy 2009 was revised in 2013 when the Prime Minister's Council on Skill Development (PMNCSD), the National Skill Development Coordination Board (NSDCB) and the Office of the Adviser to the PM on Skill Development were subsumed and the National Skill Development Agency (NSDA) was constituted as the apex autonomous coordinating body for skills development programs. In July 2014, a separate federal Ministry was established for skill development, the Ministry of Skill Development and Entrepreneurship, with

the responsibility for formulating policy and co-ordination with all concerned Departments for evolving an appropriate skill development framework for the country.

Endowed with a large youth population, duly complemented with a well set mission of skilling 500 million by the Year 2022, and a wide range of skilling and employment linked programs India is all set to leverage its demographic advantage to a larger national and global gain. With Government of India's new 'Skill India' and 'Make in India' campaigns, 'skill development' has gained further emphasis and supreme priority within the National Development Agenda.

KEY INTERVENTIONS

Since the formulation of the Policy on Skill Development in 2009, 'skilling' has become an important agenda in India and across the States. Government of India has conceived new skilling interventions and has also revamped a wide range of skilling interventions by linking to 'employment' outcomes. Some of the noteworthy national flagship skilling interventions include, Skill Development Initiatives Scheme-Modular Employable Scheme (SDIS-MES), Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY), Employment through Skills Training & Placement (EST&P), Rural Self Employment Training Institutes (RSETI), and skilling initiatives under the National Skill Development Corporation (NSDC). Further, several States have also conceived skilling interventions as principally responsive to the local dynamics and market demands.

In addition, the Government of India, through the Ministry of Labour of Employment is implementing the National Career Services Program (NCSP), through which the existing 'employment exchanges' are

being transformed into 'career services centres' and their services are transitioned into people-centric (beneficiary-centric) services. Through the 'career services portal' the Government is enabling dynamic multidimensional interface between the beneficiaries (target working-age population, job-seekers), the training service providers, the employers, and the employment (career) service providers (incl. counsellors). The services offered includes, 'aptitude and aspiration assessment for skilling and career counselling', 'skills-competency assessment for certification', 'last-mile employability services for employment', and 'life-long learning and upskilling for career progression'. A similar initiative led by the National Skill Development Agency (NSDA) is the Labour Market Information System (LMIS), which will focus on labour market intelligence, information and (multi-directional) interface.

With a view to enhance the market-responsiveness of the skilling interventions in India, the NSDC sponsored a series of State-specific and Sector-specific studies to establish the incremental skill-gap up to the year 2022. The recently launched DDU-GKY program, has innovated the beneficiary-targeting process through 'gram panchayat saturation model', which considers mapping of the target beneficiaries to local industry-demand and aspirations.

The NSDA on launching the National Skill Qualification Framework (NSQF) in December 2013 has mandated all the skilling interventions (including formal vocational education) within the country to align to the national standards within 3 calendar years. Under the vocationalisation of School Education, select States like Haryana, Himachal Pradesh and Madhya Pradesh

have already initiated pilot implementation of NSQF within the vocational streams at Schools. The NSDC, through the Sector Skill Councils (SSCs), have established occupational maps, and national occupational standards/ qualification packs (NOS-QPs) for a wide range of sectors and job-profiles (roles), with an objective to enable alignment of curriculum and contents of the training services to the competency-levels under the NSQF. Similarly, the Mentor Councils under the Ministry of Labour and Employment is established to enhance the market-responsiveness of the skilling interventions.

Some of the States, with an intent to converge skilling interventions (in maintaining common standards in skilling, ensuring common pool of training service providers, including cost rationalization/ standardization, maintaining industry-accepted assessment and certification process, etc.) and to harmonize funding for skilling interventions, have structurally aligned through institutional arrangement (umbrella organisations) e.g. RSLDC in the State of Rajasthan, ORMAS in the State of Odisha, and REEMAP in the State of Andhra Pradesh.

Select States and 'skilling focused' national flagship programs have already endeavoured in implementing innovative and/or effective solutions to 'skilling', including establishing of multi-skill development centres (Karnataka, Kerala and Madhya Pradesh), implementing recognition of prior learning (RPL) intervention, establishing of migration support centres (Ajeevika Bureau, IL&FS, etc.) and others. Similarly, many developed nations have successfully implemented diverse range of skilling solutions like 'qualification frameworks', 'quality accreditation', 'labour market information

systems', 'life-long learning', etc.

KEY CHALLENGES

Some of the key challenges faced within the skilling and employment eco-system include:

- Lack of support to Beneficiaries for selection of trades (for skilling and for employment) aligned to their 'aptitude' and 'aspirations': One of the key challenges impacting all the stakeholders is the absence of tools and efforts to match course selection to the individual's aptitude and aspirations. This has led to the beneficiaries being constrained in becoming skilled, as well as be able to secure (and/or sustain in) jobs aligning to their own aptitudes and aspirations.
- Over-skilling on common trades and on easy to deliver training services: There is a general tendency among the training service providers to offer courses which require limited infrastructural and equipment investments, and having abundant supply of trainers, sufficiency in training material, ease in access to employers, etc., irrespective of whether the job potential within the market. Most dominant courses commonly delivered under most of the skilling intervention include, basic IT courses, retail trade, housekeeping, beautician, etc.
- Lack of standardization in the quality and delivery of skilling: Given the wide-range of skilling interventions governed by diverse range of program guidelines, standardization of the quality in skilling has become a huge challenge, with respect to the standard curriculum and/ or contents responsive to the industry and aligning to the specific level descriptors within the NSQF, trainer quality (due to lack of qualified trainers and absence of NOS-QP for certifying/ accrediting trainers), training service delivery (specifically standardization of period of training, mix of classroom training and hands-on internship, etc.), and assessment and certification (independent and industry-accepted assessment standards).
- Lack of international market-relevance in skilling: Conceived and envisioned as a net-exporter, India is still far from being able to skill the Indian youth to international market relevance. Given the diverse quality standards of skilling practiced across the geographies and programmatic interventions in India, and the struggle for alignment to the national standards (say NSQF), combined with the absence of established international equivalence in the standards, the journey for India to cater to the international labour market demands is highly constrained.
- Lack of Qualified Assessors: Similar to the trainers, there is a high degree of deficit in the numbers of qualified assessors. This had led to compromise in the quality of assessments. Programmatic interventions like the Skill Development Initiative Scheme – Modular Employable Skills (SDIS-MES) have transitioned from accrediting 'assessing bodies' to accrediting individual 'assessors', in a way to ensure higher degrees of quality in the assessment process. There is also a need to establishing NOS-QPs for assessors, in order to ensure standardization across the various skill-streams.
- Lack of access to Credit for skilling: There is limited appetite in the banking

- system to extend (individual) loans to the trainees, mainly due to the 'small size of the loans' leading to higher operational costs and 'lack of collaterals' enhancing the recovery risk.
- Absence of vertical and horizontal mobility between vocational and academic stream: One of the critical limitations of the current vocational education and training system is the lack of provision for trainees to acquire skill-qualifications beyond a certain level and move from vocational form of education to mainstream academic systems and vice-versa. This constrains the aptitude of the target population in taking on skilling or vocational stream as priority.
 - Lack of relevant Placements: Most of the job placements (employment), enabled under the various programs, were within the unorganized sector (contrasting to the program objective), as well as in job-roles not directly relevant to the skilling secured under the respective programs.
 - Limited linkages of skilling to enhanced productivity: Most of the skilling interventions are focused towards entry-level job-profiles, and structured as short-duration training with very limited industry-exposure. This has constrained the beneficiaries from becoming holistically industry-ready, thereby having very limited impact on the productivity gains, and non-responsive to the competitiveness to be achieved for realizing the 'make-in-India' vision. This has further resulted in the employers not being able to distinctly acknowledge the newly skilled workforce, with relevant wage differential.
 - Low Women participation in workforce: In women's participation in economic activities, India ranks 124th out of the 136 countries studied under Global Gender Gap Index Study, 2013. Women participation in workforce during 2009-10 was estimated at 26% in urban areas and 14% in rural areas. However, there are very limited focused interventions to encourage and enable enhanced workforce participation of women.
 - Lack of focus on entrepreneurship: Though some of the national flagship programs like the Rural Self Employment Training Institute (RSETI) and Skill Training for Employment Promotion amongst Urban Poor (STEP-UP) had self-employment as their principal focus, focus is still needed on skilling interventions to impart additional skills that could enable self-employment and entrepreneurial ventures.

GLOBAL BEST PRACTICES

- European Qualification Framework: The EU has been able to develop a European Qualification Framework which has helped in ensuring that qualifications obtained under national qualification framework of countries under EU can be compared. This has allowed mobility of human resources across the European Union.
- Strong industry interface: The German Dual Model is one of the strongest examples of industry interface in skills training. The concept of apprenticeship has been integrated in the system to promote development of competencies which are relevant to the industry and updated. The system also highlights

the role that industry could play in delivery of trainings for developing industry relevant competencies.

- Anticipating future skilling needs: It has been highlighted that along with training workers to meet their current job requirements, it is also important to focus on lifelong skill development and future market need and ensure access to training programs to facilitate skill development as per future requirements. Some of the best practices being followed in this area have been highlighted under:

Country	Best Practice
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Ireland

- An Expert Group on Future Skill Needs (EGFSN) has been formed to analyze future skills and develop plans to meet the same. EGFSN identified the key elements to be included in a generic skills portfolio for the future.
 - The group also provides advice on how to improve jobseekers' awareness of sectors where there is demand for skills and of the qualifications required.

Brazil

- A national training institution, SENAI has been constituted. SENAI is run by an association of industries, funded by a levy on the industrial payroll, and has sibling institutions serving different sectors (e.g. agriculture, small enterprise, the service sector).
- The model generates estimates of job requirements over a five-year period by drawing on studies of technological and organization prospecting, tracking emerging occupations and monitoring trends in demand for vocational training.
- **Participation of social partners:**

Social dialogue plays a key role in processes to reform technical and vocational education and training (TVET) systems and in shaping national skills development strategies. While Governments have primary responsibility for education, pre-employment training, core skills, and training the unemployed and people with special needs; social partners play a significant role in further training, workplace learning and on-the-job training. Some of the best practices being followed in this area have been highlighted under:

Country	Best Practice
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Germany

- Work Councils have been established, which have legally defined participation rights on vocational training schemes, say, in implementing training schemes at enterprise level.
- Germany follows a dual system of education which combines classroom and workplace learning, and involves extensive participation by companies.

Australia

- The National Quality Council ensures industry standards and advises the Government and the Skills and Workforce Development Action Group, comprising ministers at state and federal level.
- At the state or territory level, industry advisory boards work with training authorities to oversee the regulation, policy, delivery and funding of training, and are supported by industry training advisory boards composed of business and worker representatives.
- Industry skill councils develop training packages based on skills requirements

and occupational outcomes in 11 industry sectors, each covering a group of industries, which work in consultation with business associations.

- Labour market information & employment services:

A transmission mechanism for the information generated on labour market information system is required which can make this continuous flow of timely information available to education and training institutions, private market trainers, employers, trade unions, young people and their families, and displaced workers. In this perspective Public employment services (PES) have a critical role to play in making information available in the form of career guidance, vocational counselling, and material on access to training and job-matching services. Some of the best practices being followed in this area have been highlighted under:

Country Best Practice

Canada

- Human Resources and Skills Development Canada (HRSDC) helps students, workers and employers to anticipate the skills that will be needed in the future.
- CanLearn, an online post secondary education resource provides information about education and training opportunities, tools to assess how well those opportunities match individuals' aspirations, and information on financing education and lifelong learning.
- The Youth Employment Strategy helps at-risk youth, post-secondary students and graduates acquire the skills and work experience necessary to increase their success in the labour market.

Mexico

- The National Employment Service (SNE) operates emergency programmes to help workers and employers facing economic or other hardships.
- To meet those needs, SNE has diversified, positioning itself as an instrument of employment policy by facilitating more rapid adjustment in the labour market for both workers and enterprises.
- Financing training: Initial education and training and lifelong learning benefit individuals, employers and society as a whole. Economic principles dictate that the costs for services with public and private benefits should be shared between public and private funding, or else too little training will be provided or taken up. While government is a key investor, enterprise involvement is also needed both to provide a stable and sustained means of financing training and to ensure its relevance. Financing schemes are thus best established through social dialogue, according to good principles set out in the Human Resources. Some of the best practices being followed in this area have been highlighted under:

Country Best Practice

Argentina

- Tax credit regime is used to target incentives to SMEs to invest in training their workers.
- Under this regime, SMEs can finance training projects up to the equivalent of 8 per cent of total remuneration. They can also be reimbursed for costs incurred in undertaking skills assessment and certification in addition

to actual training – an incentive to boost recognition of skills learned informally or on the job.

- This feature helps make the programme (begun in 2007) attractive to SMEs, which comprise 70 per cent of beneficiaries.

Summary of Discussion

India Context

With millions of people entering the workforce on an annual basis, India's labour force is expected to grow to over 800 million by the year 2022. Given the rising demand for labour force across the global economy and India's favourable demographic setting, we have a window of opportunity to become a manufacturing hub and an exporter of skilled work force.

However, the challenge is the current level of under skilled workforce. Among new entrants to workforce, only 2% have received any kind of formal vocational training-this is abysmally low when compared to 96% in Korea, 75% in Germany and 68% in UK.

Key Challenges: Some of the key challenges faced by the skill, employment & entrepreneurship eco-system are :

- Low aspirational value attached to vocational education – with students and parents preferring academic degrees which lead to scarce white collar jobs.
- Policy and implementation level convergence to optimize resources – rationalization of various schemes run by different ministries to avoid duplication.
- Enhancing employability by aligning skill training to industry demand.
- Standardization in training delivery, assessment & certification – implementation of National Skill

Qualification Framework (NSQF) to bring in horizontal and vertical mobility in acquiring skill, and, independent assessment & certification process to bring quality in the training.

- Increasing access to skilling for vulnerable groups, matching their aptitudes and aspirations
- Policy/regulatory framework for access to capital for entrepreneurship and promoting ease of doing business.
- Enhancing private sector role in skill and entrepreneurship eco-system to complement the public sector initiatives.

Key Action Points emerging from panel discussions

- Bringing awareness about the attractive opportunities in vocational education and making it aspirational by
 - o Creation of Skill Universities and Multi Skilling institutes.
 - o Training for the global market to enhance earnings and attractiveness of the vocational education.
 - o Increasing awareness about NSQF and the opportunity for vertical and horizontal mobility for the trainees.
 - o National Career counseling centers to create awareness about skill training.
- For maintaining quality of training
 - o Use global standards for training assessment & certification
 - o Sector skill councils to play a key role by developing master trainers and robust accreditation mechanisms.
- Decentralized planning as each State/ district/block may have its own set of unique social, cultural and economic challenges as well as demand and

supply elements.

- o Local government and district administration to partner in planning and implementing skilling initiative.
- o Advanced Multi skilling Institutes to act as mentors to current ITIs in “hub and spoke” model, to improve performance of existing training set up.
- Specific incentives, for labor intensive industries and financial support to entrepreneurship setting up such ventures
 - o Higher level and quality of skilling would increase entrepreneurship, which, in turn would lead to the use of more skilled labour in SMEs, thereby increasing the productivity and quality of products.
- Use of existing public sector infrastructure, e.g. railway stations, and, private sector skilling expertise to increase access and reduce the cost of training.

Our strength lies in the fact that Government of India have recognized the enormity of the challenge and set up the Ministry of Skill Development and Entrepreneurship. Various key institutions like National Skill Development Agency (NSDA), National Skill Development Corporation (NSDC) and most recently Directorate of Training and Apprenticeship have been brought under this Ministry to bring greater convergence at policy and institutional level.

Also, necessary systems have been, or are being put in place by most State governments to skill the people in a mission mode by harmonizing and synergizing the work being done by various stakeholders, including the industry. With the challenge having been identified, and all partners putting in place the mechanisms to address it, the goal of skill India looks definitely achievable.

Conclude with a Vedic quote

With this unity of thought, we can bring skill to the forefront of every thought and action, in every school, hospital, farm and office, all over the country.

It's a hard task on my part. I would like to remind the audience about the presentation which Mr. Chaturvedi made on E-Samiksha and I would also like to draw attention to the last slide where he said that E-Samiksha is a process simplification. It is not a substitute for good decisions and perhaps he said timely implementation. So friends Pragati takes up where perhaps E-Samiksha leaves because finally our deliberations are decisions that need to be implemented that is where Pragati actually comes in. In fact when we were in the process of launching "Pragati", many officers, Chief Secretaries asked us as to what will happen to E-Samiksha, so perhaps this is the answer as to what is the co-relation between the two. Is something happens in routine, something happens in a normal course, the Prime Minister or the Prime Minister's office doesn't need to come into the picture, so we would welcome a situation where we don't have any projects or any issues by the Prime Minister under the Pragati system. If everything else works finely the Prime Minister's office doesn't need to look into these things but the hard reality is it doesn't happen. Before I proceed I would like to say that it's anew program. It's an evolving program which has been launched only last month, so I would request and encourage everyone to give us suggestions as to how to make it much better, even more perfect, particularly the young colleagues, the probationers who are sitting here, I would like their indulgence to tell us as to how it can be made more fruitful. We have tried to learn from others while designing this program. First of all we looked at a model which is very talked about in the world. Malaysian Prime Minister's office implemented this program. It's called Pemandu and very popular so we had a

discussion with their team of the Malaysian Prime Minister. In fact the Mc Kinsey people had come and they also talked about such models across the world, particularly Pemandu. Pemandu basically what it says is that they put the stake holders at one place. Their lab concept which you can see in the 8 steps which they have sent, is very popular so there is a learning from there as to how to put all the stakeholders. In fact what they do is to put the stakeholders in one room in one lab. They call it lab. What we have tried to do is to put the stakeholders on a virtual platform however, in a real time, on a real time basis. So the concept is same, but the format is different. Then we also tried to learn what our Prime Minister was doing previously as Chief Minister of Gujarat, he was implementing a program called Swagat and it was also a very effective program. Basically what the then Chief Minister had told us in terms of grievances and this is very important for each one of us that if an expectation is made at the right time at the right level, it doesn't need to be converted into grievances because it can't be categorised as grievances. But when it's not met, when the expectation is not met then it becomes a grievance, then it must be redressed at the right level and if the right person at the right level fails to deliver it, fails to redress it, then it should be scaled up at the higher level and then somebody at some place has to be held responsible and accountable and that is why the person had to travel to the Chief Ministers office or write to the Prime Minister's office. So this was the concept on which Swagat was working and it worked very effectively, it's still working in the state, so we learnt from that. Basically the concept was that more and more people should go to the taluka and the district and the sub district level rather than coming to the Chief

Ministers office or the DMs office, so as we go up in the level, we should be getting fewer and fewer grievances. So these were learning's which we tried to incorporate. They also categorised the issues between long pending issues and short term grievances and first time. So all that has been taken into account. Why I am, showing Swagat little extensively is because the format of a State is very different and the format of the Central level is very different. Many of you might be representing the States, so Swagat could be a good learning for a person who is sitting here on behalf of a state where as Pragati perhaps when I come to that would be a better format for the central government like situation. Swagat had off course got the national e-governance award and also the Union Public service award. So it's a good system and you may like to look at that also. We have also learnt from them. Basically the issue is that someone has to ask why this person had to come to the Chief Minister or why he had to write to the Prime Minister. What is the machinery down below, what are they doing and if someone is forced to come here at the highest level then someone has to be held accountable and the rest of the bullet points follow from E-Philosophy. That everything should work in its perfect manner. We should upgrade our systems. So when we were designing Pragati, we were also thinking whether to go to the district level, go to the village level whether to restrain ourselves to the state level. Now we have kept it upto the state level and also we looked at the differences in which the CM and the PM work because the CMs delivery is very direct. He talks directly to the citizens on a day to day basis. His expectations are also very small and very routine kind of situations sometimes come to CMs, whereas the Prime

Ministers role is more on a policy level on institutional reforms on guiding the bureaucracy as to how to tackle the issues. So we thought that Pragati should be grievance plus, not only grievance, off course grievance is very basic issue in a democracy but in addition there are implementation issues in projects. Why the programs and projects get stuck. Whether its departments are responsible or whether there are policies of Government of India which impede a state government in implementing its projects and programs. So all those issues we have tried to incorporate into Pragati. So basically there are 4 components where we monitor projects of the central government. Secondly projects of the state government then programs of central government mainly and also the grievances. It's a very robust system. We have connected to all the states, all Chief Secretaries, all the secretaries of the Government of India. So it's a very widespread program and we have kept flexible so that when its required to reach upto the district level we will do so. We will add perhaps SMS alerts and all those things into them. First program has already been successfully launched on 25th March and we have got good feedback onto that. A Special dedicated application has been prepared. One day in a month, fourth Wednesday of the month at a fixed time of 3:30pm, PM, Prime Minister has assured us that he will give this time slot for Pragati and its a bundling of 3 devices actually. One is the application, the core application of Pragati which has been designed by NIC, then we have also kept video conferencing and also we have linked GIS based inputs into the review when the Prime Minister does that. It also has a ability to create an Institutional memory. In that once products

are captured in the system it will remain there along with the remarks and observations of the Prime Minister or the Prime Minister's Office. They are available for any future reference and review. PM's dashboard I would not go into much detail. The Secretaries of the Government of India and the Chief Secretaries of the states have been given their dashboards wherein they can access the application and the issues relating to their department or to their state. As I said three programmes have been bundled so three screens have been kept for the purpose. One screen highlights the issue, the project of the programme or grievance which is being monitored and the response which might have come from the States or the Secretaries. The second one is a GIS based assistance, actually to understand the project profile and the landscape where the project is being implemented and the current situation, the current progress of the project. Then the middle screen is for video conferencing where the Prime Minister interacts with the officers. It is a very interactive and very live format where all the stakeholders are available real-time, the data is available real-time and the visuals are available on a very real-time basis. So nothing can go wrong into this. No one can say, this road has been made or this bridge has been made. PM in fact in the last meeting only pointed out what you are saying, but the photo is showing something else. The bridge is not complete. So it's a fool proof system where we arrive at real hard core final decisions as to how to go about the project. Project monitoring as I said, central and state level projects. States we get into only those projects which have been actually represented by the state machinery, the Honourable Chief Minister or the Chief Secretary or the Honourable MPs

keep pointing to us for xyz projects. So we are picking up only those projects and its left to the discretion of the PM office only to pick up those projects and wherever we feel we need to push this we need to activate the departments of Government of India to give a push to these projects we take up those projects. Similarly in the programs we have just started so we have picked up very hard core, very ambitious programs like the school toilet construction program which has been launched by the Prime Minister, and which we want to complete in a very short time, so such programs we are picking up but as we proceed we will perhaps go into smaller programs as well. Grievance redressal as I said people keep writing to us, people keep writing to the Prime Minister, people keep writing to our administrative reforms department, so we have decided that we will take into account all that has come into a particular month and then what kind of policy reforms, what kind of institutional reforms are required to address those grievances so that they don't arise in the future. We tackled only two grievances represented by many people, but we had listed 10 names but actually those grievances have been selected by hundreds of people. For example the delay in getting IT refunds, the delay in getting EPF refunds, so hundreds of people had written but we picked up the names of 10 latest applications and we put it into the system. I must say departments responded very well. Not only those 10 were attended to, but they are doing the re-engineering of the processes, so that such grievances don't arise in future and that was in fact the emphasis of the Prime Minister also. So similarly we picked up 6 projects into various fields, roads railways. Similarly state projects of 2 states, programmes as I said, toilet building in schools and PM is

always free to take up any urgent issue or any issue which is in his mind and where he wants to talk to the secretaries and the Chief Secretary. Last month he had talked about the crop losses due to unseasonal rains which took place in the previous months. So this is the format and I must say departments and the States have responded very well. In fact even before the PM's sitting for the session many of the issues, almost 60% of the issues pertaining to all these issues were reported has resolved so that they could tell the Prime Minister that no sir we have already acted upon. But as I said, the question to us is that if a project gets listed in Pragati and if the issue can be resolved within a week or 3 days or 4 days when it comes to Prime Minister why we can't do it in a normal course. So Pragati is an instrument of the last resort though in the given situation it is required. I would hope that even E-Samiksha may not be perhaps resorted to. So we have to work diligently so that problems don't get scaled up. In fact there is a concern among our own minds whether PM should get involved into review of such projects but I must say these 6 central projects and 2 state projects, they are worth 58,000 crores of Rupees. Stuck for 10 to 12 to 14 years, like Navi Mumbai Airport stuck for several years. There is a huge cost over run, huge time over run and if that cost over run is a cost to the nation, it's a cost to all of us, so if it's getting done then someone at some stage has to step in and in this case it's the Prime Minister who has stepped in through the Pragati platform. He has always been telling us, two things that grievance

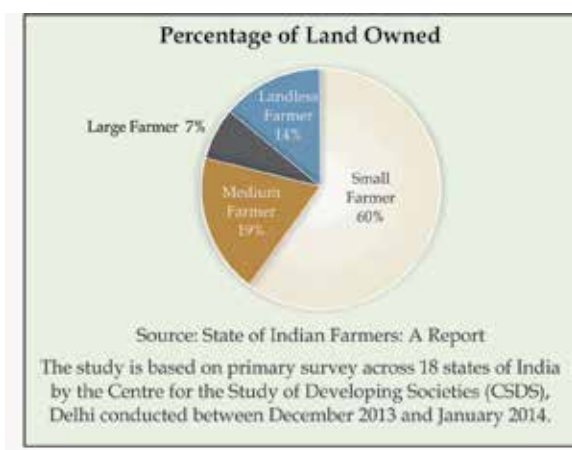
redressal is the key to governance in a democracy. In a democracy if you can't listen to and redress citizens grievances its meaningless and all of us are not doing our jobs. Similarly he keeps saying that a government must work as an organic entity. Organic entity means the left hand knows what the right hand is doing. So the forest ministry should be knowing that the road is required in this village. This is what perhaps Pragati is trying to do. As I said this was the first session. Two days after we will have the second session, so it's an evolving system. I would encourage you to write to us with your suggestions and in fact senior secretaries have already given us lot of good feedback but still there is a scope to improve because it is a new system. I would encourage my young colleagues to use ICT and the instruments of IT and the tools of IT to the fullest possible because it really helps us and that has been my own personal experience and the experience of many of us. I must also add that both these programs Swagat in Gujarat and Pragati here, I have been personally involved. NIC has been a great strength and its only NIC who designed both those programmes. I had many more examples so, you can bank upon NIC instead of looking for a private agency or a private vendor. They would waste your time asking so many questions before they proceed. So NIC can be straightaway used and it really helps. It saves our time, it saves our energy. It makes us efficient, it makes our delivery and monitoring effective. Thank you very much.



Discussion Paper,

Minimum Government Maximum Governance: Farmer & Agriculture

Currently a farmer in India interacts with over eight government departments, three levels of government, multiple government



agencies and over forty interactions during a crop life-cycle. The need of the hour is therefore, convergence leading to more governance.

According to the World Bank, India's large agricultural subsidies are hampering productivity-enhancing investment such as agricultural research and extension, as well as investments in rural infrastructure, and the health and education of the rural people. Though trade reforms in the 1990s helped to improve the incentive framework, over regulation of the agricultural domestic trade increased costs, price risks and uncertainty, undermining the sector's competitiveness. The government intervenes in labour, land, and credit markets. According to agricultural census 2010-2011, total number of operational holdings in the country increased from 129 million in 2005-06 to 138 million in 2010-11. The operated area stands at 159.18 million ha. in 2010-11. The average size of the operational holding declined to 1.16 ha in 2010-11 from 1.23 ha. in 2005-06. Although the arable land in India is 159.65 million ha. i.e. 54% more than China the agricultural output for China is approx. 36% more than India. While yields have more

than doubled in India from 70's onwards, it still has a long way to go compared to other top food grain producers of the world.

Farming in India is faced with a plethora of challenges. Agriculture is the main source of employment as well as Gross Domestic Product (GDP). Over 70 per cent of the rural households depend on agriculture as their principal means of livelihood. The Indian farmer is dependant on nature for a good harvest and the irrigation facilities available do not include the entire cultivable land. Indian agriculture is also largely an unorganized sector, without any proper planning in cultivation, wherein farmers work on fragmented land and there is dearth of easily available finances. There is least or no integration in the supply chain which leads to high cost and losses apart from lack of transparency, low quality and information asymmetry. There is very limited connection between public extension and research services which could be used for the betterment of the farmers.

Issues/Challenges

Looking at entire farmer value chain, there are four key challenges which merit attention:

- **Lab to Farm**– Productivity per hectare remains low as compared to western world.
- **Farm to Table**– The post-harvest infrastructure needs to be scaled up and strengthened.
- **Financial Inclusion** – The capital of a farmer is locked in the lands and related assets increasing his dependence on borrowings.
- **Small Holdings and Landless Farmers** – The amount of small and fragmented land holdings are about 60% which is more than half of the land

holdings percentage. 14% of farmers are landless. The small size does not help the farmer in realizing the efficiency that is obtained with a land of larger size in terms of resources, output etc.

LAB TO FARM – A CASE FOR STRENGTHENING THE AGRI-RESEARCH

Agriculture research in India is largely funded by public agencies and channelized through the Indian Council of Agriculture Research (ICAR) and a host of agriculture universities. Currently under ICAR there are there are 4 deemed universities, 61 institutions, 14 National Research Centres, 6 National Bureaux and 15 Directorates/ Project Directorates. For the 12th Plan, budget for Department of Agricultural research and education is Rs.6320 crores. This includes mainly payment of grant-in-aid of Rs.5912.21 crores to meet the different expenditure on various research institutes under the administrative control of ICAR. India has 56 agricultural Universities, 100 agricultural research institutes, 640 farmer science centres and 10,000 NGOs involved in agriculture and rural development each with their own collections of films and videos, brochures, pamphlets, books and other materials. It has 100 per cent country coverage of radio and TV with more than 500 channels. The Indian Government plans to have a 24-hour public sector agricultural TV channel within the next 3 months. There are 360 public sector radio stations with community radio and FM stations are spreading fast. Each of the radio stations has been broadcasting daily programs for farmers over the last 60 years.

Issues/Challenges –

1. Agriculture remains low on the youth's

- career choices because of the assumed low status and economic returns.
2. The use of social media has been very limited in the field of agriculture, thereby limiting its advocacy.
 3. The U.N. International Labour Organization had predicted that, globally, there would be 74.2 million unemployed young people in 2014, an increase of 3.8 million since 2007. Youth unemployment is both a threat and an opportunity. The agricultural sector could offer a huge potential for job creation.

BEST PRACTICES: ROLE OF PRIVATE PLAYERS – A FORTUNE 500 COMPANY INITIATIVE

General Mills has a long-standing commitment to minimize its impact on the environment by working closely with the agricultural community. Through its Green Giant brand, General Mills has practiced sustainable agriculture for more than a century, and research continues in earnest as the company develops and improves crop breeding and agronomic practices that benefit farmers and the environment. Higher yielding crops, reduced pesticide use and disease resistance are among the best practices that General Mills has shared with farmers around the world. General Mills' agricultural team has been working with local broccoli and cauliflower growers in Irapuato, Mexico, to encourage them to adopt a technology called drip irrigation that significantly reduces water usage. By directing water to drip slowly to the roots of the plants, drip irrigation uses 50 percent less water than the more conventional furrow irrigation. Drip irrigation is now being used in about 43 percent of the acreage. General Mills estimates that 1.1 billion

gallons of water are saved annually. Drip irrigation also reduces the use of pesticides and improves yields, making it an effective, efficient and more environmentally friendly way to nourish crops. To encourage farmers to adopt drip irrigation, General Mills has provided farmers with interest-free loans to purchase equipment.

Supply chain forms an important aspect in agriculture as the long-term competitiveness of any industry is based on the control of the entire value added chain. Supply chain is valuable if it means profit for end consumers as well as every link in the supply chain. In India, a large part of the agri supply chain ecosystem is either in the public sector, or strongly linked to it. Currently, the Indian government attempts to insulate the cultivator from price fluctuations by procuring their produce at Minimum Support Prices (MSPs), decided by the Commission for Agricultural Costs and Prices after analysing the costs of growing a particular crop. The 7500+ Agricultural Procurement and Marketing Committee (APMC) mandis provide a marketplace for the transaction and the Food Corporation of India (FCI) plays the role of the buyer, storing the procured produce in the relevant warehousing corporation's warehouse. Ultimately, this gets distributed through the Public Distribution System (PDS) shops and reaches the consumer. In spite of these schemes a lot of food gets wasted, the margin keeps on decreasing for the farmers and he has to ultimately bear the brunt. So integration of each link in the value chain is very important.

Issues/Challenges -

1. In most Indian states farmers are required to sell through government-regulated markets, which limit a farmer's marketing options, can

result in high transaction fees and low prices, and inhibit the development of organized food retailing systems for fruits, vegetables and groceries.

2. Currently, there is no concept of marketing online for farmers which means the middlemen will continue to exploit the farmers.
3. Information and communications technology (ICT) is playing a huge role in connecting farmers to appropriate information relating to new seed varieties, fertilizers, advisory services etc. Various schemes like E-choupal, Warana, Grameen Sanchar Society (Grasso), Reuters Market Light, AGMARKNET and Lifelines are a few successful examples which have been implemented with respect to integration of ICT and Agricultural Supply Chain Management in India. But still asymmetric dissemination of information is a problem.

ACCESS TO CREDIT: FINANCIAL INCLUSION AND ADEQUATE INSURANCE IS KEY

Financial inclusion is delivery of banking services at an affordable cost ('no frills' accounts) to the disadvantaged and low income group. A farmer's capital is blocked in land so he is bound to take loans. Pradhan Mantri Jan-Dhan Yojana (PMJDY) is a nationwide scheme which was launched by Indian government in August 2014. In this scheme financial inclusion of every individual who does not have a bank account is to be achieved. According to the data issued by finance ministry, till September 2014 around 40 million (4 crores) bank accounts have been opened under the Pradhan Mantri Jan Dhan Yojana since the scheme launched. In the latest budget presented by the Finance

Minister, several schemes supporting the agriculture sector, with a special focus on small and marginal farmers, have been announced. A target of Rs 8.5 lakh crore of farm credit during the year 2015-16 has also been announced. Reserve Bank of India (RBI) is also working on a road map for financial inclusion. Also the latest compensation to be rolled out for the farmers is announcement of setting up MUDRA Bank under Pradhan Mantri Jan Dhan Yojana. This bank will provide credit of up to Rs 10 lakh to small entrepreneurs and act as a regulator for 'Micro-Finance Institutions' (MFIs) and will support the cause of funding the unfunded.

Issues/Challenges –

1. Rural banking is not thought of as mainstream in the financial system.
2. Mobile banking is still in its initial stages and needs to be given more consideration.
3. Inadequate insurance / policy covers for farmers.

LANDLESS LABOUR – INTEGRATING THEM WITH MAIN STREAM IS IMPORTANT

The Fourth Five Year Plan (1969-74) initiated Small Farmers Development Agencies, and Marginal Farmers and Agricultural Labour Development Agencies to help small and marginal farmers and landless labour by subsidising small irrigation, land development and soil conservation measures, livestock acquisition etc. In 1980, these two programmes were merged into the Integrated Rural



Development Programme (IRDP), to help poor rural households to acquire productive (non-land) assets through bank loans and subsidies. In 1999, IRDP was replaced by the Swarnajayanti Gram Swarozgar Yojana (SGSY), focused on self-employment and micro-enterprise development through self-help groups (SHGs).

Issues/Challenges –

1. The practice of renting to landless farmers continues informally with the illegal tenants receiving no recognition or protection under the law.
2. For generations the landless farmers have been into farming and do not know any other skill to earn a living.
3. They are either not aware of the schemes rolled out for their benefit or sometimes are not the actual beneficiary of such schemes.

Increase in Purchasing Power Capacity

In the 2015 budget the main policies proposed under the agricultural sector was to create a national agricultural market to boost farm



productivity and farmers' income. Farming forms 14% of India's nearly \$2-trillion economy and employs more than half of its 1.2-billion

population. A farmer's income is counted as net value added in agriculture less wage bill paid for hired labour while undertaking agricultural production. An increase in purchasing power of the Indian farmers means that –

1. The farmers will be able to have a higher margin left for saving and hence

re-investing in the land, fertilizers and other related assets.

2. They will think of investing more in their children's education and overall improving their standard of living which means a long term investment for the future.
3. If various schemes are started to specifically support the landless labour, then he would be able to buy a small piece of land for himself rather being tagged as a landless labour and be at the mercy of the landowners.

Expanding Target Market

A large target market for the farmers would mean an increase in the purchasing power and ultimately the discretionary income. Expanding the customer base would lead to an increase in the reach of the agricultural market. In the past decade, India has emerged as a major agricultural exporter, with exports climbing from just over \$5 billion in 2003 to a record of more than \$39 billion in 2013. India became the world's



seventh-largest exporter of agricultural products in 2013, surpassing Australia. Online grocery retailing is a growing sector, with players like: AaramShop.com, EkStop.com, BigBasket.com, AtMyDoorSteps.com, MyGrahak.com, ZopNow.com, Omart.in, LocalBanya.com, RationHut.com and SeaToHome.com into the picture. The rural poor needs access to competitive markets not just for their produce but also for inputs, assets and technology, consumer goods, credit and labour.

Various benefits of a larger target market

could be -

1. More numbers of consumers means the commodities being sold per day would be more as compared to where there is restricted market access.
2. The varieties of the commodities sold would be more which would again mean an increase in the earnings.
3. Access to larger market would also mean that the farmers will have knowledge about the better resources required in order to give a more efficient output and also the consumer's needs.

India is an agrarian nation and agriculture supports 70% of the people in India by means of employment. The current state of agriculture in India and consequently the current state of farmers could be changed with the right mix of policies and schematic interventions. While doing so, there should be special focus on marginal and landless farmers who are the most underprivileged.

Summary of Discussion:

The discussion of the group was structured around the following five themes –

1. Ensuring effective, accurate and realistic land title system.
2. Lab to Farm which include issues like lack of focus on agri-based research and higher education in agriculture
3. Farm to table which includes the issues of how to get both agri prices as well as agri markets right
4. Access to Credit focusing upon lack of banking and proper insurance covers for farmers
5. Cause of landless labour and lack of alternate skills.

From the panel discussion the following three major areas of concerns emerged

- Viability of the farm sector
- Risk exposures in the farming sector

- Inefficient markets.

Consensus emerged that a prerequisite for most reforms is an efficient and accurate land title system

- i. The agricultural lands were first surveyed in the middle of the nineteenth century. In most parts of the country, no such surveys have been redone. We still rely on century old maps.
- ii. There is a wide gap between what the records reflect and what exists on ground and this gap is constantly widening.
- iii. While the maps are outdated, the situation is further compounded by the wrong names of persons appearing as owner(s) for a given parcel of land.
- iv. Net outcome is that the land titles are defective and the farmers often refrain from investing in their own lands and they spend huge amount of time and resources in litigations. A defective land title system is also an obstacle to any crop insurance system.

The group made several recommendations, important ones are summarized here :

A. An effective Land title system

- i. It is high time a comprehensive survey of all land holdings in the country was taken up. Unlike in past it can be done economically using modern technology. This can be completed within a time frame of three years. Of course, the outcome would be digitized maps of all land holdings.
- ii. The land revenue department should go back to the basics. They should own up the responsibility of recording correct titles of lands and

not to refer cases to civil courts. This would require a massive capacity building of their capacities right from the level of 'patwaris' to Collectors. All these officials should have complete knowledge of laws relating to transfer of lands.

B Marketing

- i. At present farmer does not have a choice of selling his produce in the manner he likes. Therefore in order to give better choice to farmers it is essential that we start moving towards creation of unified agricultural market in the country.
- ii. As a first step, unified markets could emerge at the state levels. This would require amendment of APMC Act (Mandi Acts).
- iii. Currently, there is no concept of marketing online for farmers which means the middlemen continue to exploit the farmers. APMCs should be restructured so as to provide an electronic platform to market their produces. Online grocery retailers should be further encouraged and it should be consolidated

by developing infrastructure for e-trading in the commodity market.

- iv. The regime of MSP needs a relook.

C. Risk management and insurance

- i. Crop insurance system needs to be transformed. Premium needs to be partly borne by centre and state. Extra burden on the state exchequer could be compensated by putting a cess on farm input industry or on exports of water-guzzing crops.
- ii. Once the land holdings are digitized and titles corrected, the entire crop insurance claim management could be technology driven and the claims could be linked to Jan Dhan Yojna.

D. Institutional reforms

- i. Enhancing the financial OUTLAY for agri-research to 1% of GDP. But it needs to be ensured that it is managed efficiently.

One of the major components of vision Team India is to improve agriculture productivity. The group's recommendations would go a long way in realizing that vision.



Former Cabinet Secretary, Cabinet Secretary, Additional Principal Secretary to the Prime Minister, my colleague secretaries, my junior colleagues, the award winners, the officer trainees. I would be going through a brief story of 15 minutes. On 1st November, the Secretaries had an interaction with the Prime Minister, and it was proposed that they can go to their first place of posting that they started their career. The proposal was also said that they can go with their wives, their families, just to see what things have changed.

The thing started, did not pick up momentum in November, December, but then it picked up in January and here I am in front of you to present this. It was a very uphill task, 50 plus Secretaries going to their first place of posting, with 36 years of experience which is 1800 years in front of us, to be concised in 15 minutes. In the first place of posting, could be your place of posting as

Assistant Collector, can be as SDM, can be as Collector. Immediate challenge after the meeting was, some of the officers like the railways, the postal asked where do we go. The Law Secretary asked "where do we go". So, the answer was "go to the first place you have started your career".

The idea was that when you go, just see with 36 years, what all is required to be changed. The policy guidelines, when we were SDM, we thought, once we'll become secretaries, we'll make all the changes. Are we doing justice to that.

The visit was very nostalgic, in fact, when I went to my SDM's house, it was dilapidated. My bedroom was crushed, and most of the things had changed and all the old people were there. Most of the Secretaries came with the feeling that lot of contribution has been done, but still lot of things have to be added also.

We are taking major issues. The first and the foremost issue is, this country of 120 crores have 70% or more of the population below the age of 30 years. The unemployment is the biggest challenge in front of us. Some of the solutions look very-very routine, but we start questioning. Now, should we go for BA Hindi, BA English, or BA Sanskrit, or going for B Com courses? Should we look at ITI courses? Should we look at skill training?

Infrastructure was the second most important. Delay in execution of projects, Mr Sinha is here. He had mentioned that there was a road which had the mortar on it, so the villagers said it was better with having a kuccha road. It was not a pucca road. Pragati which has been launched by the Honourable Prime Minister, is one good solution for this.

We are giving a few solutions, the entire thing would take a lot of time. The Pradhan Mantri Grameen Sadak Yojana should be based on 2011 census but one focus is, now we, all the Secretaries are here, can we monitor projects and finish them in time.

The Urban Development, we are talking of developing 100 Smart Cities, lack of urban civic amenities. Urban planning is to be improved. We do have master plans, but are they executed? One solution which appears is, all IAS officers, they can be posted for one year, as Chief Executive of the local municipal committee, maybe the municipal corporation, so that they have some insight of the local body governance.

Agriculture, we had heard a lot about it, I did not elaborate on this, but something like another revolution is required. I'm just highlighting one small point about more agro-processing facilities. These are some of other examples of rural industries, where

the farm produce can be better utilized, like soya atta.

The next challenge is health. Lack of Doctors. We produce one lakh doctors. We need one lakh plus doctors every year. All these doctors don't do medicine. Some of them change to other fields. May be the challenge can be addressed by opening more medical colleges, recruitment through campus interviews, pool of staff. This is one suggestion which came. We have a pool of serving and retired doctors which can be deputed for three to six months for areas where they can be sent.

Rural Development. Now, the more emphasis has been on NREGA. The emphasis can be which has been shifted, is asset creation, skill development. And, another suggestion was more devolution of funds through Finance Commission, which has happened now. Now, in this one issue which has been highlighted is by a number of Secretaries is, that because of NREGA, the shortage of labour.

Rural planning. There's no planning in rural areas. The statistics are now, 70% of the population is in the rural areas, 30% is in the urban areas. But, some of the smaller towns, some of the villages are converting into bigger towns, and they need planning. They need model plans. We started the whole thing, we discussed it with the Rural Development Minister, then had a small team of MP, and INTACH architects, and developed some plans to address these issues. I'm just giving some plans. This is a village plan, where sewerage can be developed. The concept is that we give some model plans for all 676 districts. This is a typical village plan, but we are developing one more plan for hilly districts,

one for coastal area. Each collector can be asked to take ten villages in his district. They can tweak the plan, they can change the plan. They need no permission. This is the base document, and by 15th August, 2016, if they can start rural planning in at least ten villages, at least 6760 villages, can be covered, and the feedback can be given in phase three, phase four, when they come for their in-service training.

Now, other thing which we have proposed is a "village complex". Every village now can afford a small village complex, where the patwari, stays, so that there's a place where you can find the village official. We had started this, and Jind has completed one village complex. This can be replicated in other places, we are giving you two centers. One is for a bigger complex, where you have one and a half acres land, or one acre land, and the other is a small complex, where you can implement it, at present getting land in village is much easier, than what it will be 20 years from now.

The third challenge for us is, the field staff, the cutting edge staff is very, very less. Very few VDOs, very few anganwadi workers. That's the first part of the challenge. Second part of the challenge is, these positions are not filled up. Most of the Secretaries have reported that there are thirty to forty per cent vacancies. If there's no staff, what do we do ?

The third part of the challenge is that if they are there, they are not staying at the block or at the sub-divisional headquarters, and the fourth part of the challenge which is manageable is, if they are staying there, they are called frequently by the courts, by the Information Commissioner, by different people to appear in the court. Now, we

have given some suggestion. This is an accommodation-based on Curzon Road Apartments basis, it's a furnished accommodation, where you can stay there. There can be electricity, there can be water, there can be a gated colony. We have given some samples for that. The work is being undertaken in one or two state. Now, that is how you can at least make the start here. The administration should be citizen-centric, needless to say, simplified procedures, let the complications in the government go. One major initiative in this direction was abolition of affidavit, and promotion of self – certification. The amount of relief that it has given to the common man is unbelievable. A number of innovations can be done. We are looking at simplification of all forms, and there's another good scheme, Pravasi Gram Vasi. People from the village want to invest there, in their villages for various things which can be further promoted.

The way ahead. Now, the meeting was held with the Cabinet Secretary in this regard, and it was proposed that most of the Secretaries work in silos. So, is it possible that on a thing, four-five Secretaries sit down together, give two long-term, two short-term solutions, by 30th April, and if this possible, see whether we can do something. Something concrete which can have a long-lasting impact on the society.

Two major problems, how to monitor this. What we are proposing is that they can be a part of e-samikshas, which is automatically monitored. Another big challenge in this direction would be, the Secretaries have by and large, one or one and a half years left with them, when they become Secretaries. So, is it sufficient time to implement it? The answer is, they have to provide

the leadership, motivate their Additional Secretaries, Joint Secretaries, so that there is a focused approach, and if we can push things ahead, I'm sure something concrete would come out.

Before I say thanks, let me give two quotes, one from Kennedy School at Harvard, which says, John F Kennedy said, 'please don't

see what the country can give you, what you can give to the country'

The second is from the former President of India, who said, "Sapne who nahin joh need mein aayein, sapne who hotein hain, jiske binna need nahin aaye".

With this, I would end this presentation. Thank you.



My dear brothers and sisters, Mr Sanjay Kothari ended his presentation by saying, "don't ask what your country can do for you, ask what you can do for your country". Very noble statement. For the last two days, we have been discussing a lot of things about the functioning of government. Yesterday, we spent about six hours. Today also, we are going to spend another six hours. Out of all these two days, we have been able to find only fifteen minutes now, to discuss about the personnel life management. So, I would like to reverse the slogan by saying, we have done enough for the government. Now, lets ask ourselves a question, what is it that we can do to improve ourselves. And, that is where the topic of work life balance comes.

The imbalance which we can see in this conference also, is reflected in our daily life. I don't know what happens to a bureaucrat. We are all obsessed with work, and there's a healthy or unhealthy competition among

each one of us to put in more numbers of work, to sit till late in the night, to come on every Saturday-Sunday and start working at the office. I don't know what happens to us. Nobody would deny the fact, we can ask any family member of any one of you, and they would say, "yes, there is high amount of imbalance in whatever we are trying to do. Nobody can deny that. But, we need to ask ourselves a question, 'is this productive'? Number one, 'is it healthy to do so', to continue to spend every Saturday-Sunday, in the office, to continue to sit late in the office every day? Is it sustainable? What is it that we are trying to do? Ultimately, as long as a person is able to contribute something, then only some productivity will come out of him. If we will become useless, if we become victim of a disease or an illness, then I don't think we can contribute our best to the work that we are doing. So, it is in this context that we need to ask ourselves a question. When

some of the Secretaries went to the field, of course, Mr Kothari said many of them found a good change in the rural landscape, but there are many others who didn't find any change in the field. Then, what is happening to all the long hours that we are putting in now, why there is no change in the field. Are we really improving the productivity by putting in more number hours of work, are we being more effective, or are we trying to hide our inefficiency? We need to really ask ourselves a question. I would not like to give any value judgment on this, but all I would like to say, is that the problem of work life imbalance is not a new problem. It appears to me that it was there, even 5000 years ago, when Lord Krishna narrated Bhagwat Gita, to Arjuna, his disciple, and friend. This is what he said. I am referring to slot Number 17 of Chapter six of Bhagwad Gita, where Lord Krishna is giving his verdict on this subject, whether it is productive or not productive. He says, "Yuktahar viharisyeh, yukta chaitsyeh karmasu. Yukta swapnav bodhasyeh, yugo bhavati dukhaha". It means "Yoga which rids one of woe is accomplished only by him who is regulated in diet and recreation regulated in performing actions and regulated in sleep and wakefulness." Yuga here, Bhagwad Gita refers to Yoga at many places. Some places, yoga means Bhakti Yog, some places it means Karma Yog. Some places, it means, Vinani Yog. But here, 'Yog' refers to Karma Yog. Yoga, which rids one of Dukhaha is accomplished only by him. It is accomplished only by him, with regulated diet and recreation. Who is regulated in performing actions, and who is regulated in sleep and wakefulness. So, what it means is that, one would be effective in whatever one is doing in Karma Yoga, only if one is following this regime of regulatory activities. Number one, One should eat the

right quantity and quality of food, and in right time. Now, is that the case with us? How many of us are missing our evening dinner in time, or even the lunch in time? I think, this is something which we need to introspect and find out for ourselves. The second, it means that we should have enough time for recreation. Neither too much of time, nor too little of time also. It's not necessary to leave office at 4 o'clock to play golf. But, at the same time, it's important to spend some time for recreation. So, that is what this particular prescription says. It also means that one should perform the action only for regulated number of hours. The action should be regulated. So, that also is coming out of the same slokha. And, finally, it also said that one should not oversleep and under sleep also. One should have just enough number of hours of rest in the night if one has to be really effective. And, this is what it means here.

Now, Karma Yoga, all of you know, what is Karma Yoga? Karma Yoga, is basically performing all your actions diligently, without negligence. In the most efficient manner, and without selfishness. This is the short meaning of Karma Yoga. With diligence, and without selfishness. This is Karma Yoga. You must have all heard this often-repeated quotation. "Yogaha, karmashu, kaushalam". The best efficiency in your work, that itself becomes a Karma Yoga. But, there is one more rider to it, without selfishness. So, that becomes the Karma yoga. Now, Karma Yoga, does not apply only to one of the role that you are performing. What Karma Yoga talks about is that each individual is performing so many other roles. We have a role of an officer, in the office. We have the role of a son or a daughter in front of our parents. We have the role of a father or a mother in front of

our children. We have a role of a brother or a sister in front of our siblings. Now the question is, that Karma Yoga is a real Karma Yoga, only when we are able to balance each one of these roles optimally. Then only, it becomes Karma Yoga. If somebody tells me that he is spending all his time in the office, and has no time to look after his old parent, that's not karma Yoga. That you are really neglecting the Karma Yoga. One has to perform each of the role that we are given, or which we have chosen for ourselves. If you have chosen to marry, you have a role of a husband or a wife, and you have a duty towards your family also. Now, unless we perform each one of these roles perfectly, we are not justified in saying that I am performing Karma yoga. So, then entire principle of Karma Yoga is based on balancing the life and that is given 5000 years ago. I am sure the problem must have existed that time also, and that's why this prescription has come. The imbalance must have been there at that time also. Ultimately yoga is all about "Samatvam". "Samatvam yoga uchchate". That's the definition of yoga that we have in Bhagwat Gita, another definition. Off course there it also means equanimity of mind, not only balancing of life, but equanimity of mind.

There are one or two big tips which I can probably give you which might help you. It will be a good thing to spend the morning two hours for yourself. The first two hours of your day should be for yourself, and then only you should be able to touch the newspapers or do something else. This is the best time of the day, when you can rejuvenate yourself. You can go for a morning walk, do some physical exercise, perform some yoga, asanas, do some pranayama, sit by yourself. Those of you who are in the habit of

meditation, can do meditation, and just be by yourself for two hours. It's better not to touch the newspaper for the first two hours of your day, and that if you're able to spend those two hours for yourself in the morning, then I'm sure your day is made. It'll be very easy for you to then conduct your day perfectly without any hassle. You would be able to have a smooth day after that.

The second tip is that probably we should discharge our function during the office hours in such a manner, that there is no need for anybody to sit over time. Now, the problem is that when we try to do it, there are a lot of jerk inputs, which come in the office, and particularly at the senior level, we have lot of requests for appointment. There is one area, which we need to tackle the request for appointment. Lot of people want to meet you and when the request comes, usually it is written, that I want to meet you for a courtesy call. We know what is there behind the courtesy. But, that is the way that the request comes. One way of avoiding the unnecessary request is to ask the person, that please indicate what is the business that you want to transact, when you meet. Get it in advance. And, ninety per cent, you would find that there is nothing you can do about that problem. Because it doesn't pertain to you. It pertains to somebody else. For example, in respect of Banking Department which I am heading, somebody would write to me, that I want to talk about restructuring of my loan portfolio. Now, that is something which is not decided by Banking Secretary. It is decided by the Bank themselves. So, all I have to say is that kindly contact the concerned CMD of the Bank. I'm nobody to intermediate between you and the Bank. You are most welcome to represent your case to the Bank. What am I supposed to do.

Now, if you try and get that in advance, the request for appointment, and try to reply to them like that, I am sure many of the unnecessary appointments would be avoided during the day. And then, you are able to focus more on your work, and you are able to have a very fruitful, efficient, effective productivity at the workplace. These are one of two points that I would like

to say. Of course, the time is not enough for discussing everything here. In future, I would definitely like to share some tips on how to do effective yoga asanas, pranayama, and meditation, whenever there is an opportunity available some other time, and I'd be happy to share all those things with you. So, thank you very much friends. God bless you, and have a balanced life. Thank you very much.



Discussion Paper,

HOW DOES THE CIVIL SERVICE RESPOND TO THE CHALLENGES BEFORE THE NATION?

EVOLUTION OF THE CIVIL SERVICES IN INDIA

The modern Civil Service in India was shaped, created and established by the British during Colonial rule. The Government of India Acts passed by the British Parliament shaped and provided the organizational structure of the modern civil services in India. The Civil Servants laid the foundation of governance, the state and people relations, and preserved the structure to achieve the colonial objectives.

After India's independence, when many leaders thought of winding up the civil services, it was Sardar Patel who insisted on its continuance and called it the "steel frame" in the interest of national integration.

Today the Civil Servants are responsible for continuity as well as for change. Political regimes have changed but continuance of the civil service has provided for stability and nation building.

There have been several Commissions and Committees at the Union Government level to look into administrative reforms and provide recommendations. The Sixth Central Pay Commission (2008) and the Second Administrative Reforms Commission (2005-2008) were the latest of these with the mandate to present recommendations on pay revisions along with modernization in Government and to submit a blueprint for administrative reforms respectively. The second ARC has submitted 15 reports to the government for consideration that cover right to information, unlocking human capital, crisis management, combating terror, promoting e-governance, citizen centric administration, strengthening financial management systems to name a few.

FROM REVENUE COLLECTORS TO DEVELOPMENT AGENTS – CHANGES IN THE PARADIGM OF SERVICE DELIVERY

- Stage 1: Pre Independence**
- Land Revenue Collection
 - Land Record Maintenance
 - Law and Order
 - Colonial Infrastructure
- Stage 2: Post Independence**
- Development & Creation of Basic Infrastructure
 - Democratic Decentralisation
 - Rural Development and Panchayati Raj
 - Social Service Delivery
 - Social Justice & Empowerment
- Stage 3: Post Liberalization**
- Economic Reforms
 - Creation of Infrastructure
 - Private Sector Participation in Development Process

Figure 1: Evolution in the Service Delivery Paradigm

The traditional role of Civil Servants under the colonial rule was concerned primarily with revenue collection. Post Independence era priorities included industrialization and poverty alleviation. The state played a very important role and regulation meant both rigidity of procedures and discretion.

Since the early 1990s the operating environment for the government has largely altered with the opening up of markets for competition by public and private sector, freeing of trade and capital flows, financial sector reforms, and other market-friendly reforms in India. This has necessitated Public Private Partnership (PPP) model for

a wide range of infrastructure projects and provision of services leading to new ways of managing projects involving competitive bidding, ensuring service quality, consumer protection and reasonable service charges.

CURRENT CONTEXT

The new service delivery paradigm necessitates new types of skills such as management and leadership skills, negotiation and contracting skills and understanding of non-State players/private sector. New processes and procedures for governance which are transparent, innovative and efficient have become the need of the day. One other major change has been the fact that the service delivery expectations from citizens has increased. The explosion of information and access to modern forms of communication has opened up channels for both outreach as well as feedback. Status quo is no more an option. All these factors necessitate a trained, motivated and skilled bureaucracy. A challenge for the civil service is, therefore, creating such capabilities while ensuring accountability. Thus current context is thus characterized by :

- Changing paradigm of service delivery
- Increased expectations and responsibilities from civil servants
- Increased media focus and RTI necessitating transparency and accountability
- Multiple Stakeholder involvement

WHAT DO THE CIVIL SERVICES STAND FOR?

WHAT ARE THE SHARED VALUES?

- JUSTICE
- FAIR PLAY
- EMPATHY
- RESPONSIVENESS
- INTEGRITY

Bureaucracy should stand for Nation Building, Development and Delivery of Services, Governance, Rule of Law, Level Playing Field, Integrity, Transparency and Accountability.

THE CHALLENGES CIVIL SERVANTS FACE IN THE CURRENT CONTEXT

With the opening up of Indian economy, the role of civil servants has been redefined. The role of Government is increasingly perceived to be one of a facilitator and one who manages the ecosystem for both public and private players to contribute their best. The greatest challenge before the civil servants today is to adjust to this new role of the Government. In carrying out the reform agenda, Civil Servants are faced with multiple challenges which include:

- Responding to increased expectations and responsibilities – not commensurate with the resources of time, skills
- Rigid systems, working in silos and routine jobs rather than innovative and out of box thinking – Islands of success
- Perceived disparity in remuneration, compared to private sector
- Coordination with multiple stakeholders from within and outside government
- Ability to adapt to changing working environments and technology
- Centralization and lack of delegation of power resulting in delay in decision making
- Lack of transparency within the organization
- Focus on the urgent, rather than the important

HOW CAN THE CIVIL SERVICE CONTRIBUTE BETTER TO THE SOCIETY AND THE PEOPLE IT IS MEANT TO SERVE?

In the current context following are some

measures that may be adopted by Civil Services:

- Convergence and Synergy in action - interdepartmental coordination rather than working in silos, horizontal along with vertical structuring of bureaucracy
- Responsiveness and Accessibility - reorienting to behavioral changes towards the citizen needs
- Capacity Building and HRM for Cutting Edge and front line Administration
- Building efficiencies and increasing productivity through skill development, training, performance measurement, incentives
- Simplification of Rules - hastening the process of clearances and reducing the levels of decision making,
- Awareness Building through Information Education and Communication on Programs, Policies and Processes Transparent and Accountable Governance
- Balancing manpower requirement and right sizing the administrative structure
- Re-engineering Processes and electronic delivery of services –
- Leverage the strengths of multiple stakeholders
- Specialist and professional civil services - Officers with specific skills to be identified and groomed for specific domain for rest of the career
- Short service recruitment - merit and term based appointment, renewal based on performance

NEW FRONTIERS CIVIL SERVANTS NEED TO BE AWARE AND ADEPT AT

The Civil Service has to quickly respond to the changing times enabling the government to discharge its responsibility efficiently and effectively. Therefore the new frontiers civil

servants need to be aware and adept at are, primarily:

- Innovations and best practices from both within and outside government
- Knowledge Management
- Strategic thinking – ability to vision
- Developing institutional memory and staff expertise
- Electronic service delivery and reduction in human interface

SOME INTERNATIONAL BEST PRACTICES IN CIVIL SERVICES

In public sector reforms in developed countries the central objective of change has been improvement in the ways in which government is managed and services delivered, with emphasis on effectiveness, efficiency, economy and value for money. Agencification in UK, contractual leveraging in Singapore, corporatization in Australia and Citizen Charter model of service delivery in Canada are some examples of successful Civil Service practices as described below:

Building Efficiencies & Performance Measurement

- In Australian Public Service, reforms have been introduced with the specific aim of making it more efficient, accountable and responsive to community needs. Starting 2010 a new Outcomes and Programs Framework was implemented whereby programs provide the link between Australian Government decisions, activities and their actual outcomes. The organizations identify and report against the programs that contribute to government outcomes over the budget. All APS agencies contribute to Portfolio Budget Statements that inform Parliament and the public of the proposed allocation of Government

outcomes. Portfolio budget statements outline: i) outcome statements, which specifically articulate the intended results, impacts or consequences of actions by the Government on the Australian community; ii) programs to address outcomes, which are designed to deliver benefits, services or transfer payments to target groups; and iii) resourcing information, deliverables and key performance indicators for each program, iv) annual reports provide performance of agencies in relation to services provided.

Human Resource Management and Capacity Building

- In the Canadian public service, staff training and development is given high priority with close attention paid to its cost-effectiveness.
- Philippines Civil Services have included performance-based bonus & stability of tenure, Proper monitoring and annual publication of results of all ministries/ departments can be done keeping Key Performance Indicators and Key Result Areas as the benchmarks.
- In Singapore, after putting in some amount of service in the government, the civil servants are given a contract for five more years wherein they are given targets and goals which are measurable and objective and after five years the performance of the civil servant is measured against the targets and if she has performed well another contract of five years is given and this process continues up to the age of 55 wherein most of them are retired and a very few outstanding officers are made ministers.

- In Brazil, 60% of a government servant's pay depends on competency and only 40% is fixed.

Policy Implementation and Enabling a Behavioral Change

- U.K. has successfully employed the agencification system wherein in the policy responsibility lies with the Minister and Head of Agency is given complete freedom to manage the agency and achieve the mutually agreed outcomes. This will not only make policy-implementation dichotomy possible but also helps to objectively appraise the performance of H.O.D and also the staff in the agency. The longer term impact of giving managerial freedom to delivery agencies was to expose the core civil service to the same kind of thinking.
- Also in the U.K., the establishment of "charters" created a new set of pressures on public service behavior which forced it to be more client-oriented.
- In New Zealand, government is experimenting with application of private sector laws to the public sector.
- The establishment of statutory boards in Singapore, executive agencies in the United Kingdom, and the experience of corporatization in Australia, has allowed a clear delineation between the functions of policy formulation and policy implementation functions. Therefore, establishing an operational unit around a clearly demarcated set of functions, allows the development of operational goals, uniting staff with a clearer sense of mission and thus relative degree of freedom from

bureaucratic constraints.

Technology Adaptation

- In Canada policy statements on technology adaptation have been implemented and many countries have established entities within government to promote their use (e.g. Singapore, Malaysia and United Kingdom). Governments across the globe are giving importance to technology adoption and use of tools to facilitate them.

Summary of Discussion:

The panel was of the view that there should be lateral exchange of expertise between the Government and Private Sector. Timely completion of projects should be rewarded. The panel also felt that tenural stability was key to performance and productivity of the Civil Services. It was also observed that Civil services could be empowered to deliver if there is least political interference. It was further observed that Administrative Reforms should focus upon electoral, political, judicial reforms etc. The panel also observed that there should be greater reliance on Technology.

The civil services must brace up with the tempers of the changing times and meet the requirements of the citizens. The challenges of public service delivery necessitate new delivery models, delivering value for money and making policies better designed for implementation. Process and policy reforms could be achieved through continuous capacity building of the public servants. A governance system which espouses the idea of maximum governance and minimum government has to have a bureaucracy which is ready to embrace skill, scale and speed. To realize this goal reforms have to

be directed so that the Civil service becomes : (a) skilled (b) open (c) converged and (d) connected.

I. Skilled Bureaucracy : There is a need for development of new skill :

- Civil Servants have to equip themselves with domain/sector specific skills.
- Develop Project/Programme Management skills to implement large projects in a timely and cost effective manner. This should also include commercial, legal and financial negotiation and contract management skills.
- Digital Skills to be used for improved service delivery. There should be increased reliance on e-governance and mobile governance.
- Capacity/Skill building is vital for lower bureaucracy since they are in the front line of the public service delivery. There is a need to enhance both their professional and soft skills.

II. Converged Bureaucracy : There is a need to break down the silos within Government to unlock productivity and outcomes :

- Need for Horizontal convergence in vertical administration – Greater thrust should be accorded on cross departmental working, interdepartmental engagements, and lateral communication among and within departments.
- Shared services model may be adopted for services such as IT, Finance, procurement etc. so that there is no duplication in effort and cost.

III. Open Bureaucracy : A culture of openness needs to be cultivated towards new ideas, new challenges and innovation to bring about continues transformation for better service delivery.

- Open Policy Formulation – may be undertaken through openness to new thinking or in the gathering of evidence & insight from external experts. Collaborative approaches to policy making by taking views from members of civil society, think tanks, Universities, other countries and states.
- Social Media for Participatory Governance – Social media, crowd sourcing and open sourcing can be powerful tools to connect with people and promote participatory governance.
- Constantly engaging with the private sector – Culture of openness needs to be adopted for new forms of partnership with private sector.

IV. Connected Bureaucracy – There is a need for the Bureaucracy to be connected within and globally to imbibe the best practice.

- Need to be globally connected with the counterpart organizations and have horizontal networks across the world. Understanding global best practices will help our bureaucracy to develop world class acumen.
- Horizontal Connectivity between the State Departments There is a need for the State Government departments to share the learning and best practices with their

counterparts in other states.

- Improvement in Interdepartmental connectivity through Government process re-engineering, simplification of rules.

In conclusion the panel felt that there is an urgent need for balanced development across the country. The mechanics of

good governance have to be replicated and adapted throughout. There is a need for a common and integrated action plan of Nation Building through an Effective Delivery of Public Services in a Transparent, Accountable, Citizen Friendly, Innovative, High Quality, Cost effective and Timely manner.



Honourable Prime Minister, Honourable Minister of State in the Prime Minister's office, Principal Secretary to Prime Minister, National Security Advisor, Additional Principal Secretary to Prime Minister, Secretary Administrative Reforms, Secretaries to the Government of India, Chief Secretaries of States and Union Territories, distinguished former Cabinet Secretaries and Secretaries to Government, the young probationers from different services who are in our midst, friends, ladies and gentlemen. It is my privilege to extend a very warm welcome to the Honourable Prime Minister, on the occasion of the 9th Civil Services Day. Sir, you have been a constant source of inspiration in our endeavors as public servants. I express my very deep and sincere gratitude to you, for having so kindly consented to grace the occasion. We do not wish that the Civil Services Day, should be confined to being a one day celebratory

event. Therefore, the format for the function has been made more robust, and this year, the substantive panel discussions for workshops have been spread over two days. Moreover, the day is being celebrated not only in New Delhi, but in all state capitals, and in some major districts as well, where also, serious interactions, talks and related activities have been undertaken yesterday, and today. These have provided an excellent opportunity to officers from different services stationed across the country, to introspect and reflect on issues and challenges of professional concern, and come up with doable solutions, to meet these challenges. Such an extended programme, for the Civil Services Day, is a first. It has been introduced at the suggestion of Honourable Prime Minister, and has been extremely well-received, particularly in the States. Yesterday, and today, five panel discussions have been conducted on subjects of vital

concern, for development and governance. The subjects for these deliberations were selected with care. It is not intended that the consensus and recommendations which have emerged from these discussions should conclude the process. Instead, in order that concrete, specific outcomes can be realised, we propose to organise follow-up meetings on these themes next month itself, including in the States.

The vast bureaucracy in the central and state governments is trying to deliver optimally with stronger emphasis on collaboration between services and across sectors, to deliver quicker, and more effective results. In some crisis situations, in the recent past, we have seen commendable examples of such productive collaboration. In the development sphere also, many civil servants have displayed outstanding initiative and drive. Today, we will be acknowledging a few of these initiatives through the Prime Minister's Awards for Excellence, and Public Administration. I may assure this distinguished audience, that there are doubtless, even more commendable initiatives in the field, than are being recognized today.

Civil Servants are conscious in this fast- changing world, of the need for the administrative machinery to change, and to have a re-look at the way things are done, so that implementation and delivery are better and quicker. The challenge before us, is to think of how the administrative machinery

can measure up to the expectations that a charged system has from us, and deliver at the pace and in the manner which the government and the citizens expect, and how we can break out of traditional ways of thinking. We are conscious of your exhortation, Sir, that the civil services thinking new. Think modern. And above all, think big. We are conscious also, of the need to strengthen public confidence, and to attach the highest importance to integrity and to honesty in the conduct of bureaucracy.

I wish to assure you Sir, that the services are committed to meeting these expectations in order to deliver with competence, civil servants need to be confident, and for this, they need to equip themselves professionally, including through training. Further, they need encouragement, and also protection, especially against frivolous and false complaints, even after retirement. We are encouraged by the confidence you have reposed in civil servants, as has been coming out, even in the informal engagements that you have been having.

In conclusion, I once again warmly welcome Honourable Prime Minister, and other distinguished guests and colleagues, to this function. We hope that the celebration of the Civil Services Day, will have contributed to our professional renewal and re-generation, will bring the different services closer to each other, and strengthen the esprit d'couer, and open our minds to new possibilities in administration. Thank you.



Honourable Prime Minister, Cabinet Secretary, Principal Secretary to the Prime Minister, Additional Principal Secretary to the Prime Minister, National Security Advisor, Secretary Administrative Reforms, Senior Officers present over here, distinguished members of the civil services fraternity, ladies and gentlemen. At the outset, it is my proud privilege to express my gratitude to the Honourable Prime Minister, for having spared his valuable time to be with us over here this afternoon. It is indeed a historic day, sir, and historic also, because on this date precisely, 21st April, the first Home Minister of India, Sardar Vallabh Bhai Patel, had formally addressed the very first batch of IAS officers. We have come a long way Sir since then, and even though the IAS is often described as a kind of an incarnation of erstwhile ICS of the British Raj, I personally sometimes tend to view it in a different manner, and even though it might have been

inspired by the erstwhile ICS, the format of responsibilities, the nature of obligations is hugely different in more ways than one. For example, you just cite an instance, an ICS Collector was expected to collect revenue for the British Raj, whereas and IAS Collector is expected to generate revenue for State welfare; An ICS Collector was seen as a symbol of the authority of the Emperor. An IAS Collector is seen as a messenger conveying the aspirations of the masses to the State at the same time, communicating various welfare schemes at the States to the lowest levels of the society. So, there's a huge difference in the obligations of the erstwhile ICS Collector and the present IAS Collectors, and this makes him a messenger of the masses, and the government, which was beautifully summed up by the bold philosopher Iqbal, who said, "Sikhilai, farishton ko aadam ki tadap usne, aur aadam ko sikhata hai adavaie, khudha bandhi". So,

this important bridge between the masses and the welfare State has been served by the IAS civil services over the last sixty years. In addition Sir, even after the march of democracy over the six decades, a lot much has changed. The level of expectations has increased. The accountability has increased. The level of responsibilities have increased. The scrutiny has increased. Both the public scrutiny as well as the media scrutiny. And, not withstanding all this, the civil fraternity has always tried to live up to its responsibilities. And, over the last ten months, under the inspiration and guidance of the Honourable Prime Minister, the focus has been primarily on maximum governance, minimum government, and maximum governance with ease, which otherwise would mean maximum, and at the same time, easy governance. To just cite a few of the innovative initiatives undertaken over the last eight or ten years. Again, under the inspiration of the Honourable Prime Minister, the Department of Personnel introduced a unique self-attested affidavit system, which eliminated the need to get your certificates and documents attested by the gazette officer or notary. And, which also reiterated the present government's faith, trust in the youth of India. We've introduced an easy pension scheme, pension at door step, and a pension pay order on the day of superannuation, a portal for the redressal mechanism, and a whole lot of, a series of several innovative measures, in the Personnel Management. And, at the same time Sir, the Personnel Department is not only about looking after promotions, empanelment, deputations, changing of cadres and allocation of cadres as is usually seen. We also act as a kind of leader or a kind of a pathfinder for other departments. For example, when the Honourable Prime

Minister announced the Swatchch Bharat Abhiyan, it was the Personnel Department which took the lead, and within ten days, we could clear thousands and thousands of files for which I'm grateful to the women colleagues in the Department. As a medical clinician, I could convince them that these files are contaminated with dust, when you tie them and you go home you feed your children with the contaminated milk. But, having said that Sir, you would also appreciate that when we expect such a huge lot from our civil services colleagues, and friends, their level of stress also goes up, and therefore, the Personnel Department is not only looking after the Personnel Management, of its officials, the Personnel Management of the other departments, but it also has to look after the Personnel Management of its own self, and therefore again, under the inspiration of the Prime Minister, from the 1st of April, I am happy to announce, we have started exclusive yoga sessions for the civil servants. We have started over 18, over 28 centres in NCR Delhi, and 14 outside Delhi. And, within just about 28 days, sir, the number of participation has increased by 120% with about 350 on the first day to 750 yesterday. Because you would appreciate with the kind of high expectation level that we have now, the kind of stress that these civil service officers are going through, in order to extend the maximum from them, in order to get the maximum potential and the maximum performance to the best of their ability, we also owe the responsibility of ensuring a work-friendly environment for them, and therefore all these stress leaving measures, and I'm sure, by the 21st of June, which is the International Yoga Day, proposed by the Honourable Prime Minister, and for the first time in the history of UN, within three months, UNO, out of its 193

members, endorsed the observance of the day with the strength of 175 members. Why I am saying so Sir, that by 21st of June, we would virtually have covered the entire fraternity of the civil members, civil services members across the country, through yoga, through stress which in other words would mean, that we would better prepared to serve, better prepared to perform to the best

of our ability. Having said that Sir, I would not take long because all of us are eagerly waiting to listen to the pearls of wisdom from the Honourable Prime Minister, but to conclude all that, I can say is that we promise to live upto your expectations, and I am sure, very soon we'll make you proud of ourselves. Thank you, Sir. Jai Hind. Jai Bharat.



Name of the Initiative : 'Save the Girl Child' - To prevent foeticide

Name of the Awardee : Dr. Darez Ahamed, District Collector / District Magistrate, Perambalur District, Perambalur, Government of Tamil Nadu

Project in brief

- Perambalur District is one of the most backward districts in Tamil Nadu, with the lowest per capita GDP in the State, and a predominantly agrarian society with 83% of population living in rural areas.
- Literacy rate is 74.68% (Male 83.39% and Female 66.11% with a gender gap of 16.5%) (Census 2011).
- There was a sharp decline in the sex ratio at birth in recent years which declined from 965 in 2007-08 to 851 in 2010-11 (Number of female children born as against 1000 male children).

- An action plan was drafted to study the situation and work towards achieving the goal of improving the sex ratio at birth, which was showed an alarming decline. The project was named "SAVE THE GIRL CHILD".
- The project aims at arresting and reversing the decline in sex ratio at birth using a multi pronged strategy, which the PNDT Act was not able to achieve.
- The project was initiated in August 2011 and has been running ever since.

Highlights

- Early Ante-natal care registration.
- All second trimester abortions were audited whether the abortion was spontaneous or done after sex determination.
- All male births were audited to ascertain whether they had done sex determination. This audit yielded

positive results since the parents were more forthcoming in identifying the scan centers

- Health Sub Centre served as a unit of intervention.
- Mapping of Health Sub-Centre wise sex ratio done and specific intervention planned depending on local problem identification.
- Areas where abortion was rampant were brought under continuous surveillance.
- Regular follow-up and constant vigil on all the pregnant women at every stage of Ante Natal Care by the field level functionaries.
- Multi-pronged and multi departmental approach to create awareness, prevent sex determination and sex selective abortion through campaign mode with PHCs, Doctors and VHNs playing an anchor role guided, supported and monitored by the District Collector.

Impact

- Improvement of sex ratio at birth, in the district. The average sex ratio at birth which was 861 in March 2012 improved to 1016 by March 2013.
- The second trimester abortion cases were reduced to less than 20 from an average of 45 per month.
- Maternal Mortality Rate of the district was reduced by 50% that is to 72 in 2012-13 as compared to 152 in 2011-12.

Name of the Initiative: Ham Chhuyenge Aasman, Madhya Pradesh

Name of the Awardees

1. **Shri Vikas Khararkar**, Distt. Sports & Youth Welfare Officer (Not present in the Award Ceremony)

2. **Shri Jameel Ahmad**, Asstt. Administrator, States Sports Academy, Gwalior (Not present in the Award Ceremony)

Project in Brief

Women in Madhya Pradesh particularly those in tribal areas have tremendous potential to excel in sports. But lack of adequate opportunities, sophisticated coaching tools and women friendly environment had limited women participation in sports.

This initiative provides socio-psycho-spiritual, educational and economic empowerment of women through excellence in sports. This is taken care of by providing scientific training through expert coaches, improving health through balanced nutritional diet, free formal education to create employment opportunities, attractive prize money and assured government jobs to athletes of eminence.

The project covers the female athletes from entire state in all 50 districts, 218 blocks and sports association. The selected women athletes from all over the state are brought to the sports academies for skill development. As a result the state is now substantially contributing to the country's medal tally in international competitions and providing safe and secure women friendly environment.

Highlights

- Massive talent search all over the state and intensively in tribal areas.
- Wide publicity of prospects and possibilities in sports.
- Linked sports training with education and employment. Doubled prize money for the winners of state awards, national and international games and championships. Created KHILADI

KALYAN KOSH for any exigencies. All boarding athletes are provided free formal education and athletes with outstanding eminence in sports are provided government job.

- Provided software support for talent search and coaching.
- Provided balanced nutritional diets to athletes based on expert recommendations, regular medical check-up and medical insurance.
- Up-graded existing academies to world class standards and created new to tap natural tribal potential.
- Provided world class equipment and playing kits.
- Provided rigorous and intensive world class coaching.

- Provided exposure to national and international tournaments.
- Inculcated winning skills through motivational and psychological training.
- Created women friendly environment.
- Collection, compilation, analysis and synthesis of reports for individuals/groups.

Impact

The initiative has resulted in improving women's participation in sports achieving qualitative and quantitative results and creating employment opportunities for women athletes. The initiative has inculcated winning mind-set in women athletes.



Name of the Initiative : SAKALA - “No More Delays – We Deliver on Time”

Project in brief

Government of Karnataka has taken the initiative for the enactment and implementation of the “Karnataka Guarantee of Services Act 2011”, (now called Karnataka Sakala Services Act). Sakala Act comprises of 375 services in its ambit, applicable to the entire State of Karnataka covering over 33 Departments & Sub Departments. It has the highest number of services being rendered in the country. Over 3.19 crore citizens have availed the services with a near 98% on time delivery, in a span of 15 months.

Highlights

1. Pro-active engagement of citizens.
2. Ownership by Government Employees - Extensive discussions and deliberations were held with government functionaries and their associations to convince them about

the benefits of implementing this Act & improving their own “brand image”.

Performance Agreements- Bottom up planning for choosing the services and preparing workflow charts to map the time taken by each government servant for processing various steps in providing the service ensured. So that the administrative system is geared up to deliver much before the stipulated time.

Upgrading Capacity and infrastructure- A detailed training plan was drawn with the help of Administrative Training Institute, Mysore to train 16,000 designated officials about the roles and responsibilities devolved by the Act as well as the rules and regulations prescribed under the new dispensation. This is envisaged as an ongoing process.

Transforming work-culture – e-Governance is a catalyst in the implementation. The portal –www.sakala.kar.nic.in provides a

seamless interface between the citizen and the government officials to (i) Receive (ii) Process (iii) Deliver (iv) Monitor the services as per a pre-designed format.

Management by Objectives- Effective monitoring is the key to successful implementation of this project. A dedicated mission team is formed to monitor and track the program progress. Besides, the alerts on pendency, defaults etc are all automated, thus focussing on the areas of concern.

Multi-pronged Communication Strategy- Over 1620 Street plays were enacted at peoples' door steps. Interaction with consumer forums, resident welfare associations, student community as well as women self-help groups and other NGO's were carried out to spread the awareness about the Act.

Impact

Improvement in delivery time of services,
Better beneficiary/Citizens' feedback,
Improvement in measurable indicators



Name of the Organization : Commissionerate of Agriculture, Government of Maharashtra

Project in Brief

The project was undertaken in the backdrop of severe pest outbreak on soybean crop during 2008-09 in Maharashtra that resulted into crop losses over an area of 9 lakh ha (i.e. 63% of sown area) causing losses to tune of Rs.1,392 crore. State Government had given compensation worth Rs.450 crore to the farmers. Team of experts deputed by Government of India submitted their observations and recommendations. An initiative was taken by the Commissionerate of Agriculture in technical collaboration with NCIPM, New Delhi to formulate long-term strategy to deal with situation. First time in the country, a multi-stakeholder project involving Crop Research Institutes of National level, State Agriculture Universities

and State Department of Agriculture was prepared and implemented through RKVY. Effective use of ICT was made in the project. Scientific pest monitoring on real-time basis was first time made possible in the country. The project covers entire area under Rice, Soybean, Cotton, Tur and Gram crop. The area coverage under project is 112.19 lakh hectares.

Highlights

1. Earlier system of pest monitoring was based on visual observations and was found inadequate for proper detection of pest problems.
2. Scientific Software was developed to analyze the data on-line.
3. Effective use of ICT was made for rapid data transmission and issue of advisories to farmer.
4. Considering the multi-tasking nature of duties of departmental staff 835 pest

- scouts and 84 data entry operators were appointed on contractual basis exclusively for the project.
5. Connectivity was provided to all the stakeholders. Software and technical training is imparted to field staff.
 6. Observations were recorded every Monday-Tuesday and Thursday-Friday from fixed plots and random plots. On every Wednesday and Saturday on-line data entry was done. Analyzed data was made available on-line to the experts to assist field officer. The SMS messages of measures to be adopted were passed to farmers every Thursday and Monday.
 7. Detail advisories pasted at Gram Panchayat. Wide publicity was done through print and electronic media.
 8. Village level meeting conducted weekly to guide the farmers.
 9. Pesticides supplied on 50% subsidy wherever the pest situation is above ETL.
 10. Rigorous monitoring at all levels.
 11. Pest population data superimposed on weather parameter data through GIS maps to develop correlation of pest population dynamics for developing pest forecasting models.

Impact

Since inception of project there is no outbreak of any major pests on selected crops.

Impact Analysis

Year	Advisory & SMS			Plant Protection
	No. of subscribers for SMS (Lakh)	No. of advisories Issued (No)	NO. of SMS Sent (Lakh)	Use of Bi-pesticides (MT)
2009-10	1.63	13517	31.93	1788
2010-11	2.40	55602	112.0	2200
2011-12	3.11	62410	199.06	2500
2012-13	3.40	62515	360.83	2800

Since inception of project number of farmers enrolled for SMS service has doubled, advisories issued has increased by 4.63 times, SMS send increased by 11.30 times and shift towards use of bio-pesticides increased by 1.57 times. These figures are self indicative of farmers response to the project.



Name of the Organization - Directorate of Systems, Central Board of Excise & Customs (CBEC), Department of Revenue, Ministry of Finance

Project in brief

The Directorate of Systems, CBEC has implemented a consolidated IT infrastructure to host all its IT enabled services across Customs, Central Excise and Service Tax from a central data centre. This infrastructure has enabled high quality IT services for taxpayers, other external stakeholders and internal users. The highlight of this initiative is a standardized, stable, secure IT platform, compliant with ISO 27001 standards for Information Security and using the best practice framework of IT service management as embodied in Information Technology Infrastructure Library (ITIL)

Highlights

There was a strong business case for IT

Consolidation in CBEC as there was a clear need for a central, standards-driven, professionally managed IT services, leaving field offices free to attend to their core business activities. Some of the key tenets of the strategy adopted by CBEC towards implementation include

- Commitment from the top

A major success factor of this initiative has been the support it received from the Ministry of Finance, Senior Government Officials, the Board (of CBEC) and the Senior Officers at the Directorate of Systems (DoS) and Commissionerates.

- Process oriented and structured framework

CBEC adopted ITIL as its governing framework for the implementation and management of this project.

- Role of CBEC officials

Every sub-component of the project is managed and monitored by CBEC officials. The Chief Information Security Officer and Information Security Officer of the organization are career IRS officers.

- Effective communication and Training programs

About 20000 personnel were trained on Change Management; more than 100 on ITIL, some senior officers are ITIL Experts and are certified for COBIT, TOGAF, CISA and SAS.

- Robust monitoring and evaluation framework

Measurable and meaningful KPIs have been defined to monitor and measure program objectives and its achievement. These are being reviewed on a quarterly basis by senior management

Impact

The project has touched stakeholders across the categories of taxpayers, departmental officials as well as other government officials (across ministries / departments). Key

outcomes of the project are:

1. Enhanced service delivery & transparency: The IT consolidation initiative has resulted in significant enhancement in the service delivery and the transparency in operations. It provides a 24 x 7 window of services, along with provision for business continuity and transparency both at the taxpayer level and CBEC users.
2. Increased efficiency of outputs/ processes and effectiveness of outcomes: The initiative has brought the benefits of standardizing processes and their governance, cost benefits, enhanced security, reduced manual dependence, higher service availability, and improved compliance and reporting.
3. Enhanced reporting and data exchange: This is achieved through an integrated Data Warehouse and Business Intelligence system.



Name of the Organization: Central Board of Direct Taxes, Department of Revenue, Ministry of Finance

Project in Brief

The project focuses on the processes that have helped the Income Tax Department in realizing the objective of providing a 'non-intrusive tax administration' for the taxpayer and which includes an end-to-end e-enabled services to the taxpayers viz.:

- E-payment of taxes
- E-filing of TDS statements
- E-processing & tracking of TDS statements
- E-view of tax credits
- E-filing of Income Tax Returns
- E-processing of Income Tax Returns
- E-matching of tax credits
- E-tracking of processing of the Income Tax Returns
- E-delivery of refunds
- E-tracking of the refunds

Highlights

The legacy ITD processes were designed for paper environment and were not compatible with the contemporary computerized environment. The processes, therefore, required re-engineering for implementation of technology driven processes. The strategy was to:

1. To establish a central information-base which could consolidate, against each taxpayer, all the tax paid directly by himself and the TDS by all the deductors on his behalf. The initiative required establishment of necessary administrative, legal, computing and communication infrastructure to facilitate uploading information in the TDS statements by the deductors and uploading of challan level information by the collecting banks to the central system.

2. To develop a platform to file Income Tax Returns that facilitates filing of the Income Tax returns anywhere and anytime basis. Since in the first step, the information on tax payments pertaining to a PAN has been made available in the tax system, the matching of tax credits was possible without attaching physical documents.
3. To provide robust platform that ensures compliance on part of the deductors on one hand and ensure correctness, completeness & reconciliation of tax credits for the deductees. Recognizing the fact that nearly 40% of direct tax revenues come through Tax Deduction by the deductors, Centralized Processing Cell (TDS) at Vaishali has been developed.
4. To facilitate speedy processing of e-filed Income Tax Returns since the delay in processing leads to increased administrative costs and increases taxpayer grievances. The positive impact of speedy processing of returns on voluntary compliance flows inspires taxpayers' confidence in the tax administration and positive effect on compliance.
5. To eliminate the physical writing of refund cheques. Delivery of all refunds generated from the processing of the returns of income be automated through a technology driven process. Refund banker scheme was launched. Besides saving time and manpower, it also increased taxpayer confidence.

Impact

- Improvement in delivery time of services
- Strengthening of tax administration
- Improved tax administration
- Tax information network
- E-payment of taxes
- Centralized processing cell (tds)
- E-filing of tax returns



Name of the Organization : Department of Governance Reforms, Government of Punjab

Project in Brief

The project aims at rationalization of affidavits for reforming public service delivery. Affidavits were required in support of facts given by the applicants for issue of various certificates, (residence etc.). Affidavits are affirmations by the applicants (supported in some cases by third parties). Affidavits required stamp paper/stamp fee and need to be sworn before a magistrate or a public notary. Affidavits imposed their own cost on the citizens - buying stamp paper, locating a deed writer, payment to the notary

for attestation and, of course, the time and efforts consumed in these processes. On the other hand, affidavits have no particular sanctity in law and the same function can be easily performed by declarations. In Punjab alone, it is estimated that at least half the households file affidavits annually for one service or the other. Extrapolating this figure to India, the total number may be more than 20 crores citizens/affidavits and assuming a cost of Rs.400/- per affidavit (one day wages plus stamps, fees and charges), the total expenses incurred by the citizens in India could well be to the extent of Rs. 8,000 crores approximately.



Name of the Awardee : Shri Kundan Kumar, IAS, District Magistrate, Saran, Bihar

Project in Brief:

The project aimed to address and redress malpractices in the implementation of Rashtriya Swastha Bima Yojana (RSBY) in Samastipur district of Bihar. An alarmingly high percentage (61%) of hysterectomies in the district was a cause of concern. A detailed and scientific inquiry- first of its kind conducted independently by the District Administration- was undertaken to investigate allegations of malpractices in the implementation of RSBY. This led to revelation of physical and mental exploitation of gullible rural women by cheating them into unwanted uterus removal surgeries to make quick money.

Highlights

- Acted on public grievances raised by rural women, mostly in the reproductive age group, about alleged exploitation

by private hospitals.

- Creation of multi- tier teams at various levels to reach out to each of the beneficiaries involved.
- Detailed case by case inquiry by teams of doctors and administrators.
- District level medical camp to conduct a medical inquiry on 2606 women
- Legal and definitive action against all defaulting hospitals.

Impact:

- A large number of complaints were received from the rural women regarding malpractices of serious nature in the implementation of RSBY, especially unwarranted surgical procedures (like hysterectomy, appendectomy, oophorectomy etc) for swiping maximum money from the smart card of the beneficiaries by the

- accredited private clinics of the district.
- The nominee initiated a medico legal investigation by reaching out to more than five thousand beneficiaries. The medico legal investigation included inter alia a five day medical camp, in camera hearing of victims, documentation of records running into thousands of pages, a quasi judicial proceeding against erring clinics leading to de empanelment of clinics and lodging of fir against them. The medical camp provided a forum where thousands of victims underwent medical examination and their grievances were recorded.
 - The initiative created a lot of awareness about reproductive health care of these rural women and their vulnerability to such malpractices in the guise of social welfare schemes. It led to greater sensitisation and awareness about the scheme not only among the 5.5 lakh families living under BPL of Samastipur district but in the entire country.
 - As a result of this initiative, instructions were issued to the DMs of the state to carry out similar investigations in implementation of RSBY in their districts.
 - Government of India made preauthorization mandatory for hysterectomy of women below 40 yrs of age. The initiative led to a check in the wanton hysterectomy taking place across state.
 - Government of India introduced the categorization clause in the empanelment of hospitals to weed out clinics with substandard physical and human resources. The approval of the District Core Committee headed by the District Magistrate was made mandatory for the empanelment of health facilities under the scheme.
 - The empanelment of public hospitals provided a credible alternative to the beneficiary. The empanelment of public hospitals led to flow of fund to the hospitals which was used for up gradation of infrastructure and incentivising the doctors and paramedical of the govt system.
 - The premium bid by the insurance providers after the initiative saw steep decline which meant saving of huge money for both the State government and the Government of India.



Name of the Awardee : Dr. Vikrant Pandey, IAS, Collector and District Magistrate, Valsad, Gujarat

Project in Brief

Valsad is a tribal district where two Talukas- Kaprada and Dharampur are quite backward. As per 2011 census, 55% of District population is tribal and 2.6% is schedule cast. BPL population of district is 37%. After 2006-Forest Right Act, a large number of user rights of forest land cases were pending in the District. Under the campaign, the following three categories of action were taken.

- User rights of forest Land
- Social Security Schemes
- Parichay Sammel for differently abled

Highlights

Transparency and stake holder participation
All beneficiaries were present at the site

to receive the user rights of forestland and Certificates were distributed at a single location at the same time in the presence of Hon'ble Chief Minister.

Red tapism from the system was eliminated and in a small time period the benefits were delivered.

Innovativeness of the initiative and its replicability

All the cases of FRA which were pending since long years have been successfully cleared and land allotted.

Delivery was done to all beneficiaries based on a single site. The largest "Parichay Sammelan for differently-abled" (deaf, dumb and blind) was held at Vapi. With "Emotional Drive Campaign" people connected directly with the government resulting in less number of Andolans and Dharnas.

Impact

Transparency was achieved in administration for all beneficiary programs of government. Red-tapism was removed, thus narrowing the gap between government and public. Land planning was done by Agriculture and Horticulture Department for tribal people who got user rights of forest land under FRA. It has increased the productivity of tribal farmers and made difference in socio-economic conditions of tribal people. They now also get personal and medical benefits

from the government. Land user rights of forests is a onetime, life changing event for small and marginal farmers. Based on this resource they are now able to generate livelihood, raise other resources and support their family members.

The initiative led to improvement in delivery time of services and resulted in better feedback from beneficiaries. Improvement in measurable indicators and simplified procedures were other important outcomes.



Name of the Awardee : Dr. Shahid Iqbal Choudhary, IAS, District Collector/ District Magistrate/ Distt Development Commissioner Reasi

Project in Brief

District Reasi was among 12 districts having traditionally low turnout in elections; the district recorded a dismal 43% in 2009 Lok Sabha election with participation of nomads meagre 23% and women around 33%. A project was launched by District Collector / Deputy Commissioner for reaching out to all 3,35,000 voters, convincing poll boycotters to participate in democratic exercise, identify differently-abled voters and facilitate their participation, identify the polling booth with lowest participation of women, STs, SCs and organizing scientific campaign under the project for their participation. More than 35 campaigns and 105 activities were launched under the project and 85 partner

organisations roped in for sponsorship of campaigns.

Highlights:

- Establishment of Teams and Infrastructure at village / booth level
- Building Partnership for Sustainable Initiative: 85 Organizations
- Special Programme for Schools
- Electoral Gram Sabhas : Reinventing Grassroots democracy
- Voter Enrolment: Mission Mode Approach
- Green Vote Plantation Drive: Environment & Democracy-“One Sapling for one Voter
- “JIRGA”: Mission for Enrolment of Nomadic Voters and their Participation
- Jai Kissan Jai Hindustan campaign for Electoral Enrolment/Participation of Farmers
- Women Enrolment and Participation

- Wrestling for Nation and Sports Campaign for Electoral Participation
- Democracy Blood Donation Camps
- Electoral Photo Exhibition
- Street Plays and Shows
- “Rehbar” scheme for specially abled, aged and infirmed voters: Inclusion
- Stamps: Reaching homes -DEO’s message for electoral participation on documents:
- Language: Awareness Mission
- Youth Parliament: Linking Youth
- Campaign through Letters, SMS, Post-Cards
- Polling Booth Campaigns
- Polling Station Adoption : “Apna Booth

Campaign”

- Targeted Campaign for Indentified Polling Booths for Inclusion

Impact

The results in this militancy infested district are a national record, with turn out increasing from 43% to 81%, women participation 79% up from 33%, participation of nomads up from 23% to 80% and setting up of permanent structure of 301 Polling Booth Area Teams to strengthen democracy in district. Election Commission of India has rated the project as exceptional and extraordinary, as an example for country for replication.



Name of the Awardee : Shri R. Prasanna, Collector & District Magistrate, District Surguja, Chhattisgarh

Project in brief

Integrated Child Development Scheme (ICDS) is the main national programme on nutrition. Its resources, however, are focused more on children in the age group 3-6 years. For the pregnant women and under-3 year children, ICDS mainly provides Take Home Rations (THR) which is not adequate to address the gaps in dietary diversity and day care.

Addressing the needs of under-3 year children and pregnant women is of crucial importance while tackling the persistent challenge of malnutrition. Surguja Fulwari Initiative is an innovation to set up Community managed Child Nutrition cum Day Care centers called Fulwaris to focus on addressing malnutrition among under-3 children.

Implementation Highlights

- Tribal habitations with higher levels of deprivation and malnutrition were prioritized for starting Fulwari centers. Out of these, habitations where the local community resolved to run a Fulwari centre by contributing voluntary time for child care were finally selected. Gram Panchayats and Community Health Workers called Mitanins worked together for mobilizing the communities. The Zila Panchayat provided a grant (average Rs.50,000 p.a.) to mothers' group in each selected habitation to run the Fulwari.
- The Fulwari stays open for 7 hours a day, 7 days a week. Children aged 6 months - 3 years and pregnant and lactating women come to Fulwari and receive three hot cooked meals daily. Eggs, green vegetables and oil form

some of the key components of food in the Fulwari. Everyday two of the mothers volunteer their time to cook and take care of children in the Fulwari. The space is contributed voluntarily by any willing member of the community. The grant from Zila Panchayat is mainly used by mothers' group for buying ration and vegetables for the Fulwari. Mothers by their active involvement in running the Fulwari also learn more on child feeding and hygiene. Mothers are also encouraged and trained to grow kitchen gardens, backyard poultry, fruit trees etc. in their homesteads.

- Fulwari is an innovative initiative which does not appoint any new worker nor does it need any new infrastructure and yet is able to provide nutrition and daycare services for young children. It is a sustainable model which spends Government funds directly on food for children and pregnant women and not on paying more workers. The biggest advantage is that there is hardly any gestation period in starting the Fulwari

since no recruitment (of staff) or construction (of building) is involved.

Impact:

Mothers' groups have managed to run close to 300 Fulwari centres for almost a year now with their voluntary efforts. Around 3,500 children and 600 pregnant women have benefited from the project. The initiative has succeeded in involving Panchayats in addressing malnutrition. The knowledge of mothers has also improved in terms of child-care practices. A significant drop in measurable indicators of child malnutrition, morbidity and mortality has been recorded. The initiative has also succeeded as a mechanism for promoting social cohesion as community comes together for taking care of its children. It has reduced gender discrimination. Mothers are able to participate in earning opportunities (like MNREGA work) as Fulwari serves as a collective for childcare. Fulwari has also taken the practice of untouchability head-on. Children and pregnant women from all castes eat together at the Fulwari.





Name of the Awardees :

1. Ms Kanchan Verma, Special Secretary, Govt. of UP
2. Mr. Harish Chandra, District Development Officer
3. Mr. Kaptan Singh, Executive Engineer
4. Mr. Arvind Kumar, Executive Engineer

Project in Brief

38 Km. Stretch of 46 km. long river Sasur Khaderi – 2 and its origin Thithora Lake in district Fatehpur were recreated and rejuvenated under MNREGS generating 2,04,900 man-days of employment in record 45 days and the twin dead water bodies were brought back to life.

The initiative sought to tackle acute water crisis in dry season and problem of water logging during rains by way of revival, restoration and rejuvenation of the rivulet. It recreated water storage capacity in an area of 7.377 hectare and also improved ground water recharge together with flood mitigation during rains. At the same time it aims at preventing the soil from turning sodic and infertile.

Highlights

- Meticulous planning
- Convergence approach
- Qunet Model
- Making it a People's project
- Maximizing the output

- Care for the labour
- Close monitoring

Impact:

- Hydraulic parameters –Post Initiative discharge on July 16, 2013 was measured as 689.95 cusecs compared to almost nil in the previous years. Similarly dead storage in the lake on June 15, 2013 was measured approximately 15000 cum.
- Employment generation – 2,04,900 person-days generated in 45 days raising the district average from 30 to 90 man-days per year.
- Mitigation of floods and water logging – No water logging occurred in catchment areas of the water bodies in heavy rainfall of 2013 which was a common feature in previous years in similar situations.
- Improvement in environment – Plantation done on lake boundary and rivulet banks will add to the environmental quotient of the area. Soil will be saved from turning sodic and infertile due to water logging. Lake site will provide a habitat for diverse flora and fauna and a destination for migratory birds.







Name of the Awardees :

- (1) Shri Abhishek Singh, IAS, Distt Magistrate & Collector, Tripura
- (2) Shri Gitte Kiran Kumar Dinkarrao
- (3) Shri Pramod Kumar Pal
- (4) Shri Manohar Bishwas
- (5) Shri Pradip Roy

Project in Brief

To achieve Total Financial Inclusion in West Tripura district, an initiative was launched in Tribal dominated Mandwi block in coordination with Banks, Common Services Centers, PRIs & NIC through tracking & identifying uncovered families as per eROR (e-Record of Ordinary Residence) and bringing them under banking facilities through brick & mortar branches & Branchless banking (CSCs/ USBs) in remote areas. 100% coverage has been achieved with CBS accounts & most of the benefits are now routed through the Bank accounts

only. Initiative is being replicated in other blocks as well in the year 2014-15.

Highlights

- 100% coverage of all families with CBS accounts
- Opening of 4 nos. Common Service Centers (USBs) & 2 nos. ATMs. 20 nos. of USBs in entire district.
- Seeding of accounts in the eROR & maintenance of database
- GIS based mapping for opening of new bank branches & USBs
- Rolling out of Electronic Fund Management System (EFMS)
- Door step service delivery through Business Correspondents
- Linking of benefits like payment under MGNREGA, IAY, NSAP, NBA, JSY, JSSK etc.

- Availing of the credit facilities in priority sectors.

Impact

- All families were covered with CBS bank accounts
- Extension of Branchless banking through 20 nos. USBs
- Electronic transfer of benefits under

MGNREGA, IAY, JSY etc.

- 220% increase in credit in the Agri & allied sectors in 2 yrs.
- Seeding of the accounts in the databases of Schemes & banks
- Suitable platform to achieve objectives of PMJDY by Oct/ Nov'14.





Name of the Awardees :

- (1) Shri J.N. Kansotia, IAS, Principal Secretary, Government of Madhya Pradesh
- (2) Smt Kalpana Srivastava
- (3) Smt Rekha Sharma (Not present in the Award Ceremony)
- (4) Shri Harish Khare (Not present in the Award Ceremony)
- (5) Shri Arvind Singh Bhal
- (6) Smt Tini Pandey
- (7) Shri Sushil Kumar Verma (Not present in the Award Ceremony)

Project in Brief

LADO campaign has been initiated by the Directorate of Women Empowerment, Government of Madhya Pradesh for creating an environment for eradicating child marriages from the state. It is designed with a view to sensitize and train the community about consequences of child marriages. The LADO campaign has the following four components:-

- Community sensitization
- Training of core group members
- Promotional Campaign
- Prevention of Child Marriage

Highlights

- Constitution of a Core Group in each village/ward for prevention of child marriages
- Focus on sensitization of community for creating an enabling environment.
- Focus on those areas and districts where the incidence of child marriages is high.
- Enhancing capacities of core group members.
- Promotional campaign through audio-visual communication like Radio

Jingles, Television scroll, television talk shows, film broadcasting etc.

- Use of traditional methods like role play, nukkad natak for specific campaigning.
- Effective use of print media through advertisement and other methods of dissemination of information like hoardings, flex, publicity etc.
- Concurrent monitoring to ensure success in the initiative.

Impact:

- Over 40,000 Core Groups had been formed in a span of just over one year. These core groups have access to all the populated villages and wards.
- In a span of one year, total 16 lacs people were sensitized by the core group through 80,000 Aanganwadi centres.
- A total of 12,439 Schools were covered by the core group where sensitization programmes for children were conducted for making them aware about consequences of child marriages.
- Prior to the initiative, till March 2013 only 181 child marriage functions were stopped. After initiating the LADO Campaign the number of child marriage functions prevented has increased remarkably since the involvement of the community with the initiative. In 2013-14 it was 401, which further increased to 661 in 4 months during 2014-15.
- It has been observed that Indore, Bhopal and Ujjain divisions have reported maximum instances of child marriages and its prevention due to the inclusion of tribal districts like Dhar,

- Khandwa, Jhabua, Vidisha and feudal dominance districts like Rajgarh, Ratlam etc.
- Evolution of 40,000 core groups with enhanced knowledge about child rights acts.
 - Sensitization of school children has led to proactive responses from their side towards child marriages.
 - Enhanced enrollment of children and their retention in schools.







Name of the Awardees –

- (1) Shri Ranjit Kumar, IAS, District Collector, Gadchiroli, Maharashtra
- (2) Shri Abhishek Krishna
- (3) Shri T.S.K Reddy
- (4) Shri P.V. Deshmane
- (5) Shri Y.S. Shende

Project in Brief

- In order to increase the employability of the youth largely dependent on primary sector, an initiative called as Skill Development Program was initiated on the guidelines of Prime Minister's Counsel for Skill Development. The Career Guidance and Counseling Center in the district was formulated to regulate the program under the control of the District Skill Development Executive Committee. The District Collector is the chairperson of this committee.
- The unemployed/ underemployed youth undergo counseling at the village level which is followed by an entrance examination in form of an aptitude test and personal interview. This helps in determining a suitable trade as per the ability and inclination of the selected candidates. So far the candidates were trained into three domains viz. Hospitality, Construction and Automobile and this year onwards, the CGCC is planning to scale up for 13 more disciplines to add into cart.
- The concept is to identify the youth to whom quality skill development training could be imparted which would help to bridge up the unemployment vs. labour deficiency gap. Apart from providing consistent and sustainable source of income, the program is also assisting in reducing disguised unemployment in agriculture sector.

Highlights

- Higher grassroots coverage through counselors.
- Selection of candidates through examination and interview which enables to identify the trade that is suitable for the selected candidate as well as the market demand for such trade.
- Training and Transportation charges are directly borne by District administration while expenditure on food and accommodation is done by the institute which is reimbursed after completion of the training. There is no cost to the candidate.
- Considering the flexibility and frequency required, new batch is started to accommodate requirement every month.
- In past three years, 88% of the candidates, which were trained, have been successfully placed, many of them in major cities and industries.
- On an average, the candidate receives Rs. 8500/- per month along with a job availability for across the year.

Impact

In past three years, the program has shown the promising success in terms of number of candidates joining the program as well as the placements that has been secured. The District Executive Committee has decided to expand the scope of the initiative by adding 13 more courses in coming year.

The candidates who have succeeded in achieving placements through this initiative are now assisting the program publicity. There is a high degree of convergence and inter-department coordination in terms of outreach of the program.



Name of the Organization : Eraviperoor Grama Panchayat, Kozhimala P.O, Thiruvalla, Pathanamthitta (Dist), Kerala State

Project in Brief

The project achieved a paperless and modern office at Eraviperoor Panchayat with a Village Knowledge Centre, Environment Gramasabha, waste management, a mini water supply scheme, Arogya Sabha, Jagratha Samithy ,etc.

Highlights

- Paperless Office
 - (a) Online Certificates
 - (b) Digitalization of Office records
 - (c) Quality services based on Right to Service Act.
 - (d) Notices and information through Voice and Text messages.
 - (e) Salary of employees and honorarium of board members

through bank.

- (f) Arranged record room to trace the records and documents within five minutes
 - (g) Touch screen facility to trace the file movement and information
 - (h) All sections of the office including Front Office networked
 - (i) Installation and application of 12 softwares developed by Information Kerala Mission(IKM, a Government agency)
- Village Knowledge Centre
 - a. Reference library
 - b. Training for School Students on Civil Service and other competitive examinations
 - c. Classes on Sanskrit etc.
 - d. Preparing a directory of history, cultural and the traditional knowledge of the village.

- Environment Gramasabha
 - a. Special gramasabha in all wards
 - b. Agenda was awareness on environmental issues and waste management
 - c. Certain projects on the said issues suggested by the gramasabha
 - d. 20000 seedlings were distributed to gramasabha participants
 - Waste Management
 - a. Distribution of bio gas plant, vermi-pipe-ring compost units
 - b. Plastic Recycling Unit
 - c. Plastic Road
 - d. Compost pit
 - e. Modern Slaughter House
 - f. Modern Fish Market
 - g. Ward committee giving importance to ecology
- Mini Water Supply Scheme
 - a. 8 Schemes were completed under SC/ST plan fund
 - b. 2 schemes under General fund and 2 scheme under SC/ST plan fund are about to complete.
 - Arogya Sabha
 - a. Yoga Classes at 8 centers, message-yoga is remedy for life style disease
 - b. Ayush- Ayurveda, Homeo Dispensaries sub centers and a yoga center started at Primary Health Centre Compound.
 - c. School Karate Classes for 105 girls students
 - d. Renovation of Primary Health Centre building
 - e. Pain and Palliative Care
 - f. Insurance coverage for Cancer treatment
- Jagratha Samithy
 - a. Women and children need not go to police station or court to get remedy on their complaints.
 - b. 68 of 73 complaints were amicably settled last year.

Impact

The positive changes brought about by the initiative are appreciated by the people and a survey shows the quality of the service has improved. It is an experiment in good governance to ensure the well being and good livelihood of the people of the panchayat. The completion of the implementation of each of the projects results the better growth.



Name of the Awardees : Gujarat State Electricity Corporation Ltd. (GSECL)

Project in Brief –

Keeping in view the increasing need to economise use of fast depleting energy sources like coal, oil, gas etc., and increasing awareness about the importance of green and clean energy, Government of Gujarat introduced the Solar Policy – 2009. This project exploits Solar Urjashakti with Jalshakti while saving land and conserving water by reducing evaporation.

Highlights :

- a) GSECL took up the challenge to implement the novel & innovative idea.
- b) The site for the project was selected after scientific study of the requirements.
- c) A prototype structure was designed and installed at a separate site, very near to canal – essential and

significant learning experience for the implementation team.

- d) Conceptualization, design and manufacturing of the special structure with required strength and corrosion protection capabilities, keeping safety of canal on priority.
- e) The canal water is instrumental in lowering the temperature of the solar panels; this further improves the efficiency of the solar plant and yields a higher electricity output.
- f) Minimization of the transmission loss leading to strengthening of the grid.
- g) Use of latest IT & technology for the monitoring/online remote monitoring of the plant.
- h) A 10 k W plant is being set up on land near the canal, at the same location, to study the impact of evaporating water on generation.

- i) Conservation of the environment, flora and fauna.
 - j) Development of the surrounding areas with suitable greenery, encouragement to growth of aqua life.
 - k) Successful commissioning within 6 months.
- Impact**
- a) One of the major outcomes has been opening of the new direction for green energy generation using existing infrastructure, with many advantages.
 - b) Generation of 3935 MWh of green energy during the period 22nd Feb 2012-August 2014 (30 months)
 - c) Carbon emission saved of aprox. 3771 Tones till 31st August, 2014.
 - d) Saving of 9 million litres/MW of water/year.
 - e) Development of surrounding area with greenery.
 - f) The project being fully replicable, further projects with higher generation capacity are being planned in the State, on the existing Narmada Main as well as Branch canal.
 - g) Employment opportunity for minimum 10-15 persons – unskilled, semi-skilled and skilled depending on length of canal.



Release of Book: 'Tomorrow is here'



उपस्थित सभी वरिष्ठ महानुभाव एवं साथियों,

Civil Service Day कई वर्षों से मनाया जाता है। आप लोग भी पहले भी इस अवसर पर रहे होंगे। लेकिन इस बार कुछ बदलाव करने का विचार आया। एक प्रकार से बदलाव की शुरुआत हुई है। धीरे-धीरे यह shape लेगा कि **Civil Services Day** को कैसे मनाया जाए। जिन महानुभावों ने आज award प्राप्त किया है उन सबको मैं हृदय से बहुत-बहुत अभिनंदन करता हूँ, उन राज्यों को अभिनंदन करता हूँ, उन राज्य सरकारों को अभिनंदन करता हूँ। मैं कभी मसूरी आपके Institute गया नहीं हूँ, मैंने देखा नहीं है, लेकिन क्या वहां ऐसा है कि बड़े serious रहना, मुरझाए हुए रहना, ऐसे बड़े दुनियाभर का भार लेकर घूमना ऐसा है क्या। क्यों ऐसा हाल बनाकर बैठे हैं आप लोग? आप चिंता छोड़ दीजिए कोई नये काम मैं कहने वाला नहीं हूँ।

इस **Civil Service Day** में एक बात तो जरूर होनी चाहिए। किस प्रकार से हो, कैसे हो, आप लोग ज्यादा कह सकते हैं, उसमें मैं ज्यादा सुझाव नहीं दे सकता। उसमें मैं बेकार हूँ। लेकिन कम से कम.. जब शाम को आप नौकरी से घर जा रहे हैं, आपकी पत्नी दरवाजे पर इंतजार करती हो, बच्चे आपका इंतजार करते हो और बड़े उत्सुक हों

आपके स्वागत के लिए, ऐसा माहौल कैसे बने। वरना क्या होता होगा, घड़ी भर अभी आने की Time हो गया चलो, चलो, जल्दी करो, बच्चा इधर भागे। क्यों? क्योंकि जो office में जो कुछ भी बोझ पड़ा होगा वो सब घर आकर के वर्षा करें देता है पत्नी पर, बच्चों पर। एक तनावपूर्ण जिंदगी। मैं नहीं मानता हूँ कि इससे हम किसी भी जांच को न्याय दे सकते हैं? नहीं दे सकते। और इतना बड़ा देश आपको चलाना है और अगर आप मुरझा गए तो देश का खिलना कैसे संभव होगा। और इसलिए मेरा एक भी साथी मुरझाया हुआ नहीं होना चाहिए।

आप काफी काम कर चुके होंगे, कभी सोचा है, कहीं ऐसा तो नहीं है कि आपकी जिंदगी फाइलों में बंध चुकी है। आपकी जिंदगी भी फाइल का कागज का एक पन्ना बन कर रह गया है। ऐसा तो नहीं हुआ न? सोचिए, मैं सच बताता हूँ, सोचिए। अगर आपकी जिंदगी फाइल बन गई है और जब कार्यकाल पूरा होगा तो आपका पूरा जीवन फाइल का एक पन्ना बनकर रह जाए, वो जिंदगी क्या जिंदगी जीना है जी, ऐसे जिओगे क्या? सरकार है तो फाइल है उसके बिना कोई चारा नहीं है। आपका एक दूसरा अर्द्धअंग यही है, फाइल। लेकिन अगर Life की care नहीं की तो यह फाइलें भी वैसी की वैसी रह जाएगी।

और इसलिए कभी आप सोचिए, आप तो इतनी सारी चीजें पढ़ते होंगे, इतनी चीजें सीखते होंगे। दुनिया के बढ़िया से बढ़िया लोगों की आपने किताबें पढ़ी होंगी, क्योंकि मूलतः तो आप इसी प्रकृति के होंगे तभी तो यहां पहुंचें होंगे। कोई जिंदाबाद-मुर्दाबाद वाला यहां नहीं आता है। जो कालेज में यूनिजन बाजी करता है, वो यहां थोड़ा होता है। जो किताबों में खोया हुआ रहता है, वही तो होता है। बहुत कुछ पढ़ा होगा। Time Management पर, पता नहीं आपको भी कहा जाए तो बहुत बढ़िया किताब लिख सकते हैं आप। बहुत अच्छी लिख सकते हैं। और आप जीवन में भी इतना बढ़िया Time Management करते होंगे कि प्रधानमंत्री के साथ इतने से इतने बजे Meeting, फलाने के साथ इतने से इतने बजे तक Meeting, Chief Secretary के साथ इतने से इतने बजे, अपने सचिव के साथ इतने बजे... सब perfect करते होंगे आप। लेकिन क्या कभी परिवार के साथ quality time बिताते हैं क्या? और मैं शब्द प्रयोग करता हूं quality time, मैं चाहूंगा कि Civil Services Day पर मेरे साथी यह भी सोचें। मैंने कहा मैं इसमें गाइड नहीं कर सकता आपको। मैं इसमें बेकार हूं। लेकिन जो कर सकते हैं वो सोचें। कभी-कभार आप एक छत के नीचे रहते हैं फिर भी आप घर में होते हैं, ऐसा नहीं होता है जी। तब भी फाइलें लेकर चलते हैं, तब भी फोन लेकर चलते हैं, तब भी कोई crises आ जाती है। पता नहीं क्या कुछ होता है। और कभी कभार तो ऐसा संकट न आए तो आपका दिन भी अच्छा नहीं जाता होगा। यार पता नहीं आज कुछ आया नहीं। आप कल्पना कीजिए कहीं आपका जीवन Robot तो नहीं हो गया है। और अगर ऐसा हुआ है तो उसका सीधा असर पूरी सरकार पर पड़ता है, पूरी व्यवस्था पर पड़ता है।

हम Robotic नहीं हो सकते। हमारा वो जीवन नहीं हो सकता। और इसलिए हम जब भी Civil Service Day मनाएं तो कुछ पल अपनों का ख्याल रखने के लिए भी तो रखा जाए। वो बातें हो, वो experience है, मैं यह इसलिए कह रहा हूं मैं जब मुख्यमंत्री था तो मैं कर्मयोगी अभियान चलाता था। कर्मचारी कर्मयोगी बने, that was my कोशिश। तो शुरू में जब मैंने किया तो जैसे हर बार Training यानी Punishment आप सब यही मानते हैं, यहां पहुंचे हुए भी यही मानते होंगे। ठीक, अब वो मुझे क्या पढ़ाएंगे, इतने साल.. मैं यहां तक पहुंचा हूं, मैं तो rank holder रहा हूं उसके लिए बोज लगता है, तो शुरू में मुझे भी ऐसा आया कि यह क्या। और 72 hour का

कैप्सूल था। हरेक के लिए वो शुरू किया था मैंने। जब मैंने शुरू किया तो ऐसा सुनता था कि ऐसा क्या आ रहा है। मुझे तो कोई कहता नहीं था, लेकिन कान में बातें आती थी।

फिर एक दिन मैंने चार महीने हो गए कार्यक्रम चल पड़ा। Friday, Saturday, Sunday हो रहा है तो मैंने एक दिन feedback के लिए meeting रखा था। जिनका एक class हो गया था ऐसे लोगों को बुलाया। एक ने मुझे बहुत बढ़िया बताया। वो पुलिसवाला था। उसने कहा कि साहब मैं यहां जब मुझे कहा गया कि जाना है तो मैं बहुत, क्या मेरे मन को लगा कि क्या यह फिर से आया कि लेकिन बोले कि मैं आज दो बातें बताना चाहता हूं।

एक ये 72 hours का time है। थोड़ा बढ़ाए, अधिक समय रखिए। अब ये मेरे लिए surprise था। तो फिर मैंने ये तुम्हारा side posting तो नहीं है। तो उसने कहा नहीं-नहीं साहब मुझे बहुत अच्छे से duty मिली है। फिर दूसरा उसने कहा कि जब 72 hours के बाद जब पहली बार लगा कि मैं पुलिस वाला तो हूं, लेकिन मैं इंसान भी हूं बोले मैं भूल चुका था कि मैं इंसान हूं। मैं चौबीसों घंटे पुलिसवाला बन गया था। जब तक हमारे भीतर का इंसान जिंदा नहीं रहता। हम इंसानों के लिए जीने की खाहिश छोड़ चुके होते हैं। तो और इसलिए हमारी सफलता की सबसे पहली नींव है, हमारे भीतर का इंसान, हमारे भीतर की इंसानियत, अपनापन, अपनों के लिए जीना, जूझना, ये चीजें एक बहुत ताकत देती हैं और इसलिए मैं जब ये civil services day को मनाते हैं तो कुछ तौर-तरीकों पर सोचा जाए तो मैं जरूर चाहूंगा।

जब ये इस civil services day का प्रारंभ हुआ। सरदार पटेल ने जब पहली बार probationers को संबोधित किया तो उस दिन को उनके साथ जोड़ा है आज 21 अप्रैल को। 1948 का वो दिन था। मुझे बताया गया है कि मसूरी में आप लोगों के लिए एक Motto वहां लिखा हुआ रहता था। मैं ज्यादातर लोगों को पूछता रहता हूं कि मसूरी मैं वो आपका वो Motto है, वो क्या है। जो नए-नए आते हैं उनको तो याद होता है, लेकिन पुराने करीब-करीब सब भूल गए हैं। वहां लिखा हुआ है। 'शीलं परम भूषणम्' मसूरी में, ये ही हैं न, भूल गए याद है, जो नए हैं उनको तो मालूम है। इस सरकार में जिसने भी इस व्यवस्था की रचना की है। उसे उस दिन भी पता था यानि आज ये कोई संकट आया है ऐसा नहीं है। उस दिन भी पता था कि सारी व्यवस्था के केंद्र बिंदू में एक चीज कहीं छूटनी नहीं चाहिए। वो है 'शीलं परम भूषणम्'।

मैं चाहूंगा civil service में रहने वाले हर व्यक्ति के लिए ये वाक्य नहीं है, घोष वाक्य नहीं है, ये शब्द संरचना नहीं है, ये Article of faith है। ये जीवन जीने का एकमात्र सिद्धांत है, एकमात्र मार्ग है और इसलिए जहां से मैं निकला हूँ, जहां पहुंचा हूँ, वहां से मुझे केवल एक मंत्र की दीक्षा दी गई थी, तो वो दीक्षा थी 'शीलं परम भूषणम्' और हमारे यहां तो western law हो या ये हो। If character is lost, every thing lost, ये हम सुनते आए हैं, सुनाते भी आए हैं और इसलिए उस बात का बार-बार हमें स्मरण कैसे हो, वहां मुझे बताया गया सरदार वल्लभ भाई की एक प्रतिमा भी है। उस प्रतिमा के नीचे लिखा गया है। आप एक स्वतंत्र भारत की तब तक कल्पना नहीं कर सकते, जब तक आपके पास अपने को स्वतंत्रतापूर्वक अभिव्यक्त करने वाली प्राशसनिक सेवा न हो। मैं समझता हूँ ये बहुत सटीक message है सरदार साहब का और सरदार साहब के साथ इस प्रशासनिक सेवा का नाम सर्वदा जुड़ा हुआ है।

सरदार साहब को जब याद करते हैं तो भारत के एकीकरण, इस बात को हम प्रमुख रूप से याद करते हैं। राजा-रजवाड़े को जोड़कर के देश को एक नक्शे में जोड़ने का काम सरदार वल्लभ भाई पटेल ने किया। लेकिन आजादी के बाद अब तक विशेष रूप से इस सेवा से जुड़ा लोगों का एक बहुत बड़ा काम है और वो है सामाजिक एकीकरण, आर्थिक एकीकरण। इस मकसद की पूर्ति के लिए, जिस सरदार साहब ने हमें उपदेश दिया था। वहां से यह हुई है। वर्तमान में इन दो पहलुओं को लेकर के हम कैसे आगे बढ़ सकते हैं। हम इस सामाजिक एकीकरण के लिए क्योंकि हम एक राष्ट्रीय एकता का प्रतिनिधित्व करते हैं, उस व्यवस्था से है। हम कहां पैदा हुए, किस भाषा को जानते हैं, क्या है, कुछ नहीं। कभी किसी को उस state में जाना पड़े, कभी किसी को इस state में जाना पड़ा और पूरा हिंदुस्तान अपना घर है, परिवार है, उस भाव से काम करने के लिए यह किया गया है और तब जाकर के हमारे हर काम में से, एकता का मंत्र साकार होता रहे।

अगर हम digital world में जाते हैं, तो भी वही एकता का मंत्र, हम इस प्रकार से आगे बढ़ेंगे ताकि हमारी society में digital divide न हो। हम विकास का वो रास्ता खोजेंगे कि जिसके कारण गरीब और अमीर का फासला बढ़ता न जाए, हम विकास का वो model तैयार करेंगे, जो शहर और गांव के बीच में भेद पैदा करता न हो, एकता, एकीकरण के रास्ते पर हमें ले जाता हो। उस बात को हम अपने मूल मंत्रों के साथ जोड़ते

हुए, अपनी विकास यात्रा को कैसे चला सकते हैं। उस दिशा में हमने प्रयास करना चाहिए। आने वाले दिनों में जिनको award मिला है। उसमें मेरे मन में कुछ सुझाव आते हैं। एक तो हिंदुस्तान के सभी राज्यों से हो सके तो young अफसर, ये award winner भी तो ज्यादा young है। हर राज्य से निश्चित तारीख पर 5 दिन के लिए उस project को देखने के लिए जाए। जहां पर जिसको हमने award दिया है। वो क्या project है, कैसे किया गया है, conceptualize कैसे हुआ, resource क्या थे, कानूनी व्यवस्थाएं क्या की गई, infrastructure क्या खड़ा किया गया। पूरे देश से एक-एक व्यक्ति उस project पर जाए, पूरा देखे। दूसरा project पर दूसरी टोली जाए। मान लीजिए आपके 10 award हुए हैं तो हर राज्य से 10 लोग निकलें और एक प्रकार से जब वो वापिस आएं तो दसों जो best award winner project हैं। उस राज्य को पता होगा कि ऐसे हुआ है फिर वो अपने राज्य के अंदर समझाएं कि मैं वहां गया था। नागालैंड में एक अफसर ने इतनी कठिनाइयों के बीच में इतना बड़ा काम किया है, ऐसे-ऐसे किया है। मैं समझता हूँ किसी प्रधानमंत्री के भाषण की जरूरत नहीं पड़ेगी वो जाकर के देखकर के आएगा, कठिनाइयों में अपने साथी ने जो achieve किया होगा। वो अपने राज्य में आकर के, अपने जिले में आकर के जरूर लागू करेगा। ये मैं विश्वास से कहता हूँ और इसलिए award किताब में छप जाए, ये नहीं चलेगा। जो अच्छा है उसका हमें adopt करना चाहिए, जो अच्छा है उसको modify कर-करके उसे reflect कैसे किया जाए, उसकी व्यवस्था कैसे कि जाए लेकिन हमने इन चीजों का institutionalize किया जाना चाहिए। इस बार से शुरू किया जाए।

इस award के बाद राज्यों को कहा जाए कि इसमें जिसको रुचि है। किसी को skill development में मिला है award, तो उनको ले जाइए, किसी को child welfare में मिला है तो उनको ले जाइए और मजा देखिए, मजा देखिए। आपको भी मैं कहता हूँ जब आप निवृत्त हो जाएंगे। सुब्रहमण्यम जी की age के हो जाएंगे, आपके घर में पोते होंगे और बुढ़ापा ऐसी चीज होती है, album में time गुजारना अच्छा लगता है, स्मृतियों को संजोए रखने में अच्छा लगता है तो आपके पोते को आप कहोगे कि देखिए पहले तो हम ऐसे घर में रहते थे, अब ऐसे मकान में आ गए। देखिए पहले तो मेरे पास स्कूटर था अब देखो ये गाड़ी है। दावे से मैं कहता हूँ आपको, आपके पोते को अगर आप ये कहोगे कि पहले ऐसी गाड़ी

थी, फिर ऐसी गाड़ी आई, फिर ऐसी गाड़ी आई, पहले किराए का मकान था, फिर फ्लैट आए, फिर बंगला आया, उसके दिल को कभी कोई प्रभाव पैदा नहीं करेगा। लेकिन अगर आप अपने पोते को ये कहोगे कि मैं **civil service** में काम करता था, उस राज्य के उस जिले में था और नौकरी पर मैंने देखा था। उस एक गांव ऐसा था, उस गांव को पीने का पानी नहीं मिलता था, सात किलोमीटर जाना पड़ता था। मैंने ऐसी योजना बनाई थी और उस गांव को पानी मिला। मैं दावे से कहता हूँ वो आपका पोता, अपने पोते को भी सुनाएगा कि मेरे दादा ने ये काम किया था। ये मत भूलिए कि आपकी गाड़ी, बंगला, पैसे, प्रतिष्ठा, आपके पोते भी याद रखने वाले नहीं है। ये विश्वास कीजिए मेरी बात पर, वे भी उस बात को याद करेंगे, आप जिए कैसे, किसके लिए जिए, समाज और देश ने आपको दिया, आपने उनको क्या दिया। आपका बेटा भी इसी कसौटी पर आपको कसने वाला है और इसलिए इन सबका देखिए कोई **award** ऐसा नहीं है कि उसने किसी औद्योगिक विकास के लिए क्या काम किया। **social sector** में क्या काम हुआ वो ही **award** पा गए हैं।

इसका मतलब ये नहीं कि **competition** में और नहीं आए होंगे। कितनी **entries** आती हैं **average**, सौ, सवा सौ, डेढ़ सौ **entries** आती हैं। उसमें से पांच-दस का नंबर लगता है और ऐसा भी नहीं है कि ...बैंक के ज्युरी बैठी होगी, किसी **sector** को देती होगी। यही है जो **inspire** करती है, यही है जो परिणाम लाती है और यही है जो देश चाहता है और हमारे अपने कामों में, अपने निजी विकास में हम इसको कैसे करें और इसलिए **award** किस प्रकार से उसको लाया जाए, ये मैं समझता हूँ। हम ये करें कि जिसको **award** मिला है, हर जगह पर ले जाकर के भाषण करवाएं तो उससे फायदा नहीं होगा। **Actually** जहां हुआ है वहां जाकर के **study** होना चाहिए। उसको कहना चाहिए, **report** तैयार होना चाहिए तब जाकर के फायदा है। दूसरा फायदा **civil service day** को हम एक युवा मित्र **day** के रूप में भी, आप बारह महीने काम करते हैं, पांच दिन काम नहीं करोगे तो दुनिया अटक नहीं जाएगी, क्योंकि बाकी बहुत लोग हैं। मैं जब नया-नया मुख्यमंत्री बना तो किसी सचिव को बुलाता था, तो पीछे एक बड़ी फौज आती थी। मैंने कहा भई इतने सारे क्यों आए, हम नए थे, हम कुछ ज्यादा जानते नहीं थे, अनुभव नहीं था तो वो क्या होता था।

तो वो क्या होता था मैं उनको कुछ पूछता था न, तो वो यूँ देखते थे, तो पीछे वाला यूँ कहता था और यह

बड़े अफिसर एक शब्द तो पकड़ लेते थे और वो मुझे समझा देते थे कि मैं समझ गया कि रहस्य क्या है, तो मैंने मेरे यहां तय किया था कि मैं जिसको बुलाऊंगा वही आएगा, फौज लेकर के नहीं आएगा। उनको फिर काफी मेहनत पड़ती थी, तकलीफ रहती थी। लेकिन उसके कारण **institution** मैं बहुत बड़ा **improvement** आया, पूरी **institution** मैं **improvement** आया। कहने का तात्पर्य मेरा दूसरा था क्या यह हम कर सकते हैं क्या? इस सर्विस से जुड़े हुए लोग इस **Civil Service Day** के कालखंड में छुट्टियां होती हैं तो हमें अवकाश नहीं है। लेकिन कोई एक और समय तय किया जाए, **fixed time** किया जाए।

जिस समय कालेज में जाकर के हर **Civil Service** में जुड़ा हुआ व्यक्ति **at least** साल में एक बार **student** को संबोधित करे, उनसे मिलें, बातचीत करें, उनको समझाए कि मैं इस **field** में क्यों आया। मेरे सामने क्या कुछ नहीं था, मैं अमेरिका जा सकता था, मैं यह बन सकता था, मैं वह बन सकता था। मैंने यह सब छोड़ा, मैं क्यों यहां आया। और आकर के मेरे इतने साल का अनुभव क्या है। हमारी युवा पीढ़ी को यहां पर लाने के लिए प्रेरित करने का समय आ गया है। क्योंकि **globally** इतनी बड़ी **competition** है **top class human resource** की कि फिर अच्छे-अच्छे लोग कहीं और चले जाएंगे, हमारे पास अच्छे लोग नहीं आएंगे। लेकिन हम अगर उसको **inspire** कर पाएं और मैं कर नहीं पाऊंगा, आप कर पाएंगे। क्योंकि आप अपने अनुभव से बताएंगे कि मेरे जीवन में इतने-इतने अवसर थे, मैंने छोड़ा मैं यहां चला गया और यहां तो मुझे संतोष क्या है। अगर मैं एक डाक्टर होता तो मेरे जीवन काल में 50 लोगों की जिंदगी बचाता। लेकिन डाक्टर होने के बाद **IAS** बना और **Health Secretary** बना, तो मैंने यह नीतियां बनाई, पूरी पीढ़ी को बचा लिया। कितनी बड़ी ताकत होती है। और इसलिए यह विश्वास हमारी नई युवा पीढ़ी को पैदा करने के लिए।

हमारे यह जितने साथी हैं हरेक के लिए तय हो कि कम से कम एक **lecture** लेना है। और यह भी तय किया जाए **Mapping** कि भई मानो इस वर्ष 200 **colleges** हो गईं, तो अगली साल दूसरी **colleges** लीजिए। लेकिन **student** के पास यह **field** क्या है, ये लोग कौन हैं, ये कैसे काम करते हैं, यह **training** क्या होती है। दिनभर वो रहे, एक भाषण हो, बाकी गप्पे-शप्पे, चायपान हो एक प्रकार का मिलने-जुलने का कार्यक्रम **Civil Service Day**

के रूप में extend करने की आवश्यकता मुझे लगती है, ताकि नई पीढ़ी को पता चले। और मैं मानता हूँ यह हमारी institution इतनी ऊंचाई पर न चली जाए, कि समाज से कट हो। यह लगातार उसको समाज से जुड़ने के अवसर खोजने पड़ेंगे।

तीसरा मेरा एक सुझाव है कि हम 75 plus वाले जितने retired IAS अफसर है यानी जितने भी हमारे Civil Services के अफसर है। 75 plus उनको सम्मानित करने का कार्यक्रम कर सकते हैं। हर वर्ष न करें तो दो वर्ष, तीन वर्ष, पांच वर्ष। ऐसा भी किया जा सकता है कि पांच साल में एक बार। सबको इकट्ठा करके और हर साल हर कैडर अपना IPS वाले अपना करे, IFS वाले अपना करे, हर राज्य में हो। इससे क्या होगा देखिए जो 35 साल, 40 साल तक अफसर देश के महत्वपूर्ण निर्णयों का सार्थी रहा हो। वो एक इंसान retired नहीं होता है जी, वो जाता है तो पूरी institution अपने साथ लेकर जाता है। उसे ऐसे जाने नहीं देना चाहिए। उसके अनुभव का निचोड़ हमें लेते रहना चाहिए। सम्मान करना चाहिए, बुलाना चाहिए और तीसरा एक काम हर राज्य में वीडियो कान्फ्रेंस की टीम होती है, State Capital जितने IAS अफसर है वो और बाकी सब वीडियो कान्फ्रेंस में। State में ये जो senior लोग हैं, उनसे कभी गोष्ठी का कार्यक्रम रखा जाए, institutional memory सरकार के लिए अनिवार्य होती है जी। institutional memory के बिना सरकारें नहीं चल सकती है।

सरकारें नहीं चल सकती हैं और इस चीज को हम धीरे-धीरे खो रहे हैं। पहले का जमाना था। आपे जाते समय एक नोट लिखकर के जाते थे, क्या बोलते हैं इसको, successor के लिए, मैंने सुना है इन दिनों ये सब, वो आता है आइए-आइए, कुर्सी देकर के चला जाता है। देखिए मैं समझता हूँ जिन्होंने व्यवस्थाएं विकसित की होंगी इसका बड़ा... देखिए gazette, आप district के gazette देखिए जी, मुझे मालूम नहीं कि नए पीढ़ी के लोग देखते हैं कि नहीं लेकिन, मैं देखता था मुझे अपना शौक था और जब district gazette की चीजें देखता था तो मैं हैरान था कि इस समय कैसे निर्णय महत्वपूर्ण हो गए।

मुझे मालूम है एक बार क्या हुआ, मैं डाक जिले में गया। डाक जिले की एक विशेषता रही है। एक प्रकार से डाक कभी गुलाम नहीं रहा। ऐसा विशिष्ट प्रकार का एक इलाका है। एक प्रकार से कभी गुलाम नहीं रहा वो, वो अलग से उनकी एक व्यवस्था थी तो मेरी ये रुचि

थी, मैं देखने गया, मैं वहां गया। मैं थोड़ा मौका मिलता जंगलों में जाने का, आदत है, अच्छा लगता था। तब मैं मुख्यमंत्री नहीं था, तो मैं ऐसी ही खाली अपना जाता था। मैंने देखा कि इतने guest house बने हुए हैं डाक district में, मैं हैरान था यार कि ये पैसों की बर्बादी, guest house बहुत बढ़िया है और इतना बढ़िया लकड़ी, इतना बढ़िया... है तो मेरे मन में आया यार इतने। मुझे उस gazette में से पता चला कि अंग्रेज लोग हाथी पर travelling करते थे, जंगल थे। हाथी एक दिन 20 किलोमीटर से ज्यादा चलाते नहीं थे, चलता नहीं था और इसलिए हर 20 किलोमीटर पर guest house था। आज मुझे परेशानी हो रही थी कि इतने guest house क्यों हैं, कहने का तात्पर्य है कि जो व्यवस्थाएं चलती हैं उनके मूल में कुछ न कुछ कारण है। कभी-कभी हमारा बड़ा उत्साह होता है कि नया कर दें, फलांन कर दे, टिक कर दें लेकिन history को हाथ लगाकर बढ़ना चाहिए। कभी-कभी ये इतनी परंपराओं से बनते-बनते व्यवस्थाएं विकसित होती हैं, उन जड़ों को कभी भी उखाड़ फेंककर के हम नई व्यवस्थाओं को नहीं ला सकते हैं और इसलिए institutional memory, मैं समझता हूँ कि हमारे लिए बहुत आवश्यक है। उसके लिए अगर वो धीरे-धीरे लुप्त हो रही है तो पुनर्जागृत करनी चाहिए।

मैंने अभी एक विषय रखा हुआ है। अब वो कितना सफल होगा, नहीं होगा, मुझे मालूम नहीं है। मैं time management में गड़बड़ करूँ तो चलेगा न, क्योंकि आप दो दिन से सुन-सुनकर के तंग आ गए होंगे। उसमें मैं ज्यादा ही कुछ कह दूँ। मेरे मन में क्या विषय था, छूट गया। हां, मेरे मन में एक विचार चल रहा है। मैंने कहा है, अब देखिए technology का उपयोग कैसे हो सकता है, हमने कहा है हम एक memory cloud हम तैयार करें और शायद हमारे department ने कुछ काम शुरू किया है और एक अनुभव platform बनाएं। जो भी व्यक्ति retire होता है, हिंदुस्तान के किसी भी कोने में, driver हो तो भी, chief secretary हो तो भी, चपरासी से लेकर, chief secretary तक कोई भी जो सरकार में retire हो रहा है, उसको कहा जाए कि भई तुम नौकरी आरंभ की और retire होने तक जो भी अच्छी बातें तुम लिख सकते हो, महत्वपूर्ण घटनाएं लिख सकते हो, लिखो और इसको cloud में डाल दो, फोटो भी डालनी है तो डाल दो, तुम्हारी पहली नौकरी वाली फोटो भी डालनी है तो डाल दो, अब कोई cupboard की, जगह की कोई कमी नहीं रहेगी, पूरी space आपके हवाले है। आप

कल्पना कर सकते हैं कि 50 साल के बाद किसी को, किसी राज्य का, किसी देश का administrative reform पर लिखना हो, समाज जीवन पर लिखना हो, इतना बड़ा खजाना कभी उपलब्ध हो सकता है क्या सहज है जी, सहज करने वाला है बड़ा काम है। हम अभी से उनसे कहे कि भी तुम जब retire होंगे तो तुम्हें retire होते समय दो पेज-पांच पेज, जितनी तुम्हारी लिखने की ताकत, बढिया सा चीजें। हो सकता है कुछ negative भी होगा, कुछ होंगे जिसकी शिकायत रही होगी मुझे ऐसा posting मिला, मुझे ऐसा posting मिला, सारी दुनिया भर को लिखता रहता होगा। जो भी हो, लेकिन हमारा काम है कि देश चलाना है तो हमें इन व्यवस्थाओं को विकसित करना चाहिए। Technology का प्रयोग करके हम इसको कर सकते हैं और इसको करने का हमारा प्रयास रहना चाहिए और मैं मानता हूँ कि अगर हम इस बात को करते हैं तो कर सकते हैं।

दूसरा मुझे लगता है जाने अनजाने में भी मैं जानता हूँ इसी जमाने में सरकारी व्यवस्थाओं को काम करने की स्थिति अलग थी। आज ज्यादातर pressure priority बन जाता है, यह स्थिति आई है। और इसलिए consistency होनी चाहिए, rhythmical कुछ काम होने चाहिए, internal reform होने चाहिए उसके लिए उसके पास कठिनाईयाँ हैं, यह मैं जानता हूँ। उसमें आपका कोई दोष नहीं है। कुछ कुछ ऐसी हालत है। लेकिन उसके बावजूद भी, उसके बावजूद भी हमारा सिर्फ department चलाना इतना नहीं है। हमारा काम within department उसको modernize करना है, उसको strengthen करना, innovate करना, यह निरंतर प्रक्रिया होती रहनी चाहिए। निरंतर प्रक्रिया नहीं होगी तो क्या होगा, कैसे होता है मैं बता दूँ।

आपको आज जानकार हैरानी होगी देश आजाद हुआ 1947 में 2001 तक हिंदुस्तान में disaster.. agriculture department में था, क्यों? क्योंकि 2001 तक हमारी समझ यह थी कि बाढ़ और सूखा यही disaster होता है। बाढ़ या सूखे के अलावा कोई disaster होता है, यह हमारी सरकारी व्यवस्था या सोच में ही नहीं था। ऐसा नहीं था कि नहीं होती थी। 2001 में जब गुजरात में भयंकर भूकंप आया और सरकार व्यवस्थाओं को पुनर्विचार करना पड़ा और पहली बार disaster शब्द को agriculture से बाहर निकाल करके महत्वपूर्ण ministries के साथ जोड़ा गया, जिसका सीधा राज्यों के साथ संबंध रहे। यह बदलाव लाते लाते इतने साल लग गए और इतने बड़े

भूकंप का इंतजार करना पड़ा। अगर हम स्वभावतः यह जरूरी नहीं है कि 47 में वो जैसे सरदार पटेल जिस समय Home Minister थे, यह administration भी उन्हीं के under में था। आज Administration Department बना तो समय रहते बदलाव आते हैं। मैं मानता हूँ कि आप उस टीम के लोग हैं जिनका काम उन institutions को जन्म देना भी है, जो institutions आने वाले 25 साल, 50 साल सेवा में अधिक ताकतवर बनती जाए। और इसलिए Civil Services Day पर जब हम काम करते हैं तो हमारा यह काम रहना चाहिए कि हम इस reform को कैसे करें।

एक report मेरे ध्यान में लाया गया है। मैं जानता हूँ कि मेरे पूरे भाषण का महत्व नहीं है, लेकिन मैं मीडिया के लोगों को प्रार्थना करूँगा कि अब जो मैं कहने जा रहा हूँ उसकी पर अटक न जाए वो। यह कठिनाई है जी देश की क्या करे। और जो मैं कह रहा हूँ वो मेरी सरकार का नहीं है। पर फिर भी मैं चाहता हूँ इसका negative उपयोग नहीं होना चाहिए। हर चीज को positive सीखना चाहिए, इसलिए मैं कह रहा हूँ।

Goldman Sachs का एक रिपोर्ट कहता है कि Government और Governance का जो effectiveness है, पूरे एशिया की जो average है, मैं बाहर की बात नहीं बता रहा हूँ, मैं western world की बात नहीं बता रहा हूँ। एशिया की जो average है, उस level पर हिंदुस्तान की Governance की effectiveness को लाना है, तो It will take ten years एक Goldman Sachs ने हमको दर्पण दिखाया है। क्या हम ऐसे ही चलेंगे। और जब हम उस average पर पहुंचेंगे, तब तो वो कहां पहुंच गए होंगे फिर तो हम वहीं लुढ़के रहेंगे। Asian Countries की Average के बराबर भी अगर आज हमारा Governance effectiveness नहीं है, तो यह कब की समय की सरकार, से है इस चक्कर में मुझे नहीं पड़ना है। और मुझे किसी की आलोचना नहीं करनी है। मैं इसे आत्म निरीक्षण के लिए देखता हूँ और हम वो लोग बैठे हैं जिनका सामूहिक दायित्व बनता है। मैं और तुम नहीं हम। हमारा दायित्व बनता है। और मैं समझता हूँ एक दूसरी बात उन्होंने कही है।

Civil Service Reform के कारण per-capita growth 1 percent बढ़ता है, ये ताकत है। आपको आर्थिक विकास करना हो, infrastructure sector बनाना हो, agriculture sector में प्रगति करनी हो, service sector में प्रगति करनी हो, Effective Governance,

Reforms, Administrative system में Reform और ये नीति विषयक बातें बहुत बड़ी नहीं होती हैं, अंदरूनी व्यवस्थाएं होती हैं। जैसे हम कहते हैं कि भई e-governance is not simply a word, अब मैंने तो स्थिति शायद बदली है कि आज लगने लगा, mobile phone पर दुनिया चलाने लगे। वरना पहले सरकारों का ध्यान computer खरीदने पर रहता था, बड़ा कार्यक्रम रहता था computer खरीदना क्यों, दुनिया को लगता था। अब आज भी कोई आए, आपको मिलने को आए और उसके हाथ में i-pad नहीं है तो लगता है ये पुराना आदमी है, ऐसा लगता है। समाज की सोच बदल रही है फिर क्या हुआ। तो जैसे पहले गुलदस्ता रखते थे table पर अब computer रखने लगे हैं, कोई आए तो बड़ा अच्छा लगता है। थोड़ा समय गया तो computer convert into cup-board, सामान भरने देते हैं। अभी भी ये technology, analysis के लिए सबसे बड़ी ताकत technology है। इस दिशा में अभी पहुंचना तो बाकी है। ज्यादा-ज्यादा cup-board के रूप में माल रखते रहे भाई। file आई scan करो और डाल दो।

कहने का तात्पर्य ये है कि e-governance is effective governance, economical governance, easy governance और वो दिन दूर नहीं है जब दुनिया mobile governance पर चलने वाली है। लेकिन हम अपने आपको सजग नहीं करेंगे तो फिर मैं समझता हूं कि हम कितने ही ताकतवर क्यों न हों, दुनिया हमसे जो अपेक्षा कर रही है, उसको पूरा नहीं कर पाएंगे और इसलिए हमारे लिए आवश्यक है कि हम reform को बल दें और reform ही हमारी ताकत है और उसमें political leadership का कोई role नहीं है, कोई role नहीं है। हम लोग इस दिशा में आगे बढ़ें, इसको करना चाहिए।

तीसरी एक महत्व की बात उन्होंने कही है Goldman Sachs ने, उसने कहा कि worldwide governance का जो index है। 2004 में हम 55 देशों से आगे थे, हमारे पीछे 55 थे। 2013 में हम 8 नंबर पीछे चले गए, इसका मतलब ये हुआ, एक बात आप मानकर चलिए, झरना कितना ही प्यारा क्यों न हो, झरने का संगीत कितना बढिया ही क्यों न हो, लेकिन उसको आगे जाकर के, विराटता की ओर जाने का अवसर नहीं है तो झरना कहीं सूख जाता है और इसलिए हमारी व्यवस्था भी हम कहीं से भी शुरू करें विराट की तरफ जाने के लक्ष्य की तरह चलनी चाहिए वरना ये सब किया-कराया सूख जाएगा। कितनी ही पीढियों ने हमें यहां तक पहुंचाया है,

कितने ही Cabinet Secretary बनकर के गए होंगे, कितने ही Chief Secretary बनकर के गए होंगे, कितने ही Secretary बनके गए होंगे, उन सबके पुरुषार्थ से आज हम पहुंचे हैं, अब हमें उसको तेज गति से आगे ले जाना, ये हमारा दायित्व बनता है। वो उन्होंने जो दिया, उसको संभाल के बैठे रहना, ये बात नहीं चलती है। उसमें जो श्रेष्ठ है, उसको आगे लें, जो नया श्रेष्ठ आगे जोड़ सकते हैं, जोड़ते चलें और उस दिशा में हमारा प्रयास होना चाहिए। ये मुझे बहुत आवश्यक लगता है और उसको हम करें। मुझे विश्वास है कि उस दिशा में भी हम चलेंगे तो आने वाले दिनों में फायदा होगा। एक मेरा मत है जब मैं effective governance की बात करता हूं, good governance की बात करता हूं। देखिए without art good governance is impossible, good governance art के बिना चल नहीं सकती और जब मैं art कहता हूं। A for accountability, R for responsibility, T for transparency, A, R, T, ये art चाहिए, good governance के लिए बिना art जीवन भी संभव नहीं होता।

बिना art जीवन भी संभव नहीं होता तो बिना art Governance भी संभव नहीं होता और इसलिए मैं चाहूंगा कि उस बात को हम करें। कभी-कभार जब हम काम करते हैं इतनी समस्याएं होती हैं इतनी चीजें देखते हैं तो हमारे मन में विचार आता है ज्यादातर लोगों को आता है, अकेला हूं, क्या करूं, कैसे होगा? दोस्तों आप अकेले नहीं हैं। आप विश्वास कीजिए आप कभी भी अकेले नहीं हैं। दुनिया में कोई कभी अकेला नहीं होता है। Plus one होता ही होता है, जो परमात्मा में विश्वास करता है उसके साथ परमात्मा होता है, जो प्रकृति में विश्वास करता है उसके साथ प्रकृति होती है। विज्ञान में विश्वास करता है, उसके साथ विज्ञान होता है, जो ज्ञान में विश्वास करता हूं उसके साथ ज्ञान होता है। हम हमेशा Plus one होते हैं। जब हम जीवनभर यह सोचते रहेंगे कि मैं अकेला नहीं हूं Plus One हूं। आपको कभी अकेलापन महसूस नहीं होगा। कभी-कभार यह लगता है। कभी-कभी कुछ लोग ऐसे भी होते हैं। जिनके दिमाग में यही चलता है मेरा क्या। Promotion, टिकना, फलाना.. मैं और कोई चीज नहीं कह रहा हूं, वो जमाना चला गया। लेकिन मेरा क्या और अगर वो नहीं मिल बैठा तो मुझे क्या। सारा खेल इन दो शब्दों में चलता है। शुरू हुआ तो मेरा क्या, नहीं हुआ तो मुझे क्या। करो, तुम्हारा काम जाने, भगवान जाने मैं समझता हूं हम देश की सेवा के उस जगह पर बैठे हैं,

जिसमें मेरा क्या और मुझे क्या यह नहीं होता है। हमारा तो यही सपना होता है कि सवा सौ करोड़ देशवासियों की सेवा के लिए ईश्वर ने मुझे एक ऐसा अवसर दिया है। ऐसा अवसर दिया है कि मैं कुछ कर छोड़कर जाऊं।

आप भी देखिए जी, मुझे याद है मेरा एक शौक था सीखना जानना, समझना। मैं जब अफसरों से बात करता था, तो वो कभी मुझे बताते थे कि साहब अपने राज्य में sixty में, वो फलाने Chief secretary थे न, ऐसा करके गए थे और उनके साथ काम करते थे तो ऐसा होता था। Junior bureaucracy, senior bureaucracy के संबंध में इतना गौरव करती है जी, इतनी चीजों को याद करती है। यह अपने आप में बहुत बड़ी institution है जी। हम इसको कम न आंके। आप भी देखिए कि आज हम वो कर रहे हैं कि हमारे पीछे जो junior पीढ़ी है वो कभी कहे कि भई उस समय मैं तो नया था लेकिन हमारे जो पुराने अफसर थे, उन्होंने एक नया बदलाव लिया और आज जो देख रहे हैं न आप यह बदलाव उन्होंने जमाने में यह फाइल है देख लेना, उन्होंने शुरू किया। साहब देश राजनेताओं से नहीं चला है। देश बनाने के लिए, चलाने के लिए सैकड़ों प्रकार के लोगों ने हजारों प्रकार के काम किए हैं। तब देश चला है और उसमें अहम भूमिका करने का अवसर आपके पास आया है।

आप जब निवृत्त होंगे तब कहेंगे कि मैंने आठ Chief Minister देख लिए थे, मैंने 10 Chief Minister देख लिए थे। लेकिन कोई Chief Minister यह नहीं कह पाएगा कि मैंने इतना को देख लिया था। आपके पास यह ताकत है। हम तो अस्थिर हैं, आप स्थिर हैं। आप कितनी सेवा कर सकते हैं, इसका आप अंदाज कर सकते हैं। और जब मन में कभी यह आए इतना काम है, मैं क्या करूं, मेरे अकेले के करने से क्या होगा। मैं मानता हूं इस बात को मन में मत लाइये। एक बार समुद्र तट पर एक बच्चा जा रहा था। समुद्र में लहरे आने के कारण मछलियां निकलकर के एकदम से बाहर आ गई एकदम से। हजारों की तादाद में मछलियां बिना पानी के छटपटा रही थीं। तो उस बच्चे ने मछली को उठाकर के पानी में डाल दिया। एक डाला, दो डाला, तीन डाला। तो कोई सज्जन जा रहे थे, उन्होंने उस बच्चे को कहा कि भई तू पागल है हजारों मछलियां पानी के बाहर तड़प रही है, तुम यह एक दो को डालोगे क्या निकलेगा, क्या करोगे, क्या होगा इससे? उसने बड़ा अच्छा जवाब दिया।

उसने बड़ा अच्छा जवाब दिया उस बच्चे ने, उस अनुभवी व्यक्ति को जवाब दिया, मैं सहमत हूं, कोई फर्क नहीं

पड़ेगा, ये हजारों मछलियों की जिंदगी में कोई फर्क नहीं पड़ेगा, मेरी जिंदगी में भी कोई फर्क नहीं पड़ेगा, आपकी जिंदगी में भी। लेकिन जिन तीन मछलियों को मैंने वापस डाला है, उनकी जिंदगी में जरूर फर्क पड़ेगा। ये संतोष होता है इसलिए कभी ये न सोचा कि इतने बड़े में क्या होगा, ये तीन को भी मैंने बचा लिया न तो भी बहुत बात होता है। कोई घास की बड़ी गंजी में आग लग जाए तो बुद्धिमान व्यक्ति क्या करता है। गंजी बोलते हैं, वो घास का ढेर होता है, उसको क्या बोलते हैं, घास को बहुत बड़ा, जो भी मुझे भी शब्द मालूम नहीं है। गुजराती में तो उसको बहुत बड़ा गंजी कहते हैं, घास का ढेर लगा, मानो उसमें आग लग गई तो क्या करेंगे, तो उसमें पानी डालने से घास बचेगा क्या, पानी डालने से उतना ही नुकसान होने वाला है, जितना आग लगने से होने वाला है। करें क्या, कोई मिट्टी डाले, उससे काम होगा क्या, समझदार आदमी क्या करेगा घास के ढेर में से जितना घास खींचकर के ले जा सकता है, ले जाएगा। जितना बच सकता है, बच गया। दोस्तों चारों तरफ आग लगी हुई है तो भी रास्ता है, कुछ तो नया निकालकर के कर सकते हैं, हम कुछ तो बचा सकते हैं, निराशा के माहौल में भी, निराशा के माहौल में भी इस भाव को मन में संजोकर के काम करें, हम भी परिस्थितियों को पलट सकते हैं, परिस्थितियां पलटी जा सकती हैं और इसलिए मैं कहता हूं दोस्तो कि हम अपने जीवन में इन बातों की ओर अगर ध्यान देंगे तो कभी काम का बोझ नहीं लगेगा, संकटों की विराटता नहीं लगेगी और दूसरी बात है administrative reform की एक ताकत होती है, जो संकटों से सीखता है। जो संकटों से सीखता नहीं है और मैं मानता हूं हर आपत्ति एक अवसर होती है और आपत्ति में से अवसर खोज नहीं पाता है वो सबसे ज्यादा नुकसान मोलता है, सबसे ज्यादा घाटा मोलता है। समझदार व्यक्ति का काम है, वो आपत्ति से सीखे।

मैं अभी कनाडा गया था तो कनाडा के प्रधानमंत्री से गप्पे मार रहा था, तो उनकी पार्लियामेंट देखने गया था तो ऐसी ही मैंने पूछा, आपके यहां आतंकवादियों का हमला हुआ तो, तो उन्होंने बड़ा मजेदार कहा बोले खैर संकट तो बड़ा था, नुकसान हुआ लेकिन हम उसमें से भी सीखे तो मैं जागरूक हो गया। मैंने कहा क्या सीखे, बोले हमारे यहां lower house-upper house, building एक ही है लेकिन दोनों की security अलग-अलग है तो हम बोले पिछले 15 साल से सब सरकार कोशिश करती थी कि lower house - upper house की security

arrangement single हो जाए। लेकिन वो हम नहीं कर पाते थे, ये संकट के कारण हो गई तो मुझे तुरंत फड़की मेरे देश में वो ही हाल है। Parliament पर हमला हुआ, हमने मौका खो दिया। आज भी हमारे यहां राज्यसभा की security अलग है, लोकसभा की security अलग है। मैं आलोचना करने के लिए नहीं कह रहा हूं, मैं ये कह रहा हूं कि आपत्तियां भी खोनी नहीं चाहिए कभी। आपत्तियों से भी अमृत निकाला जा सकता है, ये हमारा स्वभाव होना चाहिए तभी जाकर reform होता है जी, तभी जाकर के reform होता है और मैं मानता हूं कि ये अगर व्यवस्था की ताकत बनेगी तो मैं मानता हूं कि ये बहुत बड़ा बदलाव होगा।

कुछ दो बातें-तीन बातें करके मैं अपनी बात को समाप्त कर दूंगा। कभी-कभार हमें स्वयं अपने लिए भी विकास की यात्रा की ओर बल देना चाहिए। मसूरी में जो हमने पढ़ लिया, तो देश उसी पर चलता रहेगा तो संभव नहीं होगा जी, वक्त बदल चुका है। हमें perfection की ओर जाना पड़ेगा, हमें capacity building की ओर जाना पड़ेगा। मैं एक समस्या देख रहा हूं। हमारे देश के सामने, हम लोगों को आदत रही है scarcity में काम करने की मूलतः आज जो 30 साल जिसने सर्विस की होगी, वो जिंदगी में सर्वाधिक समय scarcity में काम किया होगा। पैसे की crunch होगी, तकलीफें होंगी, हर मुसीबत के बीच बेचारे ने चलने की कोशिश की होगी और इसके कारण विपुलता में काम करने की आदत ही नहीं बन पाई और भारत के लिए सबसे बड़ी मुसीबत आने वाली है कि विपुलता में काम कैसे करना है, resource बढ़ने वाले हैं जी, आर्थिक स्थिति सुधरने वाली है।

आर्थिक स्थिति सुधरने वाली है, लेकिन अगर capacity building नहीं होगा within good तो हम इन रुपयों का सही समय सही उपयोग भी नहीं कर पाएंगे। हमारे सामने एक बहुत बड़ी चुनौती है कि जब हम scarcity से plenty की तरफ जा रहे हैं उस कालखंड में हमें अपने आप को सजग करना होगा। आज भी आप किसी Urban Body को पैसे दीजिए, Urban Body को कहो कि reform करो, उसके पास Manpower ही नहीं है। आपने देखा होगा कि हमारे देश में urban body जो कि सबसे ज्यादा काम Technical है रोड बनाना, गटर बनानी है, engineering work है लेकिन maximum staff clerical होता है, क्योंकि जो body चुनकर के आती है उनको लगता है कि चलो 50 रिश्तेदारों को भर दो, तो clerk भर देते हैं। और परिणाम यह होता है

कि जो Quality Manpower चाहिए वो नहीं होता है। Quality Manpower नहीं तो हम क्या करते हैं फिर ज्यादातर सरकार में consultancy क्यों घुस गई। capacity building का अभाव था, consultancy घुस गई।

NGO को काम क्यों देना पड़ रहा है। हमारी Last Man तक जो delivery करने का mechanism का काम करना चाहिए था वो big हो गया, NGO को दे दो यार कर लेगा वो Toilet बना देगा। मैं समझता हूं जब plenty की तरफ जा रहे हैं तब capacity building हमारी सबसे बड़ी challenge है।

आज जब Civil Services Day मना रहे हैं तब यहां बड़ी महत्वपूर्ण विषयों की चर्चा हुई है। मैं मानता हूं कि हमें अपनी capacity building पर बल देना पड़ेगा और इसलिए मैंने कहा कि हम Civil Services Day में youth के पास जाएं और नये youth को कैसे लाएं, talented youth को इस सर्विस में कैसे लाएं। Government में काम करना यह गर्व कैसे बने, यह वातावरण फिर से बनाना होगा। और यह बनाने के लिए मैं मानता हूं हमें इस काम को करना होगा, हमें अपना भी विकास करना होगा। हमने पुराने अपने दायरे, resource को बदलना पड़ेगा। नई चीजों को सीखना पड़ेगा, समझना पड़ेगा। सामान्य नागरिक में भी.. आपने देखा होगा आपको घर में बहुत बढ़िया अगर ले आए आप Video Player आप 50 बार देखते रहेंगे कि भई कैसे चालू हो, लेकिन आपका 4 साल का बच्चा वो बोलेगा कि पापा आपको नहीं आए लाओ मैं कर देता हूं। वो फट से कर देता है। इतना बड़ा change आया है generation में आपको उसको cope-up करना है और इसलिए हम irrelevant नहीं होने चाहिए। As an individual हमारे लिए आवश्यक है कि हम व्यक्तिगत विकास करते रहे। मनुष्य कोई भी हो, हर मनुष्य के अंदर अच्छी और बुरी चीजें रहती ही, रहती हैं।

कोई यह कहे कि मेरे में सब गुण ही गुण भरे हैं, तो उससे बड़ा कोई मूर्ख नहीं हो सकता। हरेक के अंदर गुण और अवगुण होते हैं। हमें तय करना है कि भई इतना बड़ा सामाजिक दायित्व मिला है तो मुझे किस रास्ते पर चलना है। एक बार एक पिता सोते समय बेटे को कथा सुना रहा था। वार्ता कहकर सोने की आदत थी बच्चे की। तो उसने दादा जी को कहा कि दादा जी जरा story सुनाइये। तो दादा जी ने wolf की story सुनाई, भेड़िए की। उन्होंने कहा हरेक इंसान के अंदर दो भेड़िए होते हैं,

तो बच्चा कहने लगा, मेरे में तो कोई है ही नहीं तो भेड़िया कहाँ होगा अंदर। तो बोले हरेक के अंदर दो भेड़िए होते हैं एक good भेड़िया, एक evil भेड़िया, और दोनों की लड़ाई चलती रहती है। जो evil भेड़िये होते हैं भीतर में इसके अंदर इतनी-इतनी बुराईयां होती है। good भेड़िया उसके अंदर इतनी इतनी अच्छाईयां होती है। तो बच्चे ने पूछ लिया अच्छा लड़ाई होती है, तो जीता कौन? तो दादा ने जवाब दिया, जिसको तुम ज्यादा पोषण करोगे, न वो जीतेगा। अगर good भेड़िया को पोषण ज्यादा करोगे तो ultimately वो जीतेगा, evil भेड़िया को करोगे तो वो जीतेगा। और इसलिए हम अगर सार्वजनिक जीवन में इतना बड़ा दायित्व लेते हैं। हमारे भीतर, हरेक के अंदर कोई अछूता नहीं है, मैं यहां हूँ, तो मैं भी हूँ जिम्मेवार। मेरे भीतर भी दो भेड़िए लड़ाई लड़ रहे हैं। हम किस भेड़िये को खिला रहे हैं ताकि वो ताकतवर बने। ताकि evil भेड़िया जीत न जाए मेरे भीतर का, इस बात को लेकर के हमें चलना होगा। और उसको मैं मानता हूँ कि हम चलेंगे तो।

हमारी सरकार में silo सबसे बड़ी कठिनाई का कारण है, टीम यह अनिवार्य होती है। बिना टीम के काम नहीं होता है। और Leadership हमारी Quality चाहिए हम टीम कैसे create करे, हम टीम कैसे बनाए, टीम को कैसे चलाए। एक अकेला कुछ नहीं कर सकता जी। हर किसी को टीम चाहिए। कृष्ण भगवान को भी गोवर्धन उठाना था तो ... गोवर्धन उठाना था तो उन सारे ग्वालियों की लकड़ी लगानी पड़ी थी, राम को भी सेतु बनाना था तो सब बंदरों की जरूरत लग गई थी, हनुमान जी को भी लगा दिया था। आपको भी, अगर कृष्ण को, राम को भी उसकी जरूरत पड़ी तो मैं और आप कौन होते हैं जी। हमें भी team चाहिए, बिना team हम कुछ नहीं कर सकते हैं और इसलिए team creation उस पर हमारा प्रयास रहना चाहिए। हमारी पांच उंगलियां हैं, चार उंगली और एक अंगूठा है। वे अकेले-अकेले रहेंगे तो क्या होगा, बाँय-बाँय करने के सिवाए किसी काम नहीं आएंगे वो लेकिन वो ही team बनके काम करे तो चाहे वो परिणाम दे सकते हैं कि नहीं दे सकते। अब हमें तय करना है कि हमें बाँय-बाँय करना है कि team work करके ताकत दिखानी है और इसलिए मैं चाहूंगा कि हमें team बनाने की दिशा में जाने चाहिए।

कभी-कभार काम करते-करते निराशा आ जाती है। पता नहीं यार कैसे होगा, दो शब्द-दो शब्द, मैं चर्चा करना चाहूंगा। पता नहीं क्यों कैसे ये शब्द हमारे भीतर घुस गए

हैं। एक bureaucratic temperament और दूसरा political interference अब शब्द बाहर से नहीं आए, किसी पत्रकार ने हमारे सिर पर नहीं थोपे हैं। ये हम ही लोगों ने उपयोग किया है। ये हमने अपने ही अंदर, आपने देखा ही होगा। एक department काम कर रहा है, लेकिन कहीं पर रुका हुआ है। उसको पूछोगे क्या हुआ भाई। अरे पता नहीं वहां पर bureaucratic way है, file जल्दी नहीं निकलेगी। यानी हम ही इस system में हैं और एक जगह पर file नहीं निकलती है, तो हम कहते हैं यार उसका bureaucratic way है। उसी प्रकार से कुछ काम अटका है तो जो news leak करने वाले हैं तो यार bureaucratic interference बहुत है।

लोकतंत्र में bureaucratic system और politics का चोली दामन का नाता है, छुटने वाला नहीं है जी, हकीकत है। लोकतंत्र की यही तो विशेषता है, जनप्रतिनिधि आने वाला है, जनप्रतिनिधि फैसले करने वाला है, जनप्रतिनिधियों के लिए आवश्यक है कि अगर देश चलाना है तो लोकतंत्र की सूझ-बूझ के साथ ये आवश्यक है political interference नहीं चाहिए लेकिन political intervention अनिवार्य रूप से चाहिए, वरना लोकशाही नहीं चल सकती है। political intervention is needed वरना जनसामान्य की आवाज को कैसे पहुंचाएंगे। interference तबाह कर सकता है, intervention अनिवार्य होता है।

उसी प्रकार से sportsman में देखा होगा आपने खिलाड़ी हारा तो भी sportsman spirit में गर्व होता है। हम ही लोग हैं bureaucracy यानि क्या शब्द का गाली बना दिए हमने, ये हमारी जिम्मेवारी है कि bureaucratic – bureaucratic यानि सब बेकार है। अटकना, रुकना, अड़ंगे डालना मतलब bureaucratic है, ये परिभाषा लोकतंत्र में अच्छी नहीं है, हमें ही बदलनी होगी और उसके कारण जो अच्छे लोग हैं वो भी नहीं कर पाते हैं। इन दोनों शब्दों ने अपनी ताकत खो दी है। फिर से उसको प्राणवान कैसे बनाया जाए, सामर्थ्यवान कैसे बनाया जाए और शब्दों का अपना एक मूल्य होता है। वो अभिव्यक्ति का एक सबसे बड़ा माध्यम होता है और उसके लिए अगर हम कोशिश करें, मैं समझता हूँ कि हम परिणाम देंगे।

कभी-कभार काम करते-करते निराशा आ जाती है, निराशा आ जाती है एक बार, बहुत साल पहले मैं student age की बात कर रहा हूँ। Reader digest ने competition रखी थी। वो competition बहुत विशेष थी। उसने लोगों को कहा था कि भई आप अपना experience share कीजिए। लेकिन experience सही होना चाहिए। अपनी

जिंदगी का सही घटना होनी चाहिए, काल्पनिक नहीं है और उसने एक प्रश्न पूछा था कि सफलता और विफलता के बीच में फासला कितना होता है, **distance between success and failure** और सही घटनाएं लिखनी थी तो एक सज्जन ने लिखा, **reader digest** में छपा, बहुत साल हो गए। उसने लिखा कि जय और पराजय के बीच, सफलता और विफलता के बीच तीन फुट का फासला होता है, फिर आगे उसने वर्णन लिखा, उसने कहा मैं एक **engineer** था। नौकरी की तलाश कर रहा था अमेरिका में कोशिश करता था कुछ काम मिल जाता था। इतने में मैंने अखबार में एक **advertisement** पढ़ी कि अफ्रीका में सोने की खदानों की नीलामी होने वाली है और उसमें लिखा गया था कि वो खदानें हैं, जिसमें से सोना निकाल दिया गया है, निकालने वाली कंपनियां अपना पूरा करके चली गई है, अब यह जो खाली पड़ा है वो हम देने वाले हैं। तो पैसे भी ज्यादा लगाने वाले नहीं थे। तो इसने कहा कि मैंने **apply** किया, बहुत कम पैसे में मुझे खदान मिल गई। और एक बहुत बड़ी कंपनी वहां सोने निकालने का काम करती थी और आगे देखा कि कुछ निकलता नहीं तो फिर वो चले गए। मुझे लगा कि चलो भई मैं कोशिश करूं, मैंने कोशिश शुरू की, मेरे पास कुछ ज्यादा साधन नहीं थे। सामान्य **manual work** से मैंने शुरू किया। सिर्फ तीन फुट मैं नीचे गया और मुझे बहुत बड़ा सोने का

भंडार नया मिल गया। और मैं दुनिया का अरबोंपति हो गया। मेरे लिए विजय-पराजय, सफलता-विफलता के बीच सिर्फ 3 फीट का फासला है।

मैं मानता हूँ दोस्तों आप भी जिंदगी में इंतजार में सोचकर चलिए, तीन कदम दूर सफलता आपका इंतजार कर रही है, विजय आपका इंतजार कर रहा है। और इसलिए किसी पल यह नहीं सोचिए कि अब क्या, बहुत हो चुका, अब लगता नहीं यह कभी नहीं हो सकता। तीन कदम दूर कोई विजय, कोई सफलता आपकी प्रतीक्षा कर रही है। मैं आपको विश्वास दिलाता हूँ कि आप अगर इस निष्ठा के साथ खुद पर भरोसा रखकर के जिंदगी को चलाने की कोशिश करोगे आप अवश्य सफल होंगे।

मैं फिर एक बार सरदार पटेल को प्रणाम करते हुए इस महान संस्था को राष्ट्र की आर्थिक एकीकरण, सामाजिक एकीकरण के लिए विकास की नई ऊंचाईयों पर देश को ले जाने के लिए आपको जो अवसर मिला है, आप देश की बहुत बड़ी अमानत हो इस अमानत का उपयोग राष्ट्र के कल्याण के लिए होता रहे।

इसी अपेक्षा के साथ मेरी तरफ से आपको हृदय पूर्वक बहुत-बहुत शुभकामनाएं, बहुत बहुत बधाई।

धन्यवाद।



After the inspiring address by the Honourable Prime Minister, it's my privilege to give the vote of thanks.

माननीय प्रधानमंत्री महोदय, माननीय राज्य मंत्री महोदय, प्रधान मंत्री के प्रधान सचिव महोदय, कैबिनेट सचिव, राष्ट्रीय सुरक्षा सलाहकार, प्रधान मंत्री के अपर प्रधान सचिव, भारत सरकार एवं राज्यों एवं संघ शासित प्रदेशों के सचिव, प्रमुख सचिव, एवं अन्य अधिकारीगण, प्रधान मंत्री पुरस्कार प्राप्त विजेतागण, ऑडियो विजुअल मीडिया के प्रतिनिधि, सभा में उपस्थित गणमान्य सदस्यों विशेषकर भूतपूर्व कैबिनेट

सचिवगण, देवियों और सज्जनों, प्रशासनिक सुधार एवं लोक शिकायत विभाग की ओर से एवं यहां उपस्थित सिविल सर्विसेज समुदाय की ओर से भी माननीय प्रधान मंत्री महोदय का उनकी भव्य उपस्थिति के लिये, और देश के लिये अपना दृष्टिकोण साझा करने के लिये मैं दिल से आभार व्यक्त करता हूं। मैं आपको आश्वस्त करता हूं कि आने वाले समय में प्रशासन में उत्कृष्टता की संस्कृति को प्राप्त करने हेतु एवं उसको बनाए रखने के लिये ये सिविल सेवा को प्रेरित रखेगा। हमारे सभी पहलों और प्रयासों को निरन्तर समर्थन देने के लिये, माननीय राज्य मंत्री महोदय का भी मैं आभारी हूं। वे हमारे विभाग के लिये प्रेरणा का एक निरन्तर स्रोत हैं।