



# DYNAMIC ADMINISTRATION

Indian Institute of Public Administration (U.P. Regional Branch)



## *From the Editor's Desk*

### EDITORIAL BOARD

Sri R. Ramani

Sri K Ravinder Naik (Editor)

Dr. Padma Iyer

It gives me great pleasure to present the 2023 issue of Dynamic Administration Newsletter which mirrors the activities of the branch during the period.

The beginning of the year saw the Prize Distribution Ceremony of the Annual Essay Competition, 2022 which proved a tremendous success. In a new initiative we inducted three young people as interns on a voluntary basis which not only helped them to understand the art and science of Public Administration practically, but also proved of some assistance to the office bearers in performing their duties.

Further, an "Expert Talk Series" was started, in which two experts, Dr. Vinayshil Gautam and Sri Anil Swarup, IAS (R), have already addressed the members of the UP Branch. The objective of the expert talk was to help its listeners comprehend the innovative ideas of these experts and assimilate it for their own betterment.

The prelude workshop on the theme for the Annual Conference, of the IIPA New Delhin, namely "New paradigms in governance" was held as usual on the month of September.

The Branch has also envisioned and will soon conduct a training program on "Behavioral Skills" for the Senior Accountants of the Government of India. This issue of the newsletter gives you the details of the above activities and much more. We hope to bring out the next issue of the newsletter soon. Meanwhile you can send your feedback about the issue so that our newsletter can improve in the future.

### Annual Essay Competition, 2022

Annual Essay Competition, 2022 was organized by the Indian Institute of Public Administration, U.P. Regional branch. The topics were announced to 120 educational institutions through e-mail. Positive responses were received by most institutions, though some of them were not able to send entries to the competition. The topics of the Essay Competition were as follows.

1. Swaccha Bharat Abhiyan
2. Need to Revamp Government Schools

Participants could attempt any one of the above essays. Both the essay could be attempted in Hindi and English, and each essay was to be written in about 2000 words. The participants of the essay competition were students from classes 9 to 12, of institutions located in Lucknow.

Participation of the students came from 15 institution all together, 64 students participated in the competition 24 essays were in Hindi while 40 in English. 42 girls and 22 boys participated in the competition. The essays were assessed by 2 Judges, Dr. U.B. Singh, an executive member of IIPA and Dr. Sumita Dutta, Former Principal of Shashi Bhusan Degree College, Lucknow.

6 students were announced as prized winners (3 for Hindi and 3 for English). The prize winners of the essay competition, with their institution are as follows.

The names of the Winners in Hindi are as follows

1. Suhani Tiwari Dayanand Girls Inter College, Mahanagar, Lucknow
2. Pooja Rajvanshi Dayanand Girls Inter College, Mahanagar, Lucknow
3. Pratima Maurya, Rani Laxmibai Memorial School, Sarvodaya Nagar, Lucknow

The names of the Winners in English are as follows.

1. Simargun Kaur The Millennium School, Raibarreli Road, Lucknow
2. Aadya Shankar The Millennium School, Raibarreli Road, Lucknow
3. Saanhvi Srivastava, La Martiniere Girls Inter

College, Rana Pratap Marg, Hazratganj, Lucknow

The prize distribution ceremony was conducted on 31<sup>st</sup> January, 2023, All life members and all the prize winners and their educational institutions were invited for the ceremony. Besides, all students of the prize winning institutions, who participated in the essay competition, and the two intellectuals who assessed the essays were also invited.

Sri K. Ravinder Naik, Honorary Secretary and Principal Secretary, Administrative Reforms, Government of UP, welcomed the audience. He said that he was privileged to welcome a group of young people who are the future of our nation. Sri R. Ramani, Chairman, said that the Annual Essay Competition that began in 2019 has since been a tremendous success, and participation in the event is on an increase, every year. Sri Venketeshwar Lu, Director General, UPPA and Principal Secretary, Road Transport, believed that such event help to build the knowledge and skill about public administration. The Chief Guest of the event, Sri V.N. Channa, said that participating in such events and other extracurricular activities would help students to be sensitized in the various aspects of life and they would be aware of their strengths and weaknesses. This would undoubtedly help them to become good administrators in the future, Dr. Sumita Dutt and Dr. U.B. Singh, who assessed the essays of the students, were also present in the event. Both were of the opinion, that though some students had original ideas, many just copied matter from what was available on the internet. These students received a low score.

Each prize winning group of teachers and students presented their experiences for 10 minutes. They all believed that the competition aided students as well as teachers to enhance their knowledge on pertinent aspects of public administration, and with more such events, they would become good citizens of the country.

All the members of IIPA, UP Regional Branch also gave their very positive opinion about the event. The event was conducted by Dr. Padma Iyer, who also proposed the vote of thanks.



Essay Competition 31-1-2023

## Meetings

### (A) Executive Committee Meeting (ECM) of IIPA U.P. Regional Branch (18<sup>th</sup> October, 2023)

An Executive meeting and Annual General meeting were held on the 16<sup>th</sup> of October, 2023, which discussed the conducted and ongoing activities of the branch, as well as its future activities

(B) A meeting was held on 5<sup>th</sup> July 2023, to explore the possibilities of academic collaboration between IIPA, Lucknow University, and Manavodaya. After a brief self introduction by the participants, the chairman desired a discussion on the mission and objectives of initiating collaboration between IIPA, Manavodaya and Lucknow University. Accordingly, Good Governance was identified as the core mission for such collaboration, and for the courses to be conducted in the collaboration. In the process of discussing the course, the topics of good governance and public administration were also discussed. The chairman defined Good Governance as **“Every citizen should get due reward or Punishment without undue delay or harassment.”** It was observed that this definition has a good analogy for Good Business as well. Good Business can be defined as **“Every Customer should get promised (due) delivery (services) without undue delay or harassment** “Public Administration is the machinery of governance consisting of officials selected on merit whereas their political bosses are elected based on their

popularity. But both are public servants as per the law of the land and it is “we the people” who are the real masters. Public Administration is permanent whereas the politicians come & go. But their role is crucial as they represent the aspirations of the people and have the bounden duty to fulfill it by assessing their needs & demands properly from time to time. For this purpose they have been given adequate powers to use the machinery of governance in whatever manner in order to achieve their objectives of serving the people. However they cannot be reckless or careless while driving it nor tamper with it with a intention to destroy the same. This is the theory & what happens in practice is a different story. The machinery set up is modified from time to time for effective delivery to citizen. The principle of subsidiary (devolution of power to lowest level) takes the working of the machinery to the village level for the benefit of the citizen.

The above analogies and mission will form a good background for stimulating the involvement of all stakeholders in starting collaboration and courses. The courses and the programmes to be conducted by IIPA, Lucknow University and Manvodaya, will sensitize students (citizens) to become aware of their potential, develop self esteem and self- confidence. This is a prelude to comprehending the concept of good governance. . Such courses will guide the students in becoming owners of their self-being and to take charge of their destiny through entrepreneurial skills, which is required for any career with an outcome leading to establishment of a start up/company/NGO or a career for value addition to society, as well as success in a job.. It was agreed that mother in a family is an excellent example of being an entrepreneur. The students will find it easier to relate their life with such familiarity leading to the possibility of more involvement in their career building exercise. It was agreed upon with Prof Manoj Dixit that a Memorandum of Understanding can be signed between IIPA, Manavodaya and Lucknow and the Lucknow University. A meeting, with a concept note for above purpose will be held on July 6<sup>th</sup> 2023 at Lucknow University. The meeting was concluded with vote of thanks to the Chairman.

## Expert Talks

### First Expert Talk

On the 31 of May, 2023, Dr. Vinayshil Gautam addressed the members of IIPA and ISTD, in an online lecture, titled "Emerging Practices in Public Administration: Some reflections". At the onset, Dr. Gautam said that he had 5 submissions to make which were as follows:-

1. That he own involvement with the civil services is more than 30 years old. He had not only contributed at the policy level, but has also seen its evolution with the establishment of several administrative institutes. From the time of independence it has evolved 7 times. But even before independence it was known as the ICS. However, it has evolved as a continuum and not innovatively. It has very intimate involvement with the public and therefore is an asset to the nation.
2. The administrative system is in the making and continues to be in the making. It is also multilayered. First position holders are given IFS. Top rankers are given top positions. IAS officers are posted in every state and each state has its own system. But people posted in cabinets are considered top achievers. However, he added all strands of administration are important and critical. State services, departmental administration, and at times those in the bottom of the hierarchy have a more important role to play than those at the top. So decisions have to be made at all levels and at whatever place a person is. And at times bottom line administrators take pertinent decisions and for this the top level administrators are not required. Overall trend and how it is implemented and its results play a dominant role.
3. Major reforms start with committees. But 20 years ago, a system of appraisal was evolved for the IAS officers, which was a very big intervention, and which meant bringing civil services to the next level. Another reform was the induction of lateral entry into the civil services. Thus as we see, reforms is also a continuous process. It mostly occurs as a

practice and does not need a committee. For e.g. If common jobs are clubbed together, they may be done faster. So reforms take place depending on the necessity of the hour & tested at the place where it is required most urgently. It need not therefore wait for approval from any higher level officer as it is only meant to improve the efficiency of the delivery mechanism. Many of these reforms undertaken at the cutting edge level may be found suitable for being implemented across the board at the State Departmental level. But many a time such proposals are put up for clearance to the political level leading to unnecessary delays, So the administrators should have the courage of conviction to take a decision at their own level as they are best placed to appreciate the need for such reforms instead of passing the buck.

With lateral entry, exit also becomes common in civil services. Many officers at the Joint Secretary level, register themselves for PhD courses and leave the job to teach in Universities. This is because they get more satisfaction in this profession. In the coming years, this trend will increase. Administrative reforms is again a continuous processes.

4. A lot of work is done on what is documented. However, in the public domain, undocumented aspects also play a significant role. Important issues need to be addressed at various levels. Bessie, systematic efforts need to be made to revise the service across at the government and party levels, so that infrastructure available is taken to the next level for better results. Departments need to be evaluated and mergers as well as creations of departments need to be instituted. Exit should be through screening at the Joint Secretary level.

He summarized his lecture by saying that

- a) Change should be simple, structured and useful b
- b) Structural reforms are few and far between and that needs policy intervention at the higher
- c) How new levels should be created at the local state and central levels
- d) New administrative facilities like digitalization should be clearly thought of rather than



enhancing it as a chariot to be rode on

e) Change should be developmental

Whatever he had spoken is not a criticism of the system but rather it brings out a need to make it fuller, more complete and taken to the next level. As a motivator, his job is to push the system to its next level of growth.



Expert Talk 31.5.2023

## Second Ex-pert Talk

The swcond expert talk was held on December 04, 2023 at 11:30 AM, under the Chairmanship of **Sri R. Ramani, IAS (Retd.)** to listen to Sri Anil Swarup, IAS (Retd.), and former Secretary Government of India,. This was the second lecture under the 'Expert Talk Series'. The venue of the meeting was the Conference Hall of the Commissioner of Rural Development, Jawahar Bhawan (10th Floor), Lucknow.

9 executive members attended the talk. In addition, the Commissioner of rural Development , Sri G.S Priyadarshi ,there were many senior officers from the office of the Commissioner Rural Development as well as the Department of Administrative Reforms, Government of Uttar Pradesh, who attended the talk..

The topic of the lecture was “lack of citizen-centric governance” (reasons and remedies). The Honorary Secretary Sri Ravinder Naik, extended a warm welcome to **Sri Anil Swarup**, and introduced him to the participants.

The Chairman Sri R. Ramani in his opening remarks outlined the significance of citizen-centric governance, underscoring the fundamental purpose

of institutions as serving the public. However, he pointed out that in numerous instances, this objective was not being fulfilled. He cited the example of police and health departments where the citizens often face significant challenges and harassment from the public officials. This lack of institutional integrity stands in stark contrast to the integrity exhibited by individual officers or employees. Regrettably, such harassment has become ingrained in the culture of these departments. In contrast, institutions like the Union Public Service Commission (UPSC) and the Election Commission are exemplars of high institutional integrity. The Chairman raised the pivotal question for the deliberation: How can underperforming institutions improve and said that this should be the crux of the ensuing deliberation. He then invited Sri Anil Swarup engage in a meaningful interaction with the members present, sharing his expertise on the issue at hand.

Thereupon, Sri Anil Swarup, commenced his talk, focusing on the behavioural aspects of institutional development and management. He pointed out that while many institutions confront adverse circumstances, nevertheless some manage to excel. He explored the motivational factors driving successful institutions, suggesting that administrators facing challenges must seek inspiration from such entities. He emphasised the importance of identifying solutions to problems, advocating for a detailed analysis before translating their ideas into action.

In the context of Citizen-Centric Governance, institutional integrity assumes a crucial role. This governance model prioritizes citizens as primary stakeholders and beneficiaries of public policies and services, emphasizing the government's responsiveness to their needs, preferences, and feedback. Every institution, irrespective of its nature, must not only define its purpose but also consistently align its actions with its goals and values.

Citizens possess the right to access various government services, encompassing healthcare, education, and social security without undue delay or harassment. However, navigating through the application processes can be challenging. Sri

Swarup cited the fire department as an example, highlighting their proactive approach without waiting for specific orders to fulfil their responsibilities. In policy-making, institutional integrity is fundamental for fostering public trust and ensuring good governance, exemplified by institutions like UPSC and ECI. This involves adherence to principles such as transparency, accountability, impartiality, and ethics in decision-making processes.

Sri Swarup advocated learning from institutions with successful policies and employing Root Cause Analysis techniques, such as the Fishbone diagram or Ishikawa method, to address policy challenges. Policymaking, a pivotal governmental function, profoundly influences various aspects of citizens' lives. Understanding its practical implementation enhances public engagement in the democratic process.

He opined that in India, though there is no dearth of ideas, they don't get translated into action as suitable strategies to implement them are not there. He, therefore, propounded that for any idea to fructify and sustain over a period of time, there are seven parameters that the policymakers should take into consideration:

### **1. Political Acceptability:**

One of the challenges faced by policymakers is gaining political acceptance for their ideas. Political acceptance refers to the level of support or opposition an idea receives from elected officials, interest groups, media, and the public. It can significantly impact the feasibility, legitimacy, and effectiveness of a policy idea.

### **2. Social Desirability:**

An essential criterion for evaluating a policy is its social desirability. This means that a policy should promote the well-being of society as a whole, rather than benefiting only a few groups or individuals at the expense of others. Some policies may be politically acceptable but not socially desirable. For example, initiatives such as Population Control, Swachh Bharat Abhiyan, Digitalization of Railway Reservation and Pollution Control highlight the challenge of aligning political acceptability with societal desirability. Although there is widespread discussion about minimizing pollution levels, the

implementation steps are often lacking.

### **3. Technological Feasibility:**

One of the primary benefits of technology for transparency is its ability to disseminate information in an easier, faster and more accessible manner. Information forms the foundation of transparency, allowing stakeholders to monitor and evaluate the performance, decisions, and actions of institutions. Technology enables institutions to disclose information in a timely, accurate, and comprehensive manner, utilizing various formats and platforms such as websites, social media, open data portals and mobile applications. Additionally, technology helps institutions collect and analyse data to enhance efficiency, effectiveness, and impact. The use of technology contributes to a transparent system, fostering a corruption-free society. Institutional reform is attainable through technology, such as converting all files into e-files, thereby increasing transparency. Today, common man benefits the most from the use of technology.

### **4. Financial Viability:**

A viable policy aligns with the needs and preferences of the target population and the values and goals of policymakers. It is adaptable and flexible to changing circumstances and its effectiveness and efficiency can be monitored and evaluated. Finance plays a crucial role in the sustainability of institutional development. It is imperative to conduct a thorough analysis of the problem that the policy aims to address and identify the root causes, stakeholders, potential solutions and expected impacts.

### **5. Administrative Do ability:**

One challenge in policymaking is ensuring administrative do ability, i.e., the ability of policies to withstand changes in political leadership, bureaucratic turnover, and challenges related to infrastructure and staff within institutions. Proper training is essential for institution employees to perform well in their roles. An example of a policy with high administrative durability is the Aadhaar system.

### **6. Judicial Tenability:**

Institutions should conduct all their activities or policies within the proper legal framework.

## 7. Emotional Reliability:

Many governments lack effective mechanisms to monitor and evaluate their performance, collect and act on feedback from citizens, and learn from successes and failures to improve quality and impact. Third-party evaluation is necessary for any policy to succeed on the ground level. Ultimately, institutions must ensure that the citizens are satisfied with their delivery.

Ensuring the satisfaction of the aforementioned conditions necessitates a commitment to transparency, active involvement of all stakeholders and effective segmentation or compartmentalization to enhance efficiency and extend outreach to the last mile. Additionally, transparency in procedures is vital to ensuring prompt and impartial decision-making.

At the conclusion of the talk delivered by Sri Anil Swarup, the Chairman commended him for delivering an excellent exposition on the subject. He also extended an invitation for periodic discussions on such issues within the IIPA forum to foster broader engagement among government officials and intellectuals.

Sri A.K. Singh from the Department of Administrative Reforms, Government of Uttar Pradesh, offered valuable insights into the integration of contemporary technology to ensure transparency in governance. Emphasizing the consequential boost in citizens' confidence in the government, his presentation underscored the positive outcomes achieved through the incorporation of recent technological advancements. Additionally, the secretary of IIPA presented the latest developments within the Department of Rural Development and the Department of Administrative Reforms.

Several other participants delivered presentations that delved into the role of the seven parameters across various schemes, such as MNREGA, ODOP, PM Awas Yojna, ODEF, and Ayushman Bhadrat. Shri L Venkateshwar Lu provided insights into the significance of individual perspectives, cultural considerations, and personal motivation in influencing the effectiveness of scheme implementation. Dr. Harish Dwivedi, offering an industrial perspective, highlighted that the

aforementioned seven parameters are equally applicable to products, ideas from the industry and also to startups which are at present one of the major focus of the government.

The meeting concluded with a vote of thanks by Sri K Ravinder Naik, expressing gratitude to Sri Anil Swarup for sharing his valuable insights, and also to the Chairman Sri R. Ramani for presiding over the meeting.



Second Expert Talk

## Proceedings of the Prelude Workshop on "New Paradigms of Governance (27<sup>th</sup> September, 2023)

The workshop commenced with **Sri Ravinder Naik**, IAS and Principal Secretary Administrative Reforms, Government of Uttar Pradesh and the Honorary Secretary of UP Regional Branch welcoming all the participants and also asking them to give their own introduction. After a the participants briefly introduced themselves, Sri Naik went on to say that new aspects have been added called paradigms to step up the efficiency of the government's administration. The British rule provided us with law and order which was called governance at that time. Now-a-days, the concept of governance has changed and has to encounter the challenge of how to deliver services to the public with transparency, accountability and responsibility. Another challenge for the new governance is management of finance. Yet with the changing global political scenario, India also has to pave new paths and make action plan to try out the new ways of governing the public. Therefore issues in governance and how to administer in each sector



are of great importance.

The opening remarks of the workshop were given by **Sri R. Ramani**, IAS (R) and former Chief Secretary Government of U.P. He said that the Sachivalaya is the brain, how to govern is the body and the implementing officer is the District Magistrate. Good governance implies both reward and punishment. There are also several steps taken by the government to bring efficiency in its governance. Private sector innovations have also made this possible. Examples of introduction of new paradigms to ease governance are

The Aadhar paradigm, that has helped to identify a person from the vast population. Besides, itZlv provides equity in our nation, which has several discriminating factors in its society

1. The mobile revolution, that has come from the private sector, which has helped even the poorest of the poor to connect with any part of the world
2. The Chandrayan only entailed one tenth cost that would be spent by NASA for the same purpose.
3. The common service centers schemes provide centralized collaborative framework for delivery of services to citizens, ensuring systematic viability and sustainability as well as benefitting 50% living in abject poverty. This 50% would cover 23crore population. Communication and technological revolution have assisted poor people and promoted inclusiveness.

The session was chaired by **Sri V.N. Channa**, IAS (R) a very senior and esteemed member of the branch. He stated that over the years the concept of governance has undergone gradual changes. As said before, during British regime it meant maintaining law and order. After independence, its vision changed to some extent. In 1948, when the first batch of IAS officers were instructed by Sardar Patel

“Officers must be guarded by a real spirit of service. They must look forward to the future with trust and confidence, if they serve in the true spirit of service, they will have the best reward.” Sardar Patel also said that it is the bounded duty of the civil servants to treat the common citizens as their own .

Governance meant maintaining law and order. It also meant the smooth functioning of all sectors of the government, e.g.. Panchayati Raj, education and health sector. Medical facilities had deteriorated over time, and the worst affected were in the rural areas. So solutions to health problems should be sought in rural areas. In PHCs in the rural areas, doctors were not present and medicines were not available. People in the rural areas are not healthy. Since majorities of the people in India live in the rural areas, poor health in villages would adversely affect the entire nation as people would not be optimally productive and economy would therefore suffer. Private health centers are profit oriented. COVID worsened the health issues I India. Small groups of people can find a solution to health problems and online services could be consulted. E governance laboratories and Community centers distribute free medicines for the poor, but this is not enough. But there is danger of internet breakdown and danger of artificial Intelligence.

Human mind is more important and therefore trained carefully. Thus training institutions at all levels should be of top class. At NASA, Americans are ill equipped due to lack of doing mathematics mentally. Chinese are more adept at Maths and Science as compared to Americans, and therefore, in the long run, they may have to work at lower salaries as compared to Chinese. USA and other developed countries may go out because of this. But India may take advantage of this/ Quality of not only IITs but also other colleges have to be stepped up. Qualifications of teachers and trainers should be of a good standard. Paramedical staff should also be enhanced. People are misguided by a lot of data that has flooded in the internet. But proper infrastructure is required for developing capable people to take care of problems, efficiently. Perception of people on governance is important. If the public perceives a government performing well, they will surely bring it back in the next election.

**Mrs. Neena Sharma**, Director, UPPAM, said that several reforms have come about that form the new paradigm. The 2021 training policy, Aadhar, proof of identity, address and age, the taxation reforms, transfer of wealth, Foreign Direct Investment and other economic reforms have all



contributed to the new paradigms. Services in government are best when time bound. After a time, they cease to have any effect

The RTI Bill of 2022 includes a provision to amend Section B(1) (1) to expand its purview and exempt all personal information from the ambit of the act. This will be a huge blow to the transparency of governance in the country

Several schemes are evolved to make governance citizen centric. For this huge data analysis is done. For this outsourced technocrats are hired. Their words are more valued than those who are civil servants. All the administrative data is handed over to the outsourced organization. Secrecy is lost.

When it comes to consultancy driven governance, basic government servants are side tracked. Private sector consultancy is no doubt important but when consultants act as policy makers, it is a matter of concern.

How to execute formulated policies is important. They are now implemented without even a pilot study. UP is taken as a destination point development. Government have to take the help of administrators. Nigeria and Georgia had very poor happiness Index. With good governance this was turned around. Departmental changes are fast and With transfers, not only the department but the field and sectors change.

It was decided that obsolete laws would be changed, for instance under the Government Grants Act Of 1895. There is no clear instruction as to whether the Act is removed and what is to be done in its place. To promote the ease of doing business, arrests are prohibited. Even if murder has been committed by an entrepreneur, no action could be taken against him. It is thus pertinent to formulate policies, only if the government is doubly sure that it cannot be misappropriated. Inspection to some extent is important to assess performance and prevent misutilization of the nation's resources.

The theme paper was made and read by **Dr. Padma, Iyer**, and Joint Secretary. She said that public administration is the government's initiative to design and implement evidence based and innovative strategies to strengthen their policy

implementation, respond effectively to diverse and disruptive economic, social and environmental challenges and deliver on their commitment to its citizens. Governance is the act of creation of laws and policies that shape a country or state while public administration is implementing the results of governance, ensuring that a workforce of enforcers carries out the will of governance. Thus governance is like the head and public administration is like the body. One cannot exist without the other.

Public administration is considered as a part of political science and management. However, it has continued to establish itself in every intellectual stream of social science, since its inception. All over the globe, not paradigm shifts, but paradigm oscillations are witnessed when due to the political environment, the paradigm of governance oscillates from the political end to the management end. India's governance has evolved gradually over time, starting from the dawn of independence. However, the past thirty decades have seen phenomenal changes in the aspects of governance, due to technological and social advancement.

She then went on to describe the changing profile of public administration in India. After reminiscing on how India overcame her challenges of poverty, illiteracy, partition trauma, low economic capacity and linguistic reorganization as well as hostile neighbors and formation of new global order, by strictly adhering to the constitutional principles, she went on to elaborately describe the changes in governance, in the last three decades.

She then went of to discuss the evolution of governance in the last thirty years, which together account for the new paradigms.

Socialism in India, led to adverse balance of payments and in the beginning of the 90s India had to pledge 67 tons of gold with the Bank of England to get 2.2million US\$ loan from the International Monetary Fund (IMF). However, this led to the formulation of the New Economic Reforms in India, whose components were liberalization, privatization and globalization. Soon after these reforms, private sectors started gaining more prominence, goods in India, were thrown open to the world and goods from foreign markets flooded Indian markets. However, in this process, several Indian enterprises, though they

maintained good quality, became sick due to the attractiveness of the foreign items, like miniature bulbs.

Another reform of the government of India was decentralization, and a third tier of Government was created by the 73<sup>rd</sup> and 74<sup>th</sup> Amendment of the constitution, where the city and village governance assumed pertinence. Women were given one third seats. Though decentralization has lofty objectives, Sabasads and Panchayats, in cities and villages face problems due to paucity of funds and lack of able leaders. Training is vital to these institutions, especially in the development of technical, managerial and entrepreneurial skills.

Public private partnership (PPP) is another paradigm shift in Indian governance. It is an arrangement between a statutory government owned entity on one side and private sector entity on the other, for the creation of public assets and providing of public services through investment or management by the private sector for a specified period of time where the private sector receives payments by the government entity or its representatives. Huge building and construction activities like roads, flyovers, colonies, railways, airports and the Chandrayan Mission are all successful because of PPP

Digital India was launched by the Ministry of Electronics and Information Technology with a vision to transfer India into a digitally empowered society. Digitalization also leads to transparency, effectiveness and cost effectiveness. It also evolved a more citizen centric governance. Though transactions are eased through digitalization, scams are on an increase and people have to be educated on the disadvantages of digitalization

The Jan Dhan Aadhar and Mobile (JAM Trinity) promoted financial inclusion through directly transferring cash to accounts of the intended beneficiary there by reducing corruption and providing hassle free loans. It also helped to reduce duplicacy, through biometry. However, all people cannot avail of the benefits of the Jam Trinity, because of illiteracy . Since it is linked to the mobile number, they have to be made aware that number should be the same for them even if the mobile is

changed, otherwise their Aadhar Card will be invalid.

The New Education Policy (2020), is a comprehensive framework from elementary to higher education, as well as vocational training in both rural and urban areas. It aims to transform India's vision of education, by making it more global through inclusion of the understanding of concepts, in subjects rather than rote learning. The policy aims at education for all.. Nevertheless, many children below the age of 14 are still working as laborers, and their parents prefer that they remain uneducated.

Health policies have also undergone a paradigm shift. Ayushman Bharat was launched with a vision of universal health coverage and need based health care service. It has two components namely Health and Wellness Centres, which were originally the Primary Health Centers, caterin to mother child care. Now they cater to the health of the general population. The other is the Pradhan Mantri Jan Aarogya Yojana, which will cover 10 crore poor and vulnerable families, providing insurance coverage up to 5 lacs per family. Besides, the Pradhan Mantri Jana Asuhadi Pariyojana (PMBJP) launched by Department of Pharmaceuticals and Central Pharma Public Sector Undertakings provide quality medicines to the public at affordable prices.

**Dr. Mohammad Talha** believed that ministers were more accessible to the public before the new paradigm came into existence. He said that now policies are made without being sensitive to the needs of the public. This was not there 30 years ago. He said that during a strike at Times of India, Union Minister himself approached the Union leaders of the press and pacified them. Ministers are now-a – days, alienating themselves from the public

**Sri Lalit Mohan Johshi** believed that for any kind of policy making and its implementation, cost effectiveness has to be taken into consideration. Utility of the policies would be optimal if the maxim of “minimum government maximum governance “is followed.

**Sri Rajeev Sharma** said that studies need to be made on topics like Government rules, causes of failure of government, government versus service, etc. At all levels, the public work for a person or persons and not for achieving the objectives of the

organization/institution in which they are working. This is the root cause of corruption

**Hemendra Sharma(guest)** said that capacities of government officers and employees have to be built without fail in the health and education sectors. Though the perspective of Indian culture has to be secured, grass root cottage industries need to be modernized.

**Sri Raghavendra Shukla** believed that if Ram Rajya is brought in India, it would be ideal. On his comment, Sri Venketeshwar Lu queried how could that be done. He said that since he was an accounts person, he would say that audit standards should be evolved and government should see to the welfare of the employees.

**Sri Rahul Singh** said that governance which is decentralized, social in nature and extremely responsive is ideal. However, implementation of such governance poses many challenges. Governance differs in each State according to the situations prevailing in it. Red tapism and corruption should be minimized, capacity building is important

**Sri Venketeshwar Lu**, Principal Secretary Road Transport, gave the closing remarks of the workshop. He began his speech by saying that the framework of administration is all in the constitution. It instructs officers to impart selfless service. However, good governance entails promoting good education, health etc. among its people. The concept of Karam Yogi has been introduced in governance to bring commitment and effective as well as efficient performance amongst government servants. For this certain reward and punish systems are also important. Service to the people is important. If a government implements good governance and people are satisfied, the same government is voted again. People can perceive development which is evident due to the changes around them. Laws have to be followed. For this to take place, selection of personnel in the government should be appropriate. Communalism should be prohibited. Support should be given to the less advantaged citizens. Universal principles should exist and equity should be maintained. This will lead to happiness in greater number of population in our country.

The vote of thanks was proposed by **Dr. M Talha**. The participants expressed that the workshop

came out with several issues and that it was conducted with great professionalism.

### Conclusion and Recommendation

Good governance is not something that could be achieved overnight. It is a continuous process and will change owing through technology people and the leader. The workshop came out with many salient points which can be recommended to her Govt. of Uttar Pradesh

1. Human resource is an area in which UP should develop. This is both in terms of health management, reducing unemployment, poverty; women empowerment and manpower development are some of the parameters of human resource development. Child labor still exists and parents of child laborers do not register their names in schools. Though several measures are taken by the Government to improve health, access to health is still a far cry for the poor and needy. Women empowerment has also to be stepped up especially in the rural remote areas of the State. Capacity has to be built in the personnel working both in public and private sectors. Best practices on a certain aspect of governance in a district with excellent records, can be used as a model in other districts that are not up to the mark in that aspect.
2. As per 2022 Happiness Survey, UP is the saddest State in India. This is again a human development factor. Mental health awareness is important for a State to progress, as people who are healthy mentally and physically, are the ones who are productive.
3. The State Administration should design District Good governance Index (DGGI) based performance incentive system to reward the best practices at the district level. The Chief Minister's Award for Good Governance /Practice may be introduced in line with the PM Awards that can be managed by DoARGP.
4. Based on the UP DGGI, each Divisional Commissioner can design and develop a divisional capacity building program for each district under his jurisdiction, to achieve the nearest benchmark in his division.



5. The DGGI should be annually assessed to ensure continual enhancement of the governance practices. Since the DGGI is based on absolute international values, they should become baseline values in the years to come.
6. The state administration should revise and up grade the DGGI indicators in consultation with its expert group once most of the districts in the state have saturated the performance on the given indicator.

When each district government strictly adheres to the indicators of good governance, UP can be a role model for not only the other States of India, but also a shining star to the entire globe.



**Prelude Workshop on “New Paradigms of Governance  
(27<sup>th</sup> September, 2023.**