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PUBLIC ADMINISTRATION

LEAD ARTICLE

Historical Perspectives

Prof Srikrishna Deva Rao

SPECIAL ARTICLE

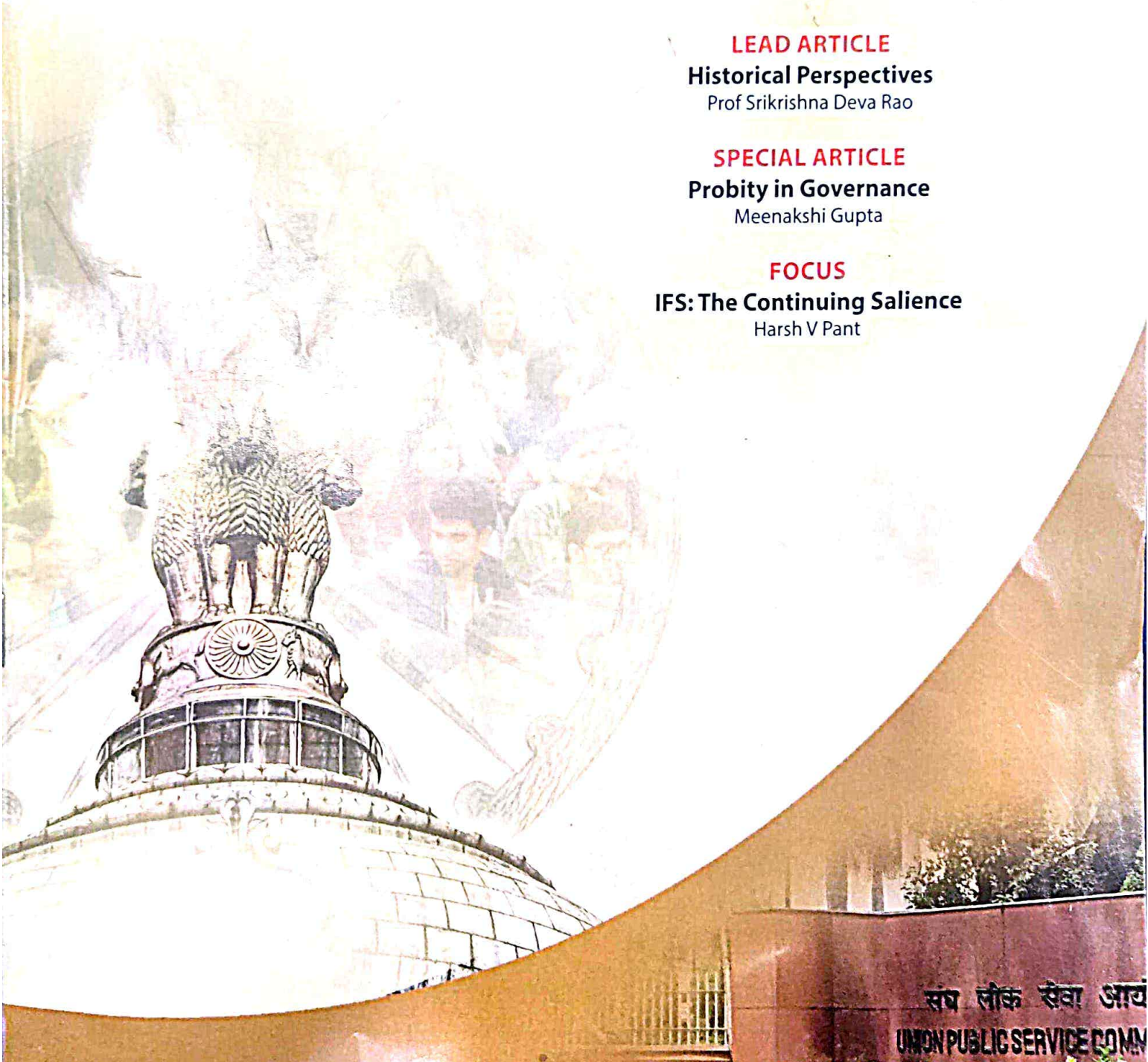
Probity in Governance

Meenakshi Gupta

FOCUS

IFS: The Continuing Salience

Harsh V Pant



संघ लोक सेवा आयोग
UNION PUBLIC SERVICE COMMISSION



Civil Services Exam

V Palanichamy

“The Civil Services Exam preparation is a marathon race and it’s a race for victory”

We can see something common from the strategies of successful candidates i.e. Hard work, Motivation, Time Management, Dedication, Determination, Self-confidence, Systematic, Planned Studies, Positive Attitude, Patience, Optional Selection, and Smart Study. These are the success mantras of victory in the Civil Services Exam in one or another form.

Strategy for the Preliminary Examination

Civil Services Preliminary Exam is the basic hurdle that needs to be crossed with utmost care. Though UPSC may receive more than 10 lakh applications, only 20,000 to 30,000 aspirants will give tough fight. An aspirant should always keep in mind that the preliminary exam is an elimination process and not a selection process.

Important Tips to Crack Civil Services

- First make a workable timetable for the studies and stick to it

- Read the syllabus thoroughly and cover it leaving no portion
- Make quality notes from the original sources or books
- Understanding the concept from NCERT books is very important to develop further knowledge level
- Understand the concepts and the facts for the exam point of view to take on its applied nature
- Go through the previous year’s questions and analyse them.
- Mock tests must be attempted chapter-wise as well as subject-wise. This will give a real feel of the actual exam and will also help you for any midway correction.
- Try to attempt previous year’s question papers of General Studies papers. This will help you find out your weaknesses. It will also help you to gauge your

Continued on cover III...

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*Let noble thoughts come to us from all sides
Rig Veda*

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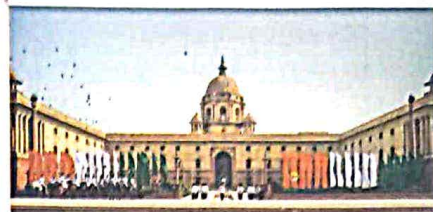
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Power and Responsibility

If humans as a species are made to survive independently, then why administer them? What would be the need for public administration? Does the public need to be administered or the administrators are needed for the sustenance of public and society, at large? Is it merely about managing resources or it involves greater functioning of the systems? These are the broader areas that we need to ponder upon when we talk of public administration.

In the Indian context, in society as vast and heterogeneous, equitable distribution of resources and services is the key to the prosperity of all. Gandhiji's Talisman, 'Whenever you are in doubt, or when the self becomes too much with you, apply the following test. Recall the face of the poorest and the weakest man [woman] whom you may have seen, and ask yourself, if the step you contemplate is going to be of any use to him [her]' gives the necessary direction to this discussion. Public administration is a system to ensure that these steps are contemplated and implemented for the growth, well-being, and prosperity of all including that poorest face.

It is very much like a human body, the brain sends all the necessary signals to the vital organs to function and survive, the heart pumps fresh blood that is carried by arteries to the remotest corners of the body, every organ has a distinct function, and it needs proper nutrition for growth and sustenance. Public Administration is the nerve centre of any government functionary that ensures that nothing goes wrong in the body, and if it does, timely intervention is done with due processes already in place.

Let us take this analogy to another level. What if the brain starts favouring one hand and ignoring the other, it will lead to paralysis of the left-out hand. This is where the principle of impartiality comes in administration. Each treated equally.

Now consider a situation where there is a wound in the body that requires healing but white blood cells refuse to go that extra mile, it might lead to infection. That is why the sense of duty and responsibility are paramount while being in administration.

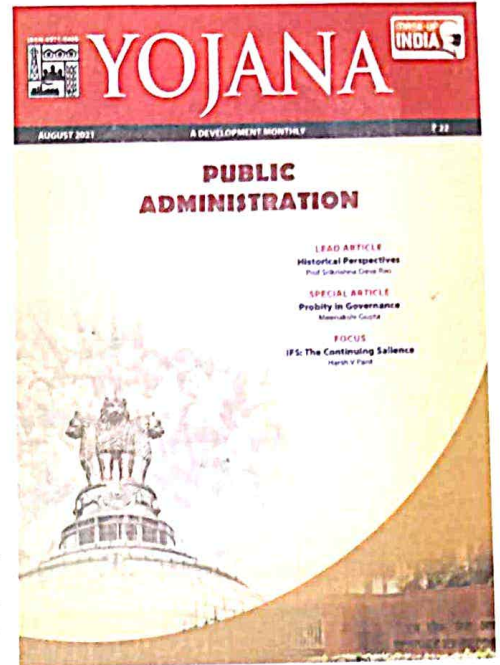
It would be a disaster for the body if the brain or heart decides to take a weekly off or just feel too tired and lazy to perform. Here is where efficiency, productivity, and time-bound delivery matter in the systems.

And, what if the hand picks, say walnuts, from the plate just to please the brain and, in return, the brain instructs the heart to pump in some more fresh blood exclusively to that particular hand. This is how corruption leads to an imbalance in the system.

Thus, impartiality, the highest sense of responsibility, efficiency, productivity, and incorruptibility are a few traits of an able administrator. A selfless sense of service, to the nation and its people, has no other alternative for an able administrator.

In the Hindi language, the single letter that differentiates between 'Governance' and 'Administration' is the prefix 'pra' which makes the words 'Shasan' and 'Prashasan' respectively. Interestingly, the 'pra' prefix is generally used before a word to strengthen it further. And, administration is precisely aimed to strengthen governance and implement the policies made by the government effectively.

The famous Peter Parker line, with great power comes great responsibility, is often quoted and yet never seems to lose relevance when it comes to describing positions of power and privileges. This issue of Yojana brings out various facets of public administration, its strengths, historical perspectives, and the reforms that may take it to the next level of public service. □





HISTORICAL PERSPECTIVES

LEAD ARTICLE

Indian Bureaucracy

Prof Srikrishna Deva Rao

Bureaucracy is the backbone of the administrative machinery of the country which forms the permanent executive branch of the government. India, that is Bharat, being the land of many ancient civilisations, developed the art and science of public administration early on. From a reading of the historical literature, public administration in India can be traced back to the manuscripts of *Arthashastra* written by *Kautilya*. In the next major phase, Bharat witnessed the rule of the Guptas also termed by many historians as the ‘Golden Age.’ The discussion on ‘Historical Perspectives on Indian Bureaucracy’ begins with an overview of the history of civil services in India. The second part explains the early Indians in the civil services with unshakable institutional values and commitment. Indian Constitution through Articles 310, 311, and 312 confers the protection from political interference and unwarranted harassment. This is discussed in the third part of the article which analyses the Constitution and civil service. The fourth part discusses the iconic leadership role of the Indian Civil Services. The challenges and reforms in the Indian Civil Services are discussed in the fifth part.

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appointment through a referral system. The commissions that were set up in reforming the public services – from the *Macaulay Committee* to the *Islington Committee* to the *Lee Commission*, strongly suggested that the Statutory Public Service Commission be brought into force.

During the Constituent Assembly Debates (CAD), there were detailed discussions and arguments about the continuity, the role and loyalty of Indian civil servants, and whether it was wise to continue with the same system in post-Independence. We cannot forget the role of Sardar Vallabhbhai Patel who was almost single-handedly responsible for setting up the Civil Services in Independent India and is, therefore, rightly called the 'Iron Man of India'.

Early Indians in the Civil Service

The first Indian to clear the ICS exam was *Satyendra Nath Tagore* in the year 1864. It is important to remember that until 1922 post the *Montagu Chelmsford Reforms*, the exam was conducted only in London, which greatly restricted the access of Indians to clear the examination. However, there was a fair share of Indians who started clearing the exams. The notable names being *Bihari Lal Gupta* and *Romesh Chandra Dutt*, who later became the President of the Indian National Congress in 1899 and wrote the pioneering book on '*The Economic History of India*'.

Netaji Subhas Chandra Bose did not join the Indian civil service even after clearing the exam that sheds light on the strong ideological stance Bose took during the freedom struggle. *Sir Benegal Narasinga Rau* was another eminent personality among the ICS who was appointed as the Constitutional Advisor on 1 July 1946 over a year before India became independent. Later, he became the first judge of the International Court of Justice from India.

India saw some of the foremost civil servants rise to the occasion and create unshakable institutional values, methods, and processes to ensure that India remained a democracy in both form and spirit. *Sukumar Sen*, India's first Chief Election Commissioner, who later went on to become Sudan's first Chief Election Commissioner as well, was one such hero.

One of the major reasons for the success of the civil service in India can be attributed to the traditions imparted and followed by career bureaucrats. Impartiality, incorruptibility, spirit of service are some of the virtues that are seen in civil servants. The *esprit de corps* and the *camaraderie* amongst the civil servants' fraternity have been

History of the Civil Services in India

The original conception of the 'civil service' can be traced back to the Royal Charters which gave the East India Company, the powers to raise a cadre of troops – for both civilian and military purposes. *Deepak Gupta*, former IAS officer in his book '*The Steel Frame: A History of the IAS*' observes that these officers gradually transformed from trade officers to administrative officers who signed 'covenants' thereby, being part of the 'covenanted civil service'.¹ The 'covenanted' and the 'uncovenanted' or simply, the subordinate service marked an important distinction while the former category of officers was recruited from England, the subordinated service largely comprised Indian officers in subordinate positions. This uncovenanted service was later called the Indian Civil Service (ICS) established to handle the affairs on behalf of the Queen. The Civil services soon became the proverbial 'steel frame' to maintain control over the vast British Empire.

The introduction of competitive exams in the mid-1800s was an important development which gave primacy to merit-based appointment as opposed to the privilege-based

The introduction of competitive exams in the mid-1800s was an important development which gave primacy to merit-based appointment as opposed to the privilege based appointment through a referral system. The commissions that were set up in reforming the public services – from the Macaulay Committee to the Islington Committee to the Lee Commission, strongly suggested that the Statutory Public Service Commission be brought into force.



the single biggest strength of our Civil Service. Some traditions such as not letting down the subordinate officers, instilling faith in them, and creating a sense of intimacy between batches have been of tremendous help for the civil servants in the face of dealing with adversity.

Constitution and the Civil Services

Articles 310, 311, and 312 of the Indian Constitution pertain to Services under the Union and State. Article 310 enshrines that civil servants of the Union and All-India Services are appointed by the President of India and civil servants at the State level are appointed by the Governor of the State. They continue to hold office as per the pleasure of the President and Governor, respectively. Therefore, they have the security of tenure. Article 311 mentions the procedures and conditions for removal, dismissal from service, and reduction in rank, thus ensuring due process of law. This ensures that civil servants are protected from political interference and undue harassment. Article 312 lays down the All-India Services of India. The Union Public Service Commission (UPSC) and the State Public Service Commissions are constitutional bodies.

Civil servants have played a crucial role in many national activities such as the conduct of free and fair elections, disaster response, construction and maintenance of critical infrastructures such as highways and railways, and the preservation of national unity and integrity.

Every year April 21 is celebrated as 'Civil Services Day' to call on civil servants to renew their dedication and commitment to public service and excellence in work.² On this day, the Prime Minister's Excellence Awards are given to recognise and acknowledge outstanding work done by Districts/Organisations of the Central and State Governments for outcome-oriented performance.

The first Indian to clear the ICS exam was Satyendra Nath Tagore in the year 1864. It is important to remember that until 1922 post the Montagu Chelmsford Reforms, the exam was conducted only in London, which greatly restricted the access of Indians to clear the examination. However, there was a fair share of Indians who started clearing the exams.

Civil Servants as a Role Model for the Youth

At any given point in India, millions of students aim to crack the civil service examination. While the reasons for joining the service vary across students, a prominent one invigorating thousands of students is an iconic vision to follow the steps of a celebrated civil servant. An apt example is the heroic worship accorded to *SR Sankaran*, 1956 Batch 'people's IAS officer'. Sankaran is one of the very few civil servants in whose name a statue is erected and is a household name in Andhra Pradesh even today. His efforts in abolishing bonded labour and his pioneering work on welfare schemes to uplift the marginalised sections, especially with the *Safai Karamchari Andolan* won applause from every section in the society.

BN Yugandhar, father to the CEO of Microsoft, *Satya Nadella* was another such officer who had a mass following. Right from the Rs. 2-a-kg-rice scheme to the watershed development projects to mentoring young students at the Lal Bahadur Shastri National Academy of Administration, his name reverberates strongly in the corridors of powers even today. To drive home a more recent example, a couple of years back, India lost one of its celebrated heroes – *IPS Madhukar Shetty*. Apart from cracking down several high-profile

cases in his stint at Lokayukta, Shetty along with another IAS officer *Harsh Gupta* took on the rich planters who had encroached the land of poor villagers. Both these officers successfully re-allocated the encroached land to the villagers of Chikkamagaluru and as a mark of gratitude, the residents named the entire village as *Gupta-Shetty halli*.³

Challenges and Reforms in the Civil Service

Post-independence, India adopted the socialist-welfare model of development which increased the scope of government's interference in all

key sectors of the economy. Some of the fundamental tenets of a good bureaucracy are political neutrality, objectivity in decision-making, empathy, equity, etc. As an officer appointed to serve the public, one cannot take any political affiliation or alignment but do one's work objectively and impartially. Therein, constitutionalism matters because every civil servant must be guided by the letter and spirit of our Constitution. Ethics in public administration are important because civil servants are often holding offices that give them a lot of power and authority. Therefore, an officer's moral compass is key for good governance.

Various committees over the years have suggested changes and improvements to the civil services regarding recruitment, mid-career training, capacity-building, the impetus for specialisation, efficiency, accountability, etc. The Second Administrative Reforms Commission (headed by Veerappa Moily) discussed the shortcomings and suggests improvements regarding recruitment, performance, and result-oriented bureaucracy.

In the last decade, several reforms have been undertaken. Be it the introduction of lateral entry to have expert consultants at the Joint Secretary level, the regular training programmes of training at various levels for career civil servants and a record of performance evaluation.

The people of our nation today have a greater demand for better governance and accountability from their public servants. Legislations such as the Right to Information Act, 2005 lays down rules and procedures for a citizen's right to information, thus creating more transparency and accountability in governance. The Citizen's Charter in India, initiated by the Department of Administrative Reforms and Public Grievances in Government of India (DARPG), is to "*include standards of service and time limits that the public can reasonably expect, avenues of grievance redress and a provision for independent scrutiny with the involvement of citizen and consumer groups.*"⁴ This includes a Vision and Mission Statement and ensures that the needs and grievances of the user, that is, citizen, are met.

A more recent debate about the bureaucracy, especially the administrative service, is about 'generalists' versus 'specialists'. The role of an administrator is to ensure fair, equitable, and efficient administration of her/his unit, right from the sub-division, district and up to various departments and Ministries at the State and Central levels. Therefore, a broad understanding of the various issues, departments, roles and responsibilities is *sine qua non* for quick and

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effective redressal of public grievances. So an officer who can effectively handle all areas of administration and policy from health to agriculture to defence, and ensure that work is done at levels junior to oneself needs to be one with 'general skills', although some say that the ability to administer well is in itself is a unique skill. However, specialisation may be considered higher up in the ladder based on the officer's qualifications, interests and work experience depending upon the needs and exigencies at that time. As technology develops and the socio-economic changes transform India, we need to ensure that these changes do

not outpace policy reform.

Many fresh graduates from IITs, IIMs, NLUs and other professionals like doctors, chartered accountants, etc. appear for the UPSC Civil Services every year. This has brought fresh energy and ideas into the bureaucracy. They bring with them their professional expertise adding richly to public administration. Often equipped with the last know-how, they are slowly transforming the landscape of public administration in our nation.

Over the last few decades, I have met several civil servants who have contributed tremendously to the growth of our country – having watched their work closely, it has become increasingly clear to me that lawyers are well-positioned to be part of any civil service. Law colleges through moot court, debate competitions hone advocacy, oratory, and drafting skills that are indispensable for any civil servant to think holistically. Apart from the skills, the constitutional values and ethical principles that are inculcated in law colleges also serve extremely well for any career bureaucrat. To give the readers an example, students from National Law University, Delhi, and other law colleges have consistently cracked the exam over the last few years and has increasingly become a popular career choice in the student community.

Therefore, more and more young professionals from varied socio-economic and academic backgrounds need to enter the civil services to enrich it further and take part in nation-building. □

Endnotes

1. Statutory recognition was provided in the Charter Act, 1793
2. To commemorate the day when India's first Home Minister Sardar Patel addressed IAS Probationers in Metcalf House, Delhi in 1947. Available at, <https://darpg.gov.in/relatedlinks/civil-services-day>.
3. halli refers to a village in Kannada
4. Available at, <https://darpg.gov.in/citizens-charters-historical-background>.

Dynamics of Civil Services

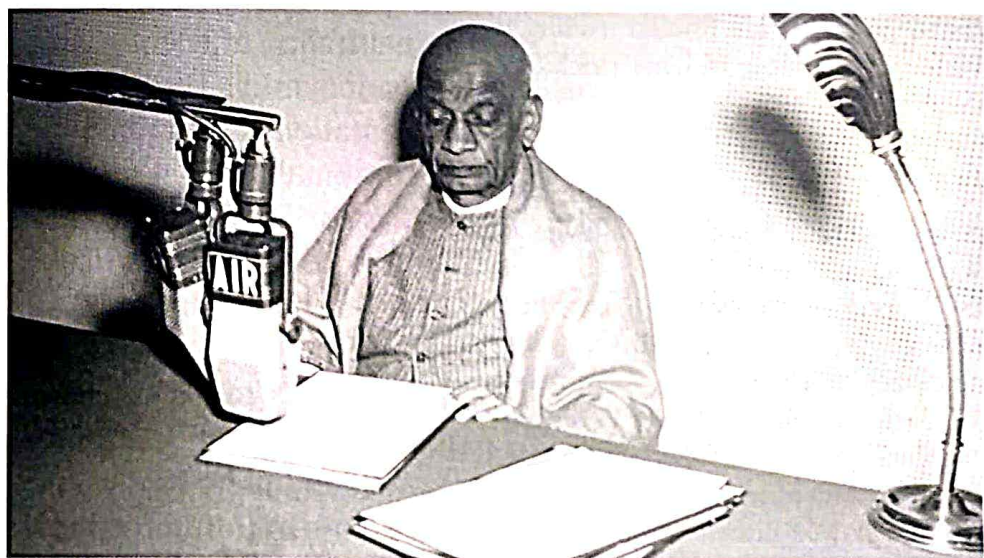
Dr Subhash Sharma

When Europe was enlightened in the eighteenth century, there the central focus was on rationality. Philosopher Immanuel Kant says the supreme principle of morality is a standard of rationality, hence to act rationally, by the universal moral law. Another famous scholar Rene Descartes talked of 'I am because I think', i.e., one's existence depends on the reason-thinking rationally and scientifically, not emotionally, subjectively, or in a biased manner. Max Weber (1864-1920) was the first sociologist who coined the term bureaucracy and explained it in detail.

In the pre-modern era, up to the seventeenth century, there used to be a head of a tribe, or after some progress a local lord, and finally a monarch who rules based on traditional power and continues his status by succession. But due to enlightenment, modern democracy evolved based on elections and the people's 'representatives' (not the people themselves, as only in a direct democracy e.g. in Switzerland) started ruling and governing the state. Hence there was a need to objectively administer there in the day-to-day matters without favour or disfavour based on caste, class, race, gender, place of birth, language, and so on. Hence Max Weber distinguished between three types of authority (legitimate power): traditional authority (based on succession, rituals, subjective desires, etc), charismatic authority (based on gifted quality, e.g. Swami Vivekananda, Lord Rama, etc.); and rational-legal authority i.e. bureaucracy. It was the most ideal type sought after because of its objectivity and rationality. He defined bureaucracy as the 'formal organisation' with the following characteristics:

- a. *Formal selection and promotion*- based on well-defined norms and criteria, primarily merit and transparency.
- b. *Written rules, regulations, processes, and procedures* so that biases and personal likes/dislikes do not favour or disfavour anyone.

- c. *Hierarchical structure*- well defined senior, middle and junior levels so that the seniors may inspect, monitor, and give guidance to their juniors on the one hand, and may hear appeals/revisions arising against the orders of junior officers; further, feedback from below may result in changing rules/procedures/criteria/norms, etc.
- d. *Specialisation and division of labour and responsibility*- a clear balancing of tasks, sharing power (discretion or force against other's wishes), and responsibility.
- e. *Professionalism* prevails over personal whims; and
- f. *Career-orientation*- To have stability and continuity, bureaucracy is by nature permanent-a long period of a career with different assignments to gain experience



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in diverse fields brings maturity for preparing a public policy.

Therefore, Max Weber preferred the rational-legal authority of bureaucracy as an ideal type to the other two types of authority in a democratic society. Firstly, let us examine how bureaucracy functions in India. At different levels, of Group A, B, and C, the candidates are selected based on competitive examinations- by UPSC, State PSCs, or State Staff Selection Boards. After imparting training they start working. In civil services, one has to serve for at least fourteen years to become Director and to serve for at least eighteen years to become a Joint Secretary (Govt. of India) while it takes at least thirty-two years to become Secretary (Govt. of India).

Second, regarding the compliance of rules and regulations, sometimes processes and procedures for ensuring uniformity and impartiality are not adhered to while the set of rules and regulations are made by the competent authority (i.e. rules by the cabinet and laws by the legislature). For instance, the general rule prescribes for travelling of officers/Ministers by Air India only; in case of an exception, one has to take clearance from Financial Adviser (FA). But, in a peculiar case, a senior officer was to travel abroad but gave a proposal to be exempted from travelling by Air India. The financial adviser did not agree with this proposal of travelling by a private airline. Unfortunately, seniors took the side of the concerned officer and ultimately downgraded the appraisal of F.A. by following 'show me the face, and I will show you the rule!'

Third, as far as hierarchical structure is concerned, it is useful for inspection and monitoring of and guidance to subordinates, but at times it is being eroded by favouring the lower officers on the ground of caste, region, religion, language, etc. The well-established and time-tested protocols are flouted leading to various systemic problems (including insubordination).

Fourth, regarding the division of labour, the principle of sharing both power and responsibility in a balanced way should prevail for obtaining the optimal outcome, otherwise, power without responsibility leads to autocracy and corruption. Lord Acton has rightly said, 'power corrupts, absolute power corrupts absolutely.' On the other hand, 'responsibility without power' leads to the activities without an outcome', i.e. utter failure to achieve the goals, vision and mission.

All policymakers and administrators are expected to review the arrangement of decision-making and try their level best to devolve and decentralise the power down the line.

Fifth, professionalism is the keyword in civil services. It comprises four components in an integrated way: *uniformity, neutrality, efficiency, and anonymity*. Anonymity means working anonymously for the larger public good and avoiding undue publicity. The dictum of George Orwell: 'All are equal but some are more equal' should not be seep-in in decision making. A civil servant is expected to dispose of public works well in time, without flouting basic rules.

Finally, the career orientation with stability and continuity of civil services brings societal equilibrium and farsightedness. In particular, the All India Services (IAS, IPS, & IFS) provide an opportunity to have a holistic national vision of development of all and unity in diversity (of communities, sub-cultures, regions, languages, etc). However, this stability and continuity does not mean avoiding the change as change is the law of nature, hence civil servants have to adapt to change for the well-being of the people and prosperity of the nation. The idea behind stability, security, and permanence has been to avoid greed and allurements for corrupt practices. Yet unfortunately, a large number of civil servants have indulged in corrupt practices. It is both top-down and bottom-up. Prompt action needs to be taken. Interestingly, the civil servants maintain the systemic status quo and, at the same time, act as change agents too.

Sardar Vallabhbhai Patel vehemently supported civil services in the Constituent Assembly on October 10, 1949, especially, All India Services, on the following grounds:

Professionalism is the keyword in civil services. It comprises four components in an integrated way: uniformity, neutrality, efficiency, and anonymity. The career orientation with stability and continuity of civil services brings societal equilibrium and farsightedness. In particular, the All India Services (IAS, IPS, & IFS) provide an opportunity to have a holistic national vision of development of all and unity in diversity (of communities, sub-cultures, regions, languages, etc).

a. In point of patriotism, in point of loyalty, in point of sincerity, and in point of ability, you cannot have a substitute. They are as good as ourselves.

b. I don't defend black sheep... if during the last two or three years, most of the services had not behaved patriotically and with loyalty, the Union would have collapsed.

c. Don't quarrel with the instruments with which you want to work.....without civil services there would be chaos.

d. 'If you want an efficient All India Service I advise you to allow the Services to open their mouth freely- 'to

express their opinion without fear or favour... Today my Secretary can write a note opposed to my views... if you don't give your honest opinion for fear that it will displease your Minister, please then you better go.'

- e. 'I will not spare misbehaving or erring civil servants.'
- f. When the country is stabilised and when it is strong enough, then they may be persuaded for change. 'They are men who prefer honour, dignity, prestige, and deserve the affection of the people.'

Hence it is necessary to ponder over the above and undoubtedly these guiding principles are worth practice by the powers-that-be.

Pathologies of The System

Various pathological syndromes are seen in the everyday behaviour of officers and the system. Bureaucracy is often blamed for 'red tapism' (i.e. delay) and indecisiveness in many forms:

- i. Sometimes, higher officers note in the file: 'please discuss' (Varta Karen) but do not mention the date and time! Further, when the concerned officer goes to the boss, the said 'discussion' does not happen. In this regard, a memorable anecdote goes like this: A senior officer kept two big trays for files: (a) Abhi Nahin (Not now), (b) Kabhi Nahin (Never).
- ii. Sometimes it is necessary to take the considered opinion of the Ministry of Law or Ministry of Finance (if the Rules are not clear or the issue is complex) for taking an appropriate decision but not always.
- iii. Queries by the superiors are made in parts and frequently, not once by taking all aspects. This delays the decision-making process unnecessarily.
- iv. Often a plea of 'too much work' is given for delay; hence more decentralisation, better division of works, and separating 'urgent', 'important', and 'routine' tasks is highly required.

The second pathological syndrome is 'too busy, hence can not attend phone calls or give personal hearing to the aggrieved persons'. This leads to further delay, deterioration of a situation, corrupt practices by the subordinates or middlemen, inefficiency due to not attending the feedback, and a bad image of the office/officer concerned. Image undoubtedly travels faster than the person!

The third is the prevalence of the 'transfer industry' in most of the states, at different levels. The principle of three

As Sardar Vallabhbhai Patel, the first Home Minister of Independent India perceptively justified the permanent civil services, especially the All India Services for advancing free and frank opinion, based on matured experiences, on the one hand, and uniting various parts of India socially culturally, economically and administratively, on the other.

years' tenure is hardly followed, and many officers are transferred within a year or even earlier without sufficient/genuine reasons. Civil Services Boards in states exist only formally, to sign on the proposal mooted by the power that i.e. 'from the above', hence the very purpose of objectivity and transparency is defeated. On the other hand, there are instances wherein some officers continue on the same post for nine or ten years because of political connection, backing, and favour to officers of a particular caste or religious community. This deprives other competent officers to have an experience on that post as every post

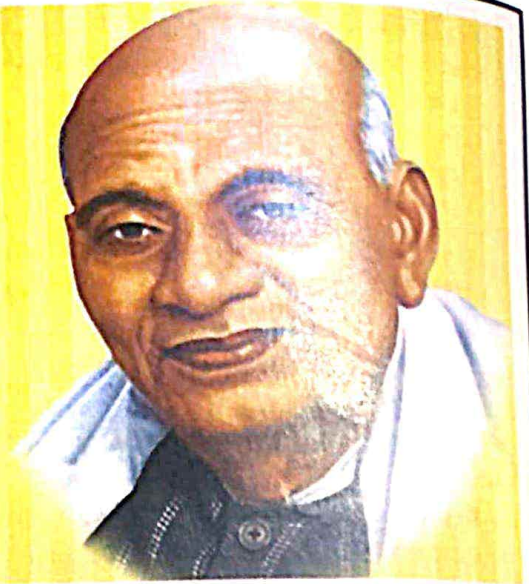
has its peculiarities in terms of problems, challenges, and opportunities, and the beneficiary officer develops arrogance, egoism, and connivance on the other hand. Similarly, there are certain 'shunting posts' where no work, no file, and no facilities exist. This wastes money, time, and career. Often favoured transfers are linked with parochial consideration and money changes hands. Thus the vicious circle of corruption goes on and on.

Finally, there has been the triad of 'liberalisation, privatisation and globalisation' (LPG), hence policy decision is sometimes based on the hypothesis that public sector is bad, and private sector is good. Therefore various entities' shares are sold and even the entire enterprise is sold under the euphemism of 'disinvestment'. Further, the over-reporting of development works and under-reporting of losses by the civil servants is unfortunate and it betrays the oath of Constitution taken en masse at the training Academies.

We may conclude that bureaucracy is compatible with democracy wherein the people's representatives are on the driver's seat, hence they need to guide the civil servants whose independent advice and alternative views should not be considered as putting the cart before the horse. As Sardar Vallabhbhai Patel, the first Home Minister of Independent India perceptively justified the permanent civil services, especially the All India Services for advancing free and frank opinion, based on matured experiences, on the one hand, and uniting various parts of India socially culturally, economically and administratively, on the other. If we may make a SWOT analysis of civil services, we find that its strengths (selection on merit, acting as per rules, permanence) are more than its weaknesses (red-tapism, some black sheep); it has an opportunity to serve the nation through new ways, changes, reducing human interface, but threats are to be removed at the earliest for strengthening the administrators further. □

National Unity Award **Sardar Vallabhbhai Patel**

----- (31st October 1875 – 15th December 1950) -----



Sardar Patel National Unity Award

The Award seeks to recognise notable and inspiring contributions to promote the cause of national unity and integrity and to reinforce the value of a strong and united India. The award will be announced on the occasion of the National Unity Day, i.e. the birth anniversary of Sardar Patel on 31st October.

The Award shall consist of a medal and a citation. No monetary grant or cash award shall be attached to this Award. Not more than three Awards shall be given in a year. It shall not be conferred posthumously except in very rare and highly deserving cases.

ELIGIBILITY

Any citizen of India without distinction of religion, race, caste, gender, place of birth, age, or occupation and any institution/organisation shall be eligible for the Award. Only individuals/institutions/organizations would be eligible to apply for this Award.

CRITERIA FOR AWARD

The candidate for the Award should have made outstanding efforts and notable contributions to promote and further the cause of national unity and integrity in a manner that may serve as an inspiration to others, and reinforce the value of a strong and united India.

PROCEDURE FOR APPLYING

Nominations are invited publically every year. The application can be filed online on the website of the Ministry of Home Affairs.

Any Indian national or institution or organization based in India can nominate an individual for consideration for this Award. Individuals can also nominate themselves. The recommendations for the award may also be invited from the State Governments/UT Administrations and Ministries/Departments of the Government of India who shall send their recommendations online.

Nominations for the award are open till 15th August 2021

Visit www.nationalunityawards.mha.gov.in for more details

Probity in Governance

Meenakshi Gupta

“Where do the evils like corruption arise from? It comes from the never-ending greed. The fight for corruption-free ethical society will have to be fought against this greed and replace it with ‘what can I give’ spirit.”

– Dr APJ Abdul Kalam

Ethics is a set of standards that helps guide behaviour, choices and actions of individuals. It is multidimensional as it is governed by the value system of the society including the concept of rights, obligations, fairness, virtues, etc. Ethics and probity form the cornerstone of the public administration system. In today’s world, when the governments are playing an active role in the socio-economic development of the country, the role of the government functionaries becomes more challenging as they are both the facilitators and enforcers of the law and rules. The values facilitating the subordination of the self to a larger good and spirit of empathy for others cannot be easily imbibed in a short time. These attitudinal changes require nurturing over a lifetime.

Responsibility and accountability are integral to ethics. The character of laws and rules through which accountability is enforced is based on the moral ideas of society. Code of Conduct/Ethics for its Ministers, legislators and civil servants is prescribed in many countries. There is a Ministerial Code in the UK, a Code of Conduct in the US Senate and a ‘Guide for Ministers’ in Canada. Spain has a Code of Good Governance for Ministers and Senior officers.

This paper explores the concept of Ethics in Public Administration particularly in the context of India and how probity is ensured by institutional mechanisms. Section I of the paper deliberates on the concept of Ethics and how is it enshrined in various laws, rules and regulations to define the ecosystem of Ethics in Public Administration. Section II of the paper describes the international experience. Section III discusses the institutional and legislative framework to strengthen probity in governance in the country.

Concept

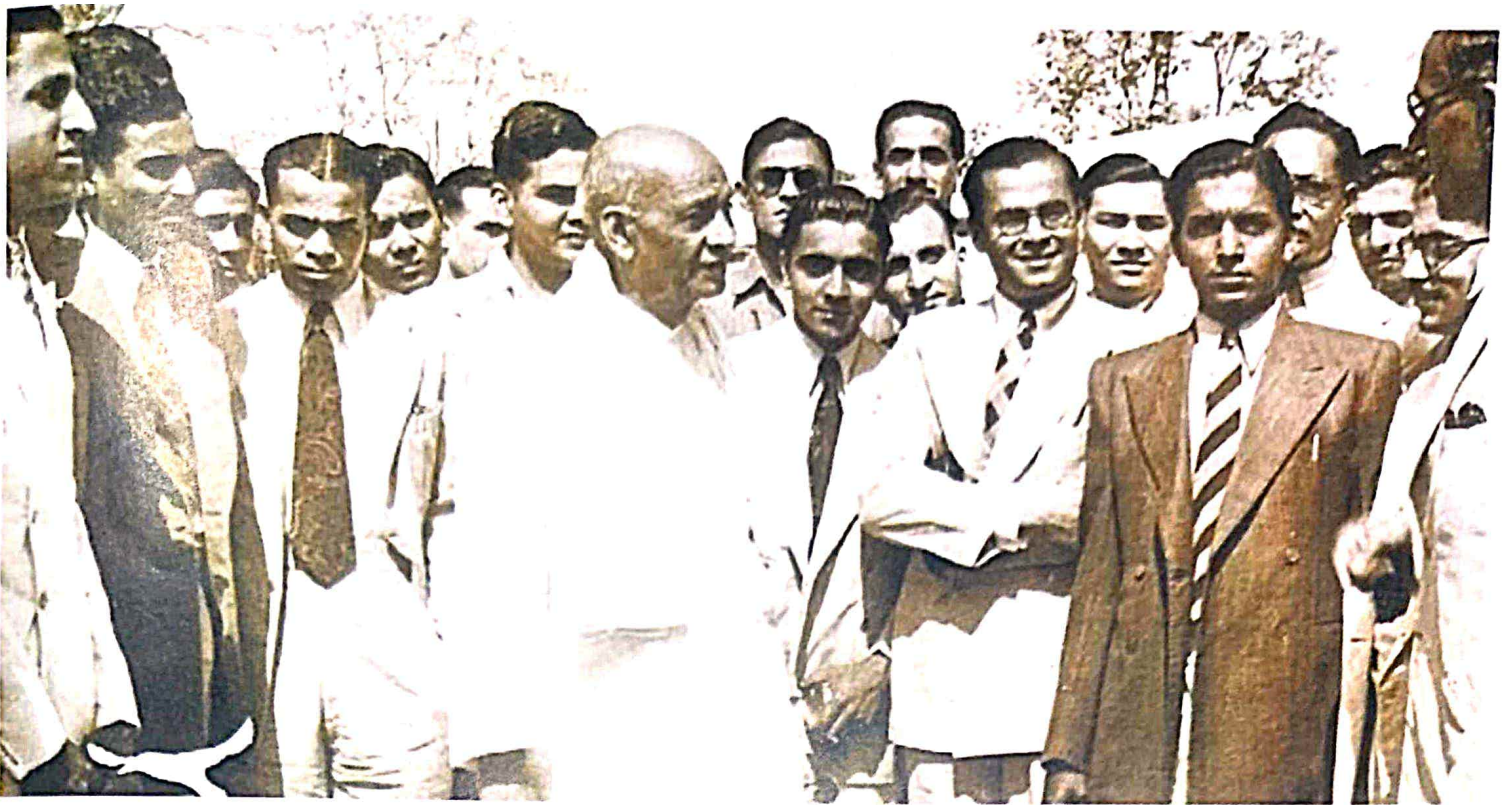
The word ‘ethics’ is from the original Greek term ‘ethikos’, meaning ‘arising from habit’. Undoubtedly, culture, values, character, the sense of right and wrong are quintessential determinants of ethics. At the same time, the role of institutions and institutional frameworks to ensure ethical governance cannot be understated. Ethics in public is not limited to the expression of high moral values alone. It also refers to the framework for holding the public functionaries legally accountable for their acts of omission and commission.

The Committee on Prevention of Corruption (1964) also known as ‘Santhanam Committee’ had observed:

“The lack of moral earnestness, which has been a conspicuous feature of recent years, is perhaps the greatest single factor which hampers the growth of strong traditions of integrity and efficiency.”

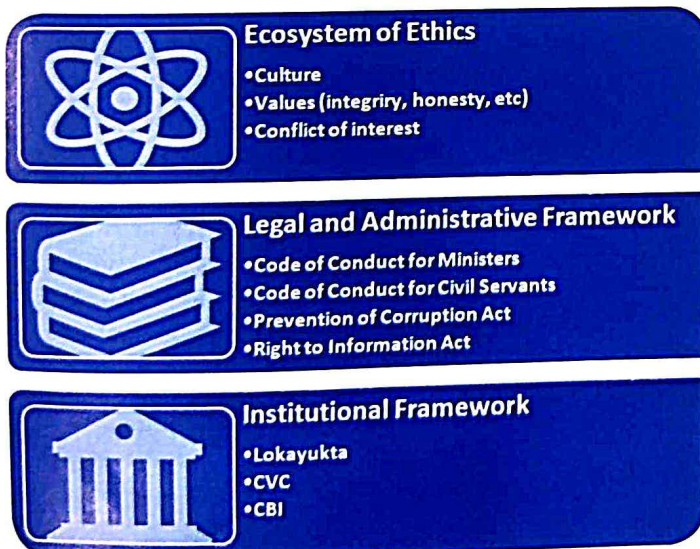


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The public confidence and respect which the functionaries enjoy is largely the result of collective efforts. Adherence to key principles of Integrity, Honesty, Objectivity promotes trust and confidence among the stakeholders and enhances credibility. The conduct of Government functionaries should be beyond reproach in all circumstances. Any deficiency in their professional or personal conduct places their personal integrity and quality of work in unfavourable light and raises doubts about their actions.

Ethics in Governance



Ethics is concerned with human character and conduct. It condemns all types of falsehood. The Second Administrative Reforms Commission in its Second Report on Ethics suggested the principles for ethics in the governance and stated that:

“Any framework of ethical behaviour must include the following elements:

1. **Codifying ethical norms and practices.**
2. **Disclosing personal interest to avoid conflict between public interest and personal gain.**
3. **Creating a mechanism for enforcing the relevant codes.**
4. **Providing norms for qualifying and disqualifying a public functionary from office”**

Values serve as guiding stars showing the path to all the members of the society and everyone is expected to respect and follow them. As they are not codified and are subject to interpretation, situations of conflict do arise. At the same time, a sense of right and wrong is deeply ingrained in culture and civilization. The ethos of the society is designed by the behaviour patterns of its citizens building an environment of trust and confidence.

Integrity has to be seen as a holistic concept covering various aspects of conduct and not limited to financial honesty. Public office should be treated as a trust which imposes a lot of responsibility on the holders of the office and makes them accountable to society. The power of righteousness and the capability to uphold the truth have to come from within. Honesty can't simply be a mandate emanating out of a government order. Integrity requires the public functionaries to exercise due diligence while discharging their duties responsibly, make decisions with the public interest in mind and be honest in carrying out their work and handling government resources.

United Nations Convention against corruption	Nolan Committee	Code of Good Governance of Spain
It envisages that in order to fight corruption, each State Party shall,	Seven Principles of Public Life:	Principles of ethics and good conduct developed in the Code:
(a) Promote inter alia, integrity, honesty and responsibility among its public officials, in accordance with the fundamental principles of its legal system.	(a) Selflessness	(a) objectivity
(b) Establish codes or standards of conduct for the correct, honourable and proper performance of public functions.	(b) Integrity	(b) integrity
(c) Establish measures and systems to facilitate the reporting by public officials of acts of corruption to appropriate authorities.	(c) Objectivity	(c) neutrality
(d) Establish measures and systems requiring public officials to make declarations regarding, their outside activities, employment, investments, assets and substantial gifts or benefits from which a conflict of interest may result with respect to their functions as public officials.	(d) Accountability	(d) responsibility
(e) Take disciplinary or other measures against public officials who violate the codes or standards established in accordance with this article.	(e) Openness	(e) credibility
	(f) Honesty	(f) impartiality
	(g) Leadership	(g) confidentiality
		(h) dedication to public service
		(i) transparency
		(j) exemplary conduct
		(k) austerity
		(l) accessibility
		(m) efficiency
		(n) honesty
		(o) promotion of the cultural and environmental environment, and
		(p) equality between the sexes

Conflict of interest is to be avoided in all circumstances and at all times. Accordingly, under no circumstances, the official position should be used for private purposes. Government functionaries should be careful about their relationships with stakeholders which may influence, compromise or threaten their ability to act objectively for the overall good of the society. Decisions should never be driven by gains for a select few or specific segments of society.

The Government of India has prescribed a Code of Conduct, applicable to Ministers both in the Union Government and State Government. It envisages inter-alia, disclosure of assets and liabilities by the Minister, severing all connections with the business which he was interested in before joining the Government, not to accept any contributions or gifts for himself or any family member, etc.

The Code of Conduct for the Civil Servants has evolved over time. A compendium of instructions containing 'dos and don'ts' for Civil Servants was issued in the 1930s and collectively called 'Conduct Rules'. In pursuance of the recommendations of the Santhanam Committee, the Conduct rules were revised and enlarged resulting in CCS Conduct Rules 1964 being followed today. These rules are a dynamic set of instructions for the Government servants as based on the introduction of new dimensions in the legal framework,

Integrity requires the public functionaries to exercise due diligence while discharging their duties responsibly. Conflict of Interest is to be avoided in all circumstances and at all times. Decisions should never be driven by gains for a select few or specific segments of society.

the Conduct rules have been amended since the 1964 version. Some notable inclusions are the requirement of observing courtesy, prohibiting demanding and accepting dowry, prohibiting sexual harassment of women employees (in view of the Supreme Court Judgement in Vishakha case) and, recently, prohibition to employ children below 14 years of age as domestic help (in view of the amendment to the Prohibition of Child Labour Act). This continuing process is a reflection of the changing expectations of society from the Government Servants.

The Conduct Rules prescribe some general behavioural norms like 'maintaining the integrity and absolute devotion to duty' and not indulging in 'conduct unbecoming of a government servant'. It needs to be mentioned that there is no Code of Ethics prescribed for civil servants in India although such codes exist in other countries. However, we need to appreciate that our civil service system has a tradition of balanced attitudes and approaches.

While the Code of Conduct prescribed for Civil Servants is quite comprehensive and operates as a deterrent, there are cases of deviations from the expected behavioural norms. It may also be mentioned that deviations are observed through various mechanisms and there are strict penalty provisions as prescribed in CCS (CCA) Rules as Major Penalty and Minor Penalty. While, the framework

provides for ensuring accountability and integrity of the Civil Servants, there are arguments that the entire process of awarding the penalties is rather tedious and time-consuming. Such procedural issues can be addressed by laying down the timelines for each stage of the process and more importantly by monitoring that the timelines so prescribed have been adhered to.

International Exposure

The General Assembly adopted the United Nations Convention against Corruption in 2003. Article 8 of the Resolution refers to "Codes of Conduct for public officials". The Committee on Standards in Public Life in the United Kingdom, popularly known as the Nolan Committee outlined the seven principles of public life. Code of Good Governance of Spain envisages that the Members of the Government and the senior officers of the General State Administration shall carry out their activities in accordance with the Constitution and the rest of the legal system, following the prescribed principles.

A careful reading of the CCS Code of Conduct (1964), as amended from time to time clearly brings out that most of the principles enunciated in the UN declaration or the Committee on Standards in Public Life in the United Kingdom or Code of Good Governance of Spain are explicitly or implicitly enshrined therein. However, it also needs to be emphasized that the norms of 'right conduct' cannot be enforced through rigid enforcement of laws and rules alone. Changes in attitudes are the key.

Framework

Probity in governance is absolutely essential for an efficient and effective system of governance. Ethics and probity cannot be seen in isolation. Both are intertwined and have to be seen as complementary to each other. The Consultation Paper on 'Probity in Governance' issued in 2001 by the National Commission to Review the Working of the Constitution highlighted many legislative and institutional issues including:

1. need for enforcing section 5 of the Benami Transactions (Prohibition) Act,
2. the necessity for a law providing for the confiscation of illegally acquired assets of public servants,
3. enactment of a Public Interest Disclosure Act,
4. enactment of a Freedom of Information Act,
5. the necessity for enacting a Lok Pal Bill in addition to the Central Vigilance Commission Act and
6. strengthening of the Criminal Judicial System.

Good governance rests on trust and confidence. Probity in governance is expected to ensure accountability, transparency, and integrity in public life. In India, we have an extensive legislative and institutional framework to address the issues relating to probity as detailed below:

Institutional and Legal Framework	
Institutions	Laws
1. CVC	1. Benami Transactions Prohibition Act
2. CBI	2. Prevention of Corruption Act
3. CAG	3. Right to Information Act
4. Lokpal & Lokayukta	4. IPC & Cr. PC

The framework above is quite comprehensive, though we do not have a Code of Ethics for the Government functionaries and legislations like Whistle Blowers Protection Act etc as they exist in other countries. We as a society would certainly aspire to become a corruption-free society. Even with the present robust framework, there are certain black sheep in the system who misuse the powers for their own good. Apart from the existing framework accountability and transparency can be enhanced by

- (a) Minimizing the discretions in various functions
- (b) More extensive use of Information technology in all fields of governance
- (c) Making Citizens' charter more elaborate with clear timelines for delivery of services and related activities as well as identifying the officer responsible for that delivery; further a monthly report on compliance to Citizens' charter can be placed on the website of the organization.

We do have success stories in each of the categories. Recent instructions of the Government of doing away with Interviews in certain entry-grade positions have tremendously enhanced transparency in the selection process. Examples of the use of Information Technology by Railways for booking of passenger tickets and by municipal bodies for issuing birth and death certificates and payment of property tax are very well known.

Conclusion

The Government functionaries are part of the society and to that extent are influenced by societal norms. At the same time being part of the governance structure, they have to be more responsible and seen to be above board all the time. There is a strong legal and institutional framework for ensuring probity. It needs to be strengthened and made more effective by nudging people to follow the laws of the land and making punishments for the delinquents very severe.

"We must make the world honest before we can honestly say to our children that honesty is the best policy" – George Bernard Shaw

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Public Administration for Social Change

Dr M R Sreenivasa Murthy

The Government of India established various endeavors to successfully implement the e-Governance initiative, the complexities exist due to the inter-operability among central, state, district, and local governments. To overcome the challenges such as inter-operability, infrastructural challenges, digital divide and Covid-19 pandemic, etc., India is taking new initiatives to develop the overall effectiveness of service delivery mechanism from a citizen's perspective and trying to bridge the gap between urban and rural e-governance structures.

E-Governance became an inevitable evolution in successful governance in the modern era. As a coordinator and service provider, the Governments are required to embrace Information and Communication Technology to meet the demands of their citizens. 'Simple, Moral, Accountable, Responsive and Transparent' (SMART) Governance became the order of the day to build effective and efficient governance. India being the largest democracy in the world, started adopting e-governance in the 1970s and adopted the change quickly, and progressed towards good governance policy at a rapid speed.

The e-Governance aims to make the interaction between government and citizens (G2C), government and business enterprises (G2B), and inter-agency relationships (G2G) convenient, transparent, friendly, effective, and cost-effective.

According to the 'Gartner e-Governance Maturity Model', there are four phases of e-governance, i.e., Phase I- Information; Phase II- Interaction; Phase III-Transaction; Phase IV-Transformation.

E-governance helps a democratic country to stand according to the expectations of the public in the modern era. Further, the concept of the Gartner e-governance Maturity Model was enhanced by the UN e-Governance Survey 2008 by adding Phase V i.e., Connected Government. In Phase-V, the Governments shall transform themselves into a connecting platform that responds to the needs of its citizens by developing an integrated back-office infrastructure.

Though the Government of India established various endeavors to successfully implement the e-Governance initiative, the complexities exist due to the inter-operability among central, state, district, and local governments. According to the UN E-government Survey 2020 of the UN Department

of Social and Economic Affairs (UNDESA), India was placed 100th in the E-Governance Development Index. In the year 2016, India acquired 107th rank, in 2014, 118th, and in the year 2018, 96th rank. Compared to the 2016 index with 2018, India jumped 22 places to rank 96, but in the year 2020, India slipped 4 places to rank 100th and is behind Bolivia (97) and Iran (89). Concerning the e-participation, in the year 2020, India bagged 29th rank, wherein in the year 2018, India



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acquired 15th rank (India slipped 14 places). India fell in the online services index and telecommunication infrastructure index though maintained status quo in the human capital index.

To overcome the challenges such as inter-operability, infrastructural challenges, digital divide and Covid-19 pandemic, etc., India is taking new initiatives to develop the overall effectiveness of service delivery mechanism from a citizen's perspective and trying to bridge the gap between urban and rural e-governance structures. The Government of India introduced the National e-Governance Services Delivery Assessment (NeSDA) framework in August 2019 to assess the effectiveness of the e-Governance initiatives of the different government departments from the central to the local level. The Online Service Index (OSI) of NeSDA is based on the UNDESA e-Governance survey to develop the e-Governance structure of India at an international standard.

The major core infrastructure components of e-governance initiatives of the Government of India are State Data Centers (SDCs), StateWide Area Networks (S.W.A.N), Common Services Centers (CSCs) and middleware gateways i.e., National e-Governance Service Delivery Gateway (NSDG), State e-governance Service Delivery Gateway (SSDG) and Mobile e-Governance Service Delivery Gateway (MSDG), Rapid Assessment System, Aadhaar-Digital Biometric Identity Infrastructure, Umang, National Center for Geo-Informatics, Programme Management Information System, OpenForge, Learning Management System, Digital Locker, Open data, Government Procurement – Government e-Marketplace (GeM), GI Cloud (MeghRaj), Common Services Centers, Service Delivery Gateway, State Data Center, eTaal, Archive, etc.

The biometric Identification Scheme, 'Aadhaar' brought the digital revolution to e-governance.

According to the 'Gartner e-Governance Maturity Model', there are four phases of e-governance, i.e., Phase I– Information; Phase II– Interaction; Phase III– Transaction; Phase IV– Transformation.

The 12-digit unique identity number issued to Indians by the Government supported the financial inclusion schemes such as Pradhan Mantri Jan Dhan Yojana (PMJDY), Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), Food and Public Distribution System, and many other poverty alleviation and welfare delivery schemes.

National e-Governance Plan (NeGP)

VISION

"Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realize the basic needs of the common man".

The following strategy, approach & methodology is adopted for successful implementation of the NeGP:

- Common Support Infrastructures such as SWANs, SDCs, CSCs,

and Electronic Service Delivery Gateways

- Suitable governance systems development to monitor and coordinate the implementation of NeGP
- Centralised Initiative, Decentralized Implementation
- Public-Private Partnership
- Integrative elements
- Programme approach at the National and State levels
- Facilitatory role of DIT in implementation of NeGP by various Ministries and State Governments by providing technical assistance
- Ownership of Ministries over Mission Mode Projects (MMPs)

Mission Mode Projects

NeGP comprises 31 Mission Mode Projects encompassing 11 central MMPs, 13 State MMPs, 7 integrated MMPs, and 8 components. MMPs focus on one aspect of governance with clearly defined objectives, scopes, implementation timelines, and milestones with measurable outcomes and service levels.

- **Central MMPs** – Banking; Central Excise & Customs; Income Tax; Insurance; MCA21; Passport; Immigration, Visa & Foreigners Registration & Tracking; Pension; e-office; Posts and UID

Horizontal connections

- Establishing connecting platform among government agencies

Vertical connections

- Establishing connecting platform between central, state and local government entities

Infrastructure connections

- Establishing connecting platforms to deal with the interoperability issues

Connections between Government & Stakeholders as well as between Stakeholders

- Establishing connecting platform between government, private sector, industries, business entities, academic institutions, NGOs, civil societies, etc.

Evolution of E-Governance in India

1970	Establishment of Department of Electronics by the Government of India
1977	Establishment of National Informatics Center (NIC)
1987	Launching of NICNET, the national satellite-based computer network
1990	Process of extending of NICNET via the State capitals to all district headquarters
1999	Ministry of Information Technology was created
2000	12-point minimum agenda for e-governance was prepared
2006	National e-Governance Plan (NeGP) was launched which is comprised of 27 Mission Mode projects and 8 components
2009	National e-Governance Division was created by the Ministry of Electronics & Information Technology as an independent Business Division under the Digital India Corporation
2011	4 Projects – Health, Education, PDS, and Posts were introduced to make the list of 27 Mission Mode Projects (MMPs) to 31
2015	Digital India Programme

- **State MMPs** – Agriculture; Commercial Taxes; e-District; Employment Exchange; Land Records (NLRMP); Municipalities, e-Panchayats; Police (CCNTS), Road Transport; Treasuries Computerisation; PDS; Education and Health
- **Integrated MMPs** – CSC; e-Biz; e-Courts, e-Procurement; EDI for eTrade; National e-governance Service Delivery Gateway; and India Portal


Digital India Initiative

The Digital India Initiative was launched in the year 2015 to bridge the gap between urban and rural areas by promoting investment in digital infrastructure, fostering digital literacy, and expanding online services provision. The vision of the Digital India programme is to transform India into a digitally empowered society and knowledge economy by focusing on the following key vision areas:

- Digital infrastructure as a core utility to every citizen
- Governance & Services on demand
- Digital empowerment of citizens


Digital India is designed as an umbrella programme that covers multiple Government Ministries and Departments. The overall coordination of the Digital India Programme is done by the Department of Electronics and Information Technology (DeitY) with a focus on nine pillars of growth areas, i.e., Broadband Highways; Universal Access to Mobile Connectivity; Public Internet Access Programme; e-Governance: Reforming Government through Technology; e-Kranti – Electronic Delivery of Services; Information for All; Electronics Manufacturing; IT for Jobs and Early Harvest Programmes. Each thrust area further has subcomponents and cuts across multiple Ministries and Departments.


NeGD is conducting the Chief Information Officers (CIO): e-Governance Leadership programme targeting policy and programme-level officers involved in e-Governance projects/initiatives in Center & State ministries and departments. This programme has been set up



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to create e-governance champions within line ministries to accelerate the implementation of e-governance initiatives across all levels of government.

National e-Governance Services Delivery Assessment (NeSDA)

NeSDA was launched to promote the participation of various departments and ministries at State and Central level to adopt the e-Government framework in day-to-day functioning, to encourage e-participation of citizens and businesses in policymaking, to help India in achieving the UN Sustainable Development Goals (SDGs), to provide efficient public service delivery to all levels of population in the country by reducing the digital divide, to develop innovative and improved public service delivery by developing ICT infrastructure capacity building and to develop a simple single entry point for all e-services at every level of governance i.e., from central to local self-governance. The parameters of assessing under NeSDA are accessibility, ease of use, end service delivery, integrated service delivery, content availability, information security & privacy, and status and request tracking.

e-Governance & Covid-19 Pandemic

During the current pandemic, e-governance stepped into the central role as a necessary element of communication, leadership, and coordination between policymakers, administration, and society. Digital technologies established through e-governance initiatives became an important source for sharing knowledge, encouraging collaborative research, and providing transparent guidance to the citizens. e-governance became an important ICT tool for disseminating Covid-19 related data in a more transparent, safe, interoperable, and secure manner. The online database of Covid-19 cases, lockdown guidelines, travel restrictions, locating the vacant beds in the hospitals, oxygen cylinders, financial assistance,



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GOVERNMENT OF INDIA



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DIGITAL TRAFFIC/TRANSPORT
ENFORCEMENT SOLUTION
GOVERNMENT OF INDIA



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Digital Traffic/Transport Enforcement Solution

The service enables Traffic
Officials to issue Challan
electronically & instantly, that
too in a paperless manner



and relief distribution, etc., were carried out only through e-governance infrastructure. Jan Dhan Aadhaar-Mobile (JAM) delivery system became the main vehicle for the distribution of the cash payments, rations of food supplies through the public distribution system, the distribution of the relief package under Pradhan Mantri Garib Kalyan (PMGK) scheme supported the people in the pandemic.

Aarogya Setu App and Co-WIN App are the main e-governance tools that supported the citizens and government to trace the Covid patients

To overcome the challenges such as inter-operability, infrastructural challenges, digital divide and Covid 19 pandemic, etc., India is taking new initiatives to develop the overall effectiveness of service delivery mechanism from a citizen's perspective and trying to bridge the gap between urban and rural e-governance structures.

and manage the vaccination. e-Doctor tele-video consultation facilities have been launched as an alternative to reduce hospital visits. Smart city infrastructure was used for rapid response for real-time movement, crisis predictions, etc., For example, Pimpri-Chinchwad city in India turned its operational integrated Common Control Centers, launched as part of its smart cities mission in 2015, as Covid-19 control centers by using real-time dashboards, video monitors and drones for aerial surveillance to geolocate Covid-19 cases, identify open pharmacies and monitor hospital's capacity. The cities which have operational Integrated Command and Control Centers (ICCCs) as part of smart cities mission were converted as 24/7 nerve centers for city managers creating situational awareness and emergency response services. Covid-19 tracker applications, monitoring quarantine/isolation cases, apps for coordinating city departments and logistics.

Challenges and Way Forward

The scope of the e-governance projects expanded at an unexpected speed during Covid-19 by adding many new features and innovative

e-infrastructure. The population of India now connected with e-governance can be considered as one of the largest databases in the world having personal information of people. The important challenge ahead of the sudden surge of the ambit of e-governance in the post-Covid scenario is assuring a secure, effective, reliable, transparent system that is reconciled with the basic rights and values guaranteed in the Constitution of India. Another challenge in e-governance is to adopt new methods to decrease the digital divide and to promote inclusive e-governance for achieving the promise, 'to leave nobody behind'.

In the post-Covid scenario, the government is required to develop effective e-governance through:

- Interoperability of e-governance infrastructure between intra-governmental departments and agencies
- Developing inclusive e-governance structure to make sure that there is no one is left out
- Legislating effective data protection law and administrative regulations
- Enhancing data security levels to avoid data leakage, misuse, etc.

Digital technologies established through e-governance initiatives became an important source for sharing knowledge, encouraging collaborative research, and providing transparent guidance to the citizens. e-governance became an important ICT tool for disseminating Covid-19 related data in a more transparent, safe, interoperable, and secure manner.

- Reducing digital divide by creating an inclusive digital ecosystem, e-literacy for inclusiveness, improving accessibility for higher uptake
- Mandatory sector-specific service focus to attain SDG goals
- Embracing New Age Technologies (NAT) for improved service delivery and focusing on integrated service delivery. □

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IFS: The Continuing Salience

Harsh V Pant

On 13 September 1783, the Board of Directors of the East India Company passed a resolution at Fort William, to create a department that would help “relieve the pressure” on the Warren Hastings administration in conducting its “secret and political business”. Those were difficult times for the East India Company, having just barely saved face against the Maratha Empire in the First Anglo-Maratha War, and losing to Hyder Ali in the South. The British Parliament was about to pass the Pitts India Act, 1784, which would further limit the independent powers of the East India Company. This department expanded its outreach to diplomacy, to finally become the IFS.

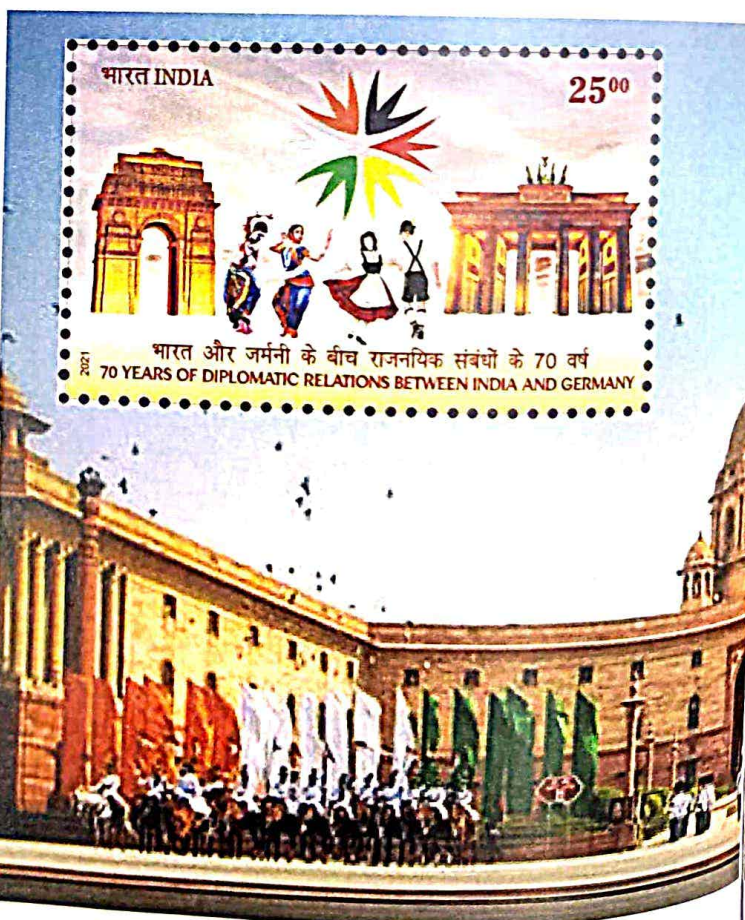
By 1843, the British were powerful. Only Punjab was left to be conquered. By then, however, the East India Company, through a series of Charter Acts, had become a shadow of its past self. The British found it necessary to restructure the foreign department for better management, and Governor-General Ellenborough, therefore, carried out administrative reforms and created four departments: Foreign, Home, Finance, and Military.

By September 1946, India had come close to Independence. Hence, there was a need for a different name and a different structure for a newly formed country. The Indian Foreign Service was created for India’s diplomatic, consular and commercial representation overseas.

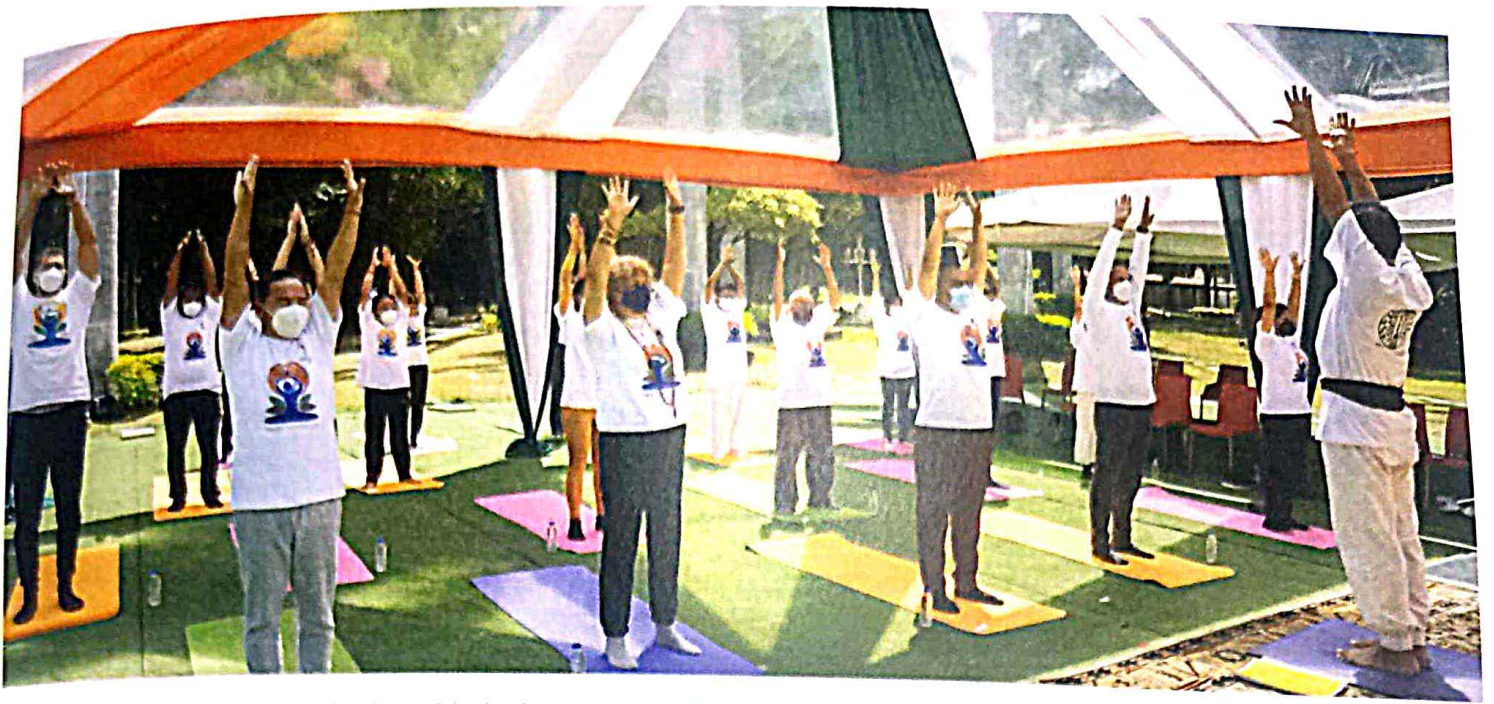
The IFS, being one of the most competitive civil services in the world, and also one of the most exclusive has carved a niche for itself in diplomatic spheres globally. It has managed India’s external relations with other nations through a host of methods: the service is responsible for representing India in international platforms and negotiating on its behalf, maintaining friendly relations and protecting India’s national interests, and gathering important information abroad and reporting back to the nation on the same.

Foreign Service entails the wing of the government that is responsible for representing a country’s interests abroad and also garnering and disseminating pertinent

information that forms the core of foreign policy decisions. Foreign Service officers constitute the backbone of this wing and aim to promote peace and prosperity while advancing their nation’s interests in other countries. They perform a vast array of duties ranging from defending their home nation’s foreign policy in high-stakes political conversations to helping their citizens travelling overseas or vice-versa.



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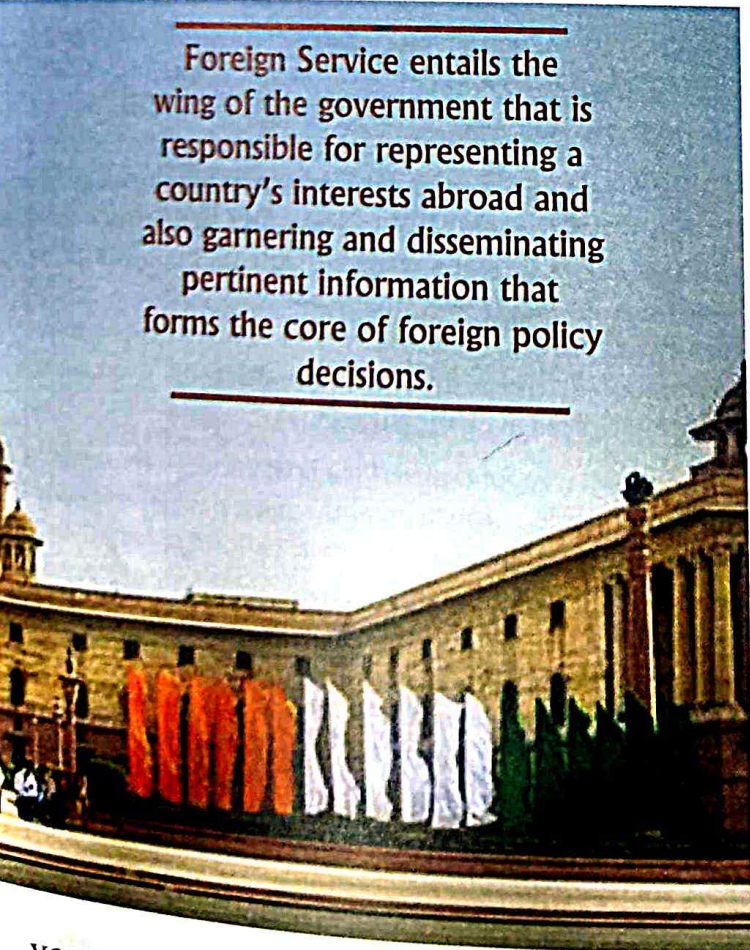
In an increasingly globalised world, the importance of an effective foreign service cannot be underestimated. This is especially relevant for an emerging power like India, which has harbored intentions of becoming a leading power in global politics and has been actively pursuing this goal. Resultantly, India's diplomatic corps, under the India Foreign Services, have acted as an effective catalyst in India's transformation into a global power. Established on October 9, 1946, the Indian Foreign Service has been in existence for 74 years and has witnessed India gradually

transform into a modern nation-state with global relevance. Currently, approximately 850 officers are manning around 193 Indian missions and posts abroad and in India, dealing with bilateral political and economic cooperation, trade and investment promotion, cultural interaction, press, and media liaison as well as a whole host of multilateral issues. In essence, an India Foreign Service Officer represents India in Embassies, High Commissions, Consulates and permanent missions to multilateral organisations like the UN, protects India's national interests in the country of their posting, promote friendly relations with the receiving states as well as their people that include NRIs/PIOs, reports accurately on the developments in the country of posting which influences the drafting of India's policies, negotiates various agreements on various issues with the authorities of the receiving states and also extends consular facilities to foreigners and Indian nationals abroad.

Foreign Service entails the wing of the government that is responsible for representing a country's interests abroad and also garnering and disseminating pertinent information that forms the core of foreign policy decisions.

Today, the global order is far different than what it was when the Cold War was at its peak, memories of World War II were still raw, and India had decided not to align itself with either of the two superpowers. India of today has aspirations of becoming a key global power, with the ability to project its clout far beyond its borders. Through wider global engagement, India is aiming to be a rule-maker and not merely a rule-taker.

In this emerging new world, the Ministry of External Affairs (MEA) can no longer maintain its Cold War-era institutional architecture. And several changes have indeed been ushered in in recent times. However, the IFS is greatly limited by its disproportionately small cadre, its inability to shift to a more holistic recruitment process, and its unwillingness to allow experts from other public and private organisations, laterally or otherwise. One of the biggest impediments to the growth of the IFS since





its conception has been the narrow and limited application criteria, that do not match up to the needs of the service. If the IFS is to excel as an institution on its own, it must have a different application process only for those interested in joining the service, rather than being grouped with other civil services. Additionally, since the skill-set required to conduct matters of foreign policy is different from those required to manage issues of internal significance, the IFS needs to broaden the criteria on which its recruitment process is based.

Attempts to reform the IFS must focus on streamlining the recruitment process in a manner that can effectively handle the large number of applicants that apply each year without compromising on the quality of the application process. Opening up the IFS to allow entry of outside actors must be done in a phased and structured manner to ensure an adequate balance between different levels/ranks of officials. The IFS must also keep up with the changes in the diplomatic world, as different forms of diplomacy, like public and digital diplomacy, gain more relevance; in recent years, India has attempted to project itself as a digital power and



To note some recent achievements of the IFS, India managed to get elected to the United Nations Security Council for 2021-2022 with one of the largest positive vote counts ever, the foreign service was at the frontline of the Vande Bharat Mission that helped stranded Indians abroad and carried out an enormous evacuation operation, the IFS officers and their teams have been working relentlessly with other government agencies and the private sector to provide medicines and Covid-19 protective equipment to more than 150 countries by overcoming daunting logistical challenges, etc.

a regional counterbalance to China, and so the IFS must match up to this vision. And lastly, reforming the IFS would require starting at the very grassroots level to reform the institutions that produce applicants for this service; Indian schools and universities need to be better equipped to produce a more capable generation of students in the fields required to be successful in the IFS.

Irrespective of the criticisms, India has been boxing above its weight in the international arena for decades now. To note some recent achievements of the IFS, India managed to get elected to the United Nations Security Council for 2021-2022 with one of the largest positive vote counts ever, the foreign service was at the frontline of the Vande Bharat Mission that helped stranded Indians abroad and carried out an enormous evacuation operation, the IFS officers and their teams have been working relentlessly with other government agencies and the private sector to provide medicines and Covid-19 protective equipment to more than 150 countries by overcoming daunting logistical challenges, etc.

An effective foreign service is of utmost importance to India's interests because even the most developed nations have interdependencies on other nations to fulfill their interests and so does India. Since no nation can remain isolated, formulation of foreign policy is an indispensable feature of the modern state, so that the states can establish economic, cultural, social, diplomatic, educational, and other relations with other states, international organisations, and non-governmental actors in the international sphere. Therefore, the Indian Foreign Service will continue to play a critical role in ensuring a secure and prosperous existence for India within the international sphere. □

Reforms in the Civil Services

Sameera Saurabh

Civil Service is essential for the functioning of the government. The civil service has long been regarded as the 'steel frame' of administration in India from colonial days. The colonial legacy of civil service is continuing in this fast-changing era of globalisation. It is in this context that civil service reform forms a quintessential part of good governance. A rethinking and a reorientation are needed in the civil service for effective service delivery.

Civil Services refer to the career civil servants who are the permanent executive branch of the Republic of India. The civil services are the backbone of the administrative machinery of the country. In India's parliamentary democracy, the ultimate responsibility for running the administration rests with the people's elected representatives—cabinet ministers and members of the parliament. The ministers decide the policy and it is for the civil servants, who serve at the pleasure of the President of India, to implement. However, Article 311 of the constitution protects Civil Servants from politically motivated vindictive action.

Evolution of Civil Services in India

Ancient India: Kautilya's Arthashastra stipulates seven basic elements- Swamin (the ruler), Amatya (the bureaucracy), Janapada (territory), Durga (the fortified capital), Kosa (the treasury), Danda (the army), and Mitra (the ally) - of the administrative apparatus. According to Arthashastra, the higher bureaucracy consisted of the mantrins and the amatyas. While the mantrins were the highest advisors to the King, the amatyas were the civil servants.

Medieval India: During the Mughal era, the bureaucracy was based on the mansabdari system. The mansabdari system was essentially a pool of civil servants available for civil or military deployment.

British India: The big changes in the civil services in British India came with the implementation of Macaulay's Report 1835. The Macaulay Report recommended that only the best and brightest would do for the Indian Civil Service to serve the interest of the British empire.

Post-Independence: After independence, Indian civil services system retained the elements of the British structure like a unified administrative system such as an open-entry system based on academic achievements, permanency of tenure.

When India was partitioned following the departure of the British in 1947, the Indian Civil Service was divided between the new dominions of India and Pakistan. The Indian remnant of the ICS was named the Indian Administrative Service, while the Pakistani remnant was named the Pakistan Administrative Service. The modern Indian Administrative Service was created under Article 312(2) in part XIV of the Constitution of India, and the All India Services Act, 1951.

Classification of Services

Part XIV of the Indian Constitution provides for different types or classes of services for India. The name of the chapter is Services under Union and the States. The



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Choorayi Kanaran

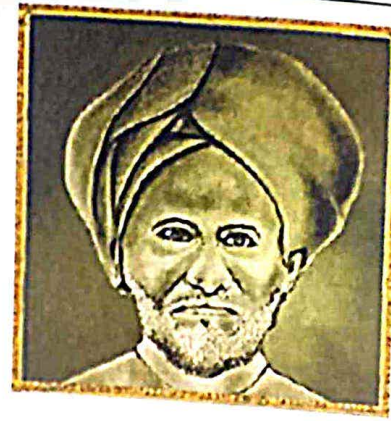
First Deputy Collector in India

Choorayi Kanaran (1812), a thiyar gentleman, First Deputy Collector in India, the highest government post an Indian can hold at that time.

The origin of civil service lies in the implementation of the Northcote-Trevelyan reform of 1854. During the East India Company period, the civil services were classified into three – covenanted, uncovenanted and special civil services. The covenanted civil service, or the Honourable East India Company's Civil Service (HEICCS), as it was called, largely comprised civil servants occupying the senior posts in the government.

The uncovenanted civil service was introduced solely to facilitate the entry of Indians onto the lower rung of the administration. The special service comprised specialised departments, such as the Indian Forest Service, the Imperial Police, and the Indian Political Service, whose ranks were drawn from either the covenanted civil service or the Indian Army. The Imperial Police included many Indian Army officers among its members, although after 1893 an annual exam was used to select its officers. In 1858 the HEICCS was replaced by the Indian Civil Service (ICS), which became the highest civil service in India between 1858 and 1947. The last appointments to the ICS were made in 1942.

With the passing of the Government of India Act 1919 by the Parliament of the United Kingdom, the Indian civil services—under the general oversight of the Secretary of State for India—were split into two arms, the All India Services and the Central Services. In 1946 at the Premier's Conference, the Central Cabinet decided to form the Indian Administrative Service, based on the Indian Civil Service; and the Indian Police Service, based on the Imperial Police.



Constitution has not elaborated the types and categories of services. In accordance with the Constitution, we divide the services into the followings categories—All India Services (AIS), State Services, and Local and Municipal Services. There are four groups of central services—Central Services Group A, B, C & D.

In Group A of central services there are 34 types. Some of them are Indian Foreign Service, Indian Audit and Accounts Service, Indian Statistical Service, Indian Economic Service, Indian Information Service, Indian Railway Service, etc. In the Group B Services following categories are included—Central Secretariat Service, Geographical Survey of India, Zoological Survey of India, Central Secretariat Stenographers Service.

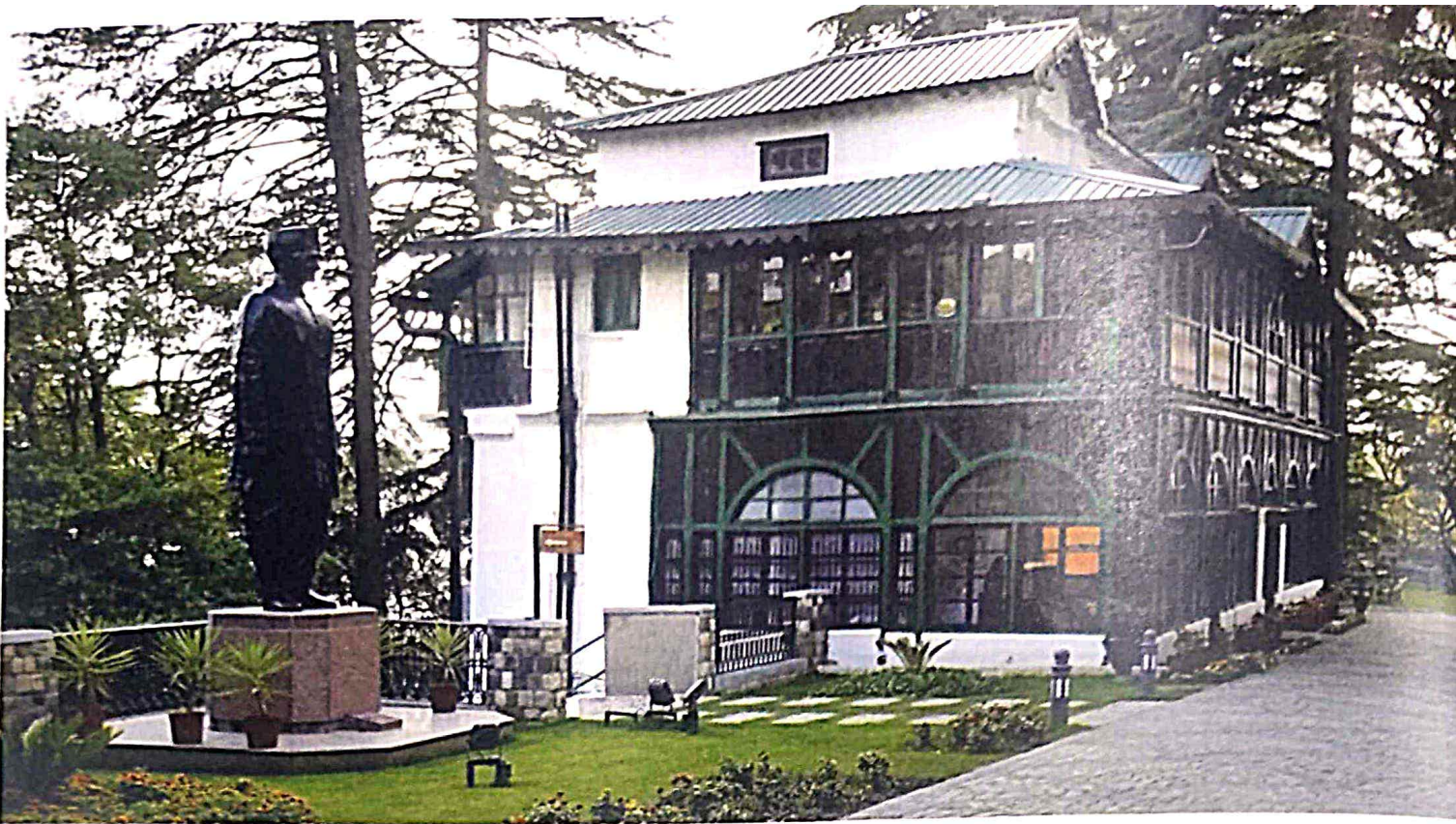
The highest personnel cadre strength among the entire civil services system in India is with Central Secretariat Service and Indian Revenue Service (IT and C&CE). Civil servants are employees of the Government of India or of the states, but not all employees of the Government are civil servants. As of 2010, there were 6.4 million government employees in India but fewer than 50,000 civil servants to administer them.

The Government of India approved the formation of the Indian Skill Development Service in 2015, Indian Enterprise Development Service in 2016. Further, the Cabinet of India approved merging all civil services under Indian Railways into a single Indian Railways Management Service as part of structural reform in the sector in 2019.

Civil Service Reform is a deliberate change effort by the government to improve its capacity to effectively and efficiently execute policies. In recent times, there has been accelerated change globally brought about by technological advances, greater decentralisation, and social activism. The ramifications of these changes are being felt by the government in the form of increasing expectations for better governance through effective service delivery, transparency, accountability, and rule of law. The civil service, as the primary arm of government, must keep pace with the changing times in order to meet the aspirations of the people. The purpose of 'reform' is to reorient the Civil Services into a dynamic, efficient, and accountable apparatus for public service delivery built on the ethos and values of integrity, impartiality, and neutrality.

"There is no alternative to this administrative system... The Union will go, you will not have a united India if you do not have good All-India Service which has the independence to speak out its mind, which has [the] sense of security that you will standby [sic] your work... If you do not adopt this course, then do not follow the present Constitution. Substitute something else... these people are the instrument. Remove them and I see nothing but a picture of chaos all over the country."

— Vallabhbhai Patel in the Constituent Assembly of India discussing the role of All India Services



The reform is to raise the quality of public services delivered to the citizens and enhance the capacity to carry out core government functions, thereby, leading to sustainable development.

The ailments afflicting Indian civil services are:

- Poor capacity building
- Inefficient incentive systems that do not appreciate upright and outstanding civil servants but reward the corrupt and the incompetent
- Outmoded rules and procedures that restrict the civil servant from performing effectively
- Systemic inconsistencies in promotion and empanelment
- Lack of adequate transparency and accountability procedures - there is also no safety for whistleblowers
- Arbitrary and whimsical transfers – insecurity in tenures impedes institutionalization
- Political interference and administrative acquiescence
- Dominance of few elite services in promotions, work allocations, and assignments

Structural Issues

Generalist officers Vs Specialist Officers: Civil Services are conceived

Civil Service Reform is a deliberate change effort by the government to improve its capacity to effectively and efficiently execute policies. In recent times, there has been accelerated change globally brought about by technological advances, greater decentralisation, and social activism.

primarily to deliver the core functions of the state such as the implementation of government schemes and programmes, maintenance of law and order, and implement government orders.

However, changing needs with the advent of globalisation, and economic reforms, the role of the state has changed. Therefore, there are new challenges due to technological evolution (for example cybersecurity) and complex business, trade, legal aspects which the Government needs to navigate. Thus, there is a higher demand (of specialist officers) for domain knowledge at the policy level. Also, there is a growing feeling within the services that existing specialist services like Indian Revenue Service, Indian Economic Service, Indian Statistical Service, etc do not get adequate representation nor opportunities to do the work they have been trained to do. Most of the coveted positions in the Government of India are taken over by the elite services which results in uneven utilisation of talent and adversely affect the morale of other services.

Recent Reforms: Mission Karmayogi

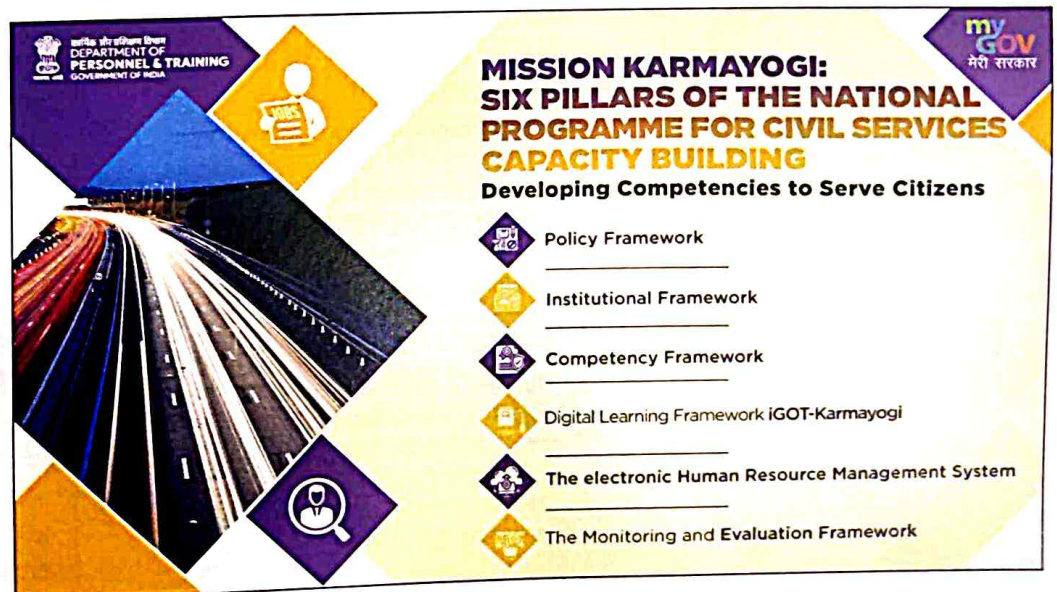
The Government has announced a new comprehensive Civil Services reforms programme aimed at better services delivery to the public. Since its first term, Prime Minister has been pushing for reforms in the civil services.



The government's policy thinktank NITI Aayog has a chapter dedicated to the issue in a landmark 2018 report. The Strategy For New India @ 75 report stresses the need "to put in place a reformed system of recruitment, training and performance evaluation of the civil service to ensure more effective and efficient delivery of public services to achieve the development goals envisaged in New India 2022".

The government also announced on September 2, 2020 that under its Mission Karmayogi programme, civil servants would be trained to be "more creative, constructive, imaginative, innovative, proactive, professional, progressive, energetic, enabling, transparent and technology-enabled".

The Union Cabinet chaired by Prime Minister Narendra Modi has also approved the new National Architecture for Civil Services Capacity Building called "Mission Karmayogi" that aims to transform the capacity building apparatus at the individual, institutional, and process levels at Government of India. The initiative that targets 4.6 million central government employees will be based on three pillars



of "governance, performance, and accountability". It promises a shift from rules to roles, silos to coordination, interdisciplinary movements, and a continuous capacity building exercise

The fundamental focus of the reform is the creation of a 'citizen-centric civil service' capable of creating and delivering services conducive to economic growth and public welfare. Accordingly, Mission Karmayogi shifts the focus from "Rule-based training to Role-based training". Greater thrust has been laid on behavioural change.

The National Programme for Civil Services Capacity Building has been so designed that it remains entrenched in Indian culture and sensibilities while drawing learning resources from the best institutions and practices from across the world. The Programme will be delivered by setting up an Integrated Government Online Training- iGOT Karmayogi Platform.

A Public Human Resources Council under the chairmanship of the Prime Minister, with Union Ministers, Chief Ministers, eminent HR practitioners, national and international experts would oversee the entire capacity building exercise.

An expert body called Capacity Building Commission will be set up to harmonise training standards, create shared faculty and resources, and have a supervisory role over all Central Training Institutions. A Special Purpose Vehicle, SPV will be set up as Section 8 – Not for Profit Company which will own and manage the iGOT-Karmayogi platform. The SPV will own all Intellectual Property Rights on behalf of the Government of India.

An appropriate monitoring and evaluation framework will also be put in place for performance evaluation of all users of the iGOT-Karmayogi platform so as to generate a dashboard view of Key Performance Indicators.

The iGOT model was tried successfully during Covid situation for training health professionals. More than 12.73

lakh health workers completed 17.66 lakh courses of varied durations within 3 months.

iGOT-Karmayogi platform is expected to evolve into a vibrant and world-class marketplace for content where carefully curated and vetted digital e-learning material will be made available. Besides capacity building, service matters like confirmation after probation period, deployment, work assignment, and notification of vacancies, etc. would eventually be integrated with the proposed competency framework.

To cover around 46 lakh Central employees, a sum of Rs. 510.86 crore will be spent over 5 years from 2020-21 to 2024-25. Mission Karmayogi aims to prepare the Indian Civil Servant for the future by making him more creative, constructive, and citizen-friendly. The government said after the hiring reform it brought in last month through a nodal recruiting agency, this exercise will be for post recruitment reform across cadres and positions – from a constable to the director-general of police, from an assistant section officer to the secretaries' level. The mid-career training will now be available to all government staff instead of the top officers alone, and their profile and assessment will be continuous. If there is a need for some special appointment, then authorities can do so by looking at the profile of the officers with the help of technology instead of depending on perceptions.

Salient Features

Reforms are expected to lay the foundations for capacity building for Civil Servants so that they remain

The purpose of 'reform' is to reorient the Civil Services into a dynamic, efficient, and accountable apparatus for public service delivery built on the ethos and values of integrity, impartiality, and neutrality. The reform is to raise the quality of public services delivered to the citizens and enhance the capacity to carry out core government functions, thereby, leading to sustainable development.

entrenched in Indian culture and sensibilities and remain connected, with their roots, while they learn from the best institutions and practices across the world. The Programme will be delivered by setting up an Integrated Government Online Training-iGOT Karmayogi Platform. The core guiding principles of the Programme will be

1. Supporting Transition from 'Rules based' to 'Roles based' HR Management. Aligning work allocation of civil servants by matching their competencies to the requirements of the post,
2. To emphasize on 'on-site learning' to complement the 'off-site learning,
3. To create an ecosystem of shared training infrastructure including that of learning materials, institutions and personnel,
4. To calibrate all Civil Service positions to a Framework of Roles, Activities and Competencies (FRACs) approach and to create and deliver learning content relevant to the identified FRACs in every Government entity,
5. To make available to all civil servants, an opportunity to continuously build and strengthen their Behavioral, Functional, and Domain Competencies in their self-driven and mandated learning paths,
6. To enable all the Central Ministries and Departments and their Organizations to directly invest their resources towards co-creation and sharing the collaborative and common ecosystem of learning through an annual financial subscription for every employee,
7. To encourage and partner with the best-in-class learning content creators including public training institutions, universities, startups, and individual experts,
8. To undertake data analytics in respect of data emit provided by iGOT Karmayogi of various aspects of capacity building, content creation, user feedback, and mapping of competencies and identify areas for policy reforms.

It is also proposed to set up a Capacity Building Commission, ensuring a uniform approach in

MISSION KARMAYOGI: BENEFITS FOR COMMON MAN
Making Civil Servants Responsive to Citizen Needs

- Bringing paradigm shift in the HR management of civil services
- Ensuring that the right person with right competencies is at the right position
- To make a civil servant more efficient, effective, accountable and responsive to the needs of the citizen
- The programme will usher in marked enhancement in quality of governance

managing and regulating the capacity building ecosystem on a collaborative and co-sharing basis.

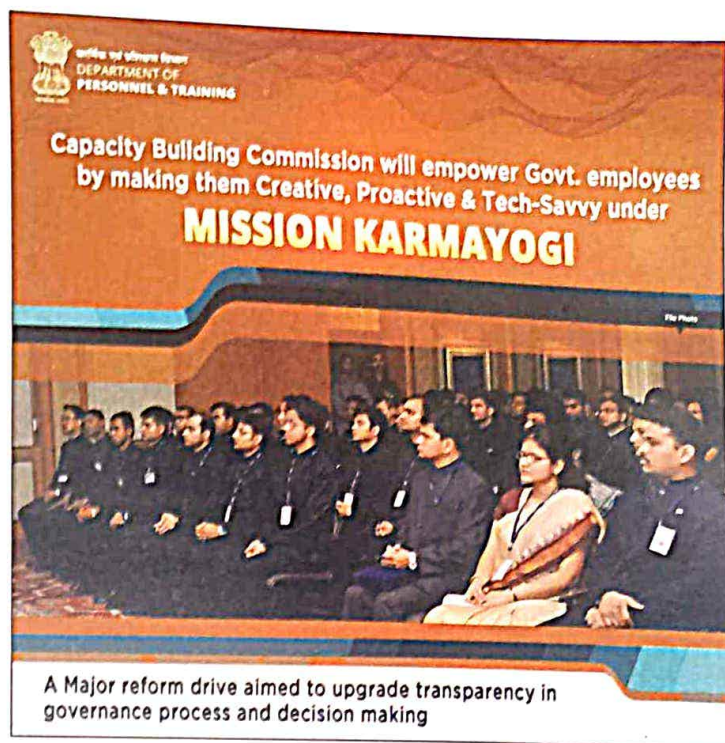
The role of Commission will be as under-

- To assist the PM Public Human Resources Council in approving the Annual Capacity Building Plans.
- To exercise functional supervision over all Central Training Institutions dealing with civil services capacity building.
- To create shared learning resources, including internal and external faculty and resource centers.
- To coordinate and supervise the implementation of the Capacity Building Plans with the stakeholder Departments.
- To make recommendations on standardization of training and capacity building, pedagogy, and methodology.
- To set norms for common mid-career training programs across all civil services.
- To suggest policy interventions required in the areas of HR Management and Capacity Building to the Government.

Financial implications

To cover around 46 lakh Central employees, a sum of Rs.510.86 crore will be spent over a period of 5 years from 2020-21 to 2024-25. The expenditure is partly funded by multilateral assistance to the tune of USD 50 million. A wholly owned Special Purpose Vehicle (SPV) for NPCSCB will be set up under Section 8 of the Companies Act, 2013. The SPV will be a “not-for-profit” company and will own and manage iGOT-Karmayogi platform. The SPV will create and operationalize the content, market place and manage key business services of iGOT-Karmayogi platform, relating to content validation, independent proctored assessments, and telemetry data availability. The SPV will own all Intellectual Property Rights on behalf of the Government of India. An appropriate monitoring and evaluation framework will also be put in place for performance evaluation of all users of the iGOT-Karmayogi platform so as to generate a dashboard view of Key Performance Indicators.

The Union Cabinet has also approved this year the corporatization of the Ordnance Factory Board which is the coordinating body of the 41 Ordnance Factories, a production arm of Department of Defence Production (DDP), Ministry of Defence. However, there will be no change in the service conditions of the OFB employees and the government was committed to safeguarding their interests. All OFB employees (Group A, B, and C) from different production units will be transferred to the corporate entities on deemed deputation for an initial period



of two years without changing their service conditions as government employees.

Conclusion

Capacity augmentation of Civil Servants plays a vital role in rendering a wide variety of services, implementing welfare programs, and performing core governance functions. A transformational change in Civil Service Capacity is proposed to be affected by organically linking the transformation of work culture, strengthening public institutions, and adopting modern technology to build civil service capacity with the overall aim of ensuring efficient delivery of services to citizens. The future of the country cannot be progressive without a reformed bureaucracy.

Rationalization and harmonization of service may be the need of the hour. The existing 60 plus separate civil services at the central and state level needs to be reduced through rationalization and harmonization of services. Recruits may be placed in a central talent pool, which would then allocate candidates by matching their competencies and the job description of the post. Also, the existing civil servants can be allocated duties in tandem with their academic expertise and practical experience gained at the workplace. The over-emphasis on one-time examination, rank allocation, and consequent lifelong privileges should be done away with as elitism should not be the hallmark of the civil servants who are foremost public servants and should be, as far as plausible connected with the people they represent. Civil Service Reforms should realign the outdated structure and culture of the services and forgo its colonial hangover aiming to raise the quality and sensitivity of services to the citizens that are essential for sustainable economic and social development. □

Healthcare

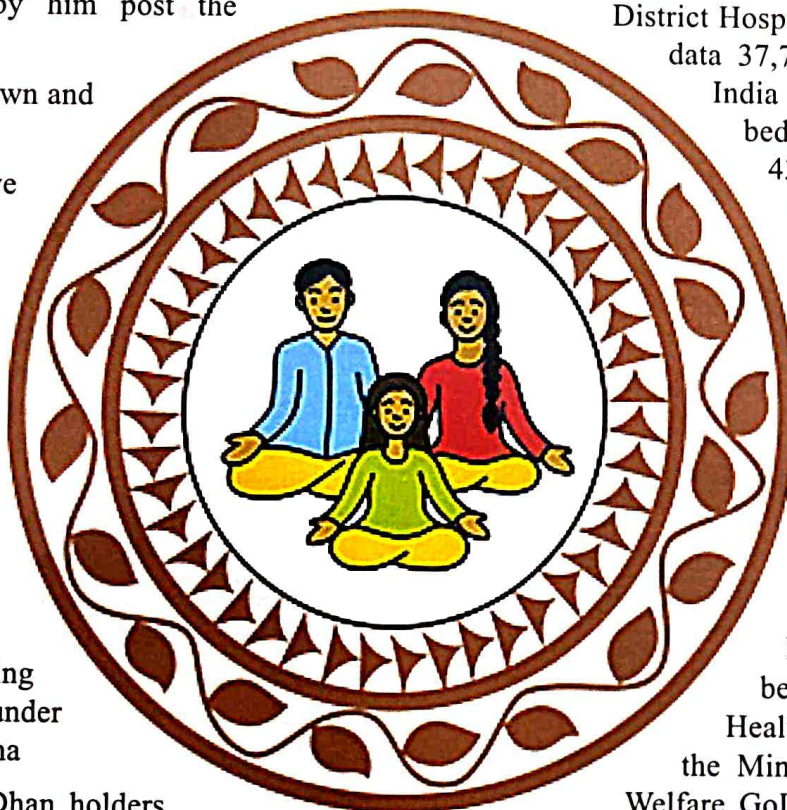
Suresh Prabhu

The past year and the recent second wave of Covid-19 in India have been difficult to deal with for each of us in one or another way. But the pace of vaccination drive in India and across the globe has given us a new hope to return to normalcy.

India is known as the “World’s Pharmacy” as it is the largest producer of generic medicines accounting for 20 percent of global production and also manufactures more than 60 percent of all vaccines sold across the globe. India is the world’s second-largest exporter of Ayurvedic & Alternative Medicines with a Compound Annual Growth Rate (CAGR) of 22% during 2015-20 in the healthcare sector. India had launched the world’s largest Covid-19 vaccination drive in January 2021 and has supplied millions of doses to various countries. Till now, around 38 crore people have been vaccinated in India and 342 crore people globally.

India is at the forefront in fighting against Covid-19 under the leadership of the Prime Minister. The immediate steps taken by him post the pandemic in 2020 are:

- Ensured timely lockdown and saved lakhs of lives
- Creation of extensive support system through setting up of COVID-19 warriors’ network and a national taskforce
- A t m a n i r b h a r Bharat economic stimulus relief package of 20 lakh crore amounting to 10% of GDP
- 80 crore people being given free food grains under PM Garib Kalyan Yojana
- 20 crore women Jan Dhan holders



being given ₹500 per month for three months

- MGNREGA wage rate was increased to ₹202 per person per day and is benefiting 13.62 crore families.
- Support to Indian vaccine manufacturing companies

Due to these measures, India has the world’s highest Covid-19 recovery rate of around 95% and there are signs of the Indian economy returning to pre-Covid levels. From June 2021, the central government has started procuring 75 percent of the vaccines being produced in the country and is then distributing it to the states to vaccinate people over 18 years for free of cost.

Public healthcare facilities in India are provided through Primary Health Centers, Community Health Centers, Sub-District/Divisional Hospitals, and District Hospitals. According to 2018, GoI data 37,725 public facilities exist in India accommodating 7,39,024 beds. It is estimated that around 43,500 private hospitals accommodate around 11,85,000 beds. There are over 500 medical colleges in India with approximately 50,000 doctors graduating every year.

National Digital Health Mission (NDHM) was launched by the PM on India’s 74th Independence Day in August 2020. It is being implemented by National Health Authority (NHA) under the Ministry of Health and Family Welfare, GoI. The plan is to create a digital

health ecosystem for India featuring health ID, personal health records, Digi Doctor, and health facility registry. E-pharmacy and telemedicine services are planned to be included later. NDHM syncs with Ayushman Bharat, a flagship scheme launched by PM in 2018 through the recommendation by the National Health Policy 2017, to achieve the vision of Universal Health Coverage (UHC) by covering 50 crore beneficiaries. Ayushman Bharat is the world's largest government-funded healthcare programme.

Today, technology-driven growth through the introduction of emerging technologies like Artificial intelligence (AI), Robotics, Augmented reality (AR), Virtual reality (VR), 3D Printing, and 3D imaging can be seen in the healthcare sector in India. Many innovative health startups are doing exceptionally well in India. The government is lending full support to the startup ecosystem in India through schemes like Startup India and Stand-Up India. India's Ease of Doing Business (EoDB) rank according to the World Bank's Ease of Doing Business Report 2020' is 63rd among 190 countries. This is a jump of 79 positions from 142nd in 2014 to 63rd in 2019. Also, currently 100 percent FDI for wellness is allowed in the construction of hospitals under automatic route and 100 percent in the AYUSH sector. According to a recent report by NITI Aayog, India's healthcare industry is expected to reach USD 372 billion in 2022. It became the fifth-largest employer in India in 2015, employing 4.7 million people directly, and can generate over 500,000 new jobs per year.

We can see a new phase of healthcare sector reforms in India through the passing of the National Commission for Allied and Healthcare Professions Bill, 2020 in March 2021. I had supported the bill in the Parliament and given suggestions for the same which have been taken into consideration by the government. Through this bill, a central commission with the provision of ten (10) separate councils will regulate fifty-six (56) highly skilled professions in the healthcare industry and will also protect and enhance the overall standard of health care in the country. The bill is aimed to regulate and maintain standards of education and services by allied and healthcare professionals in India. The country has around 12.5 lakh allopathic practitioners registered with MCI or state medical councils and around 21.5 lakh registered nurses & midwives. An estimated 61 lakh healthcare workers are active in India which

Today, technology-driven growth through the introduction of emerging technologies like Artificial intelligence (AI), Robotics, Augmented reality (AR), Virtual reality (VR), 3D Printing, and 3D imaging can be seen in the healthcare sector in India. Today, technology-driven growth through the introduction of emerging technologies like Artificial intelligence (AI), Robotics, Augmented reality (AR), Virtual reality (VR), 3D Printing, and 3D imaging can be seen in the healthcare sector in India.



includes doctors, nurses, interns, trained practitioners, lab technicians, Ayush professionals, ASHA (Accredited Social Health Activist) workers, and final year students related to the healthcare sector.

India offers affordable healthcare services for all and is a famous destination for medical tourism. It is estimated to be worth 5 to 6 billion USD with over 500,000 patient visits annually. Chennai city of Tamil Nadu state has famous Multi and super-specialty hospitals with the inflow of the greatest number of international patients. India offers a smooth process for the issue of medical visas and provides the best healthcare facilities, frontier technologies, finest doctors, financial savings with the lowest waiting time. The Indian government had launched a single-window portal in 2017 to promote medical and wellness tourism in the country.

With world-class healthcare facilities and the vaccination drive in full swing, I am confident that we will defeat Covid-19 soon and under the visionary leadership of the PM, India will become Aatmanirbhar. □

The Covid-19 Experience

Dr Rakesh Kumar

The Covid-19 pandemic has left an indelible mark on India's living memory. Its second wave cast a dangerous spell with more than 3.50 lakh lives lost in this period alone.¹ About 88% of all deaths comprised people in the age group 45 and above², often sole breadwinners in their families, unexpectedly leaving behind helpless, orphaned, vulnerable children to an uncertain future. Each one of us knows someone who never made it. As India begins to heal, we must all ask ourselves a question –How can India equip itself to never face such a dire situation ever again?

The colossal face of this human tragedy will continue to haunt us for a long time. The pandemic has created a dual crisis, adversely affecting health and the economy. At least 230 million Indians have been said to have fallen below the poverty line during lockdowns.³ It is in these times of trial and tribulation, accelerating progress on universal health coverage (UHC) with a primary health care focus is an idea whose time has come.

Universal Health Coverage

UHC promises every individual access to quality healthcare, including promotive, preventive, curative, rehabilitative, and palliative health services, without

the cost of financial hardship. The global Covid-19 experience has proved the need to revisit the requisites consisting of Target 3.8 of the SDGs, UHC, in the most practical, workable sense. Moving towards UHC requires strengthening health systems. WHO's 2007 framework describes health systems in terms of six "building blocks"- service delivery, health workforce, health information systems, accessible essential medicines, health financing, and governance⁴.

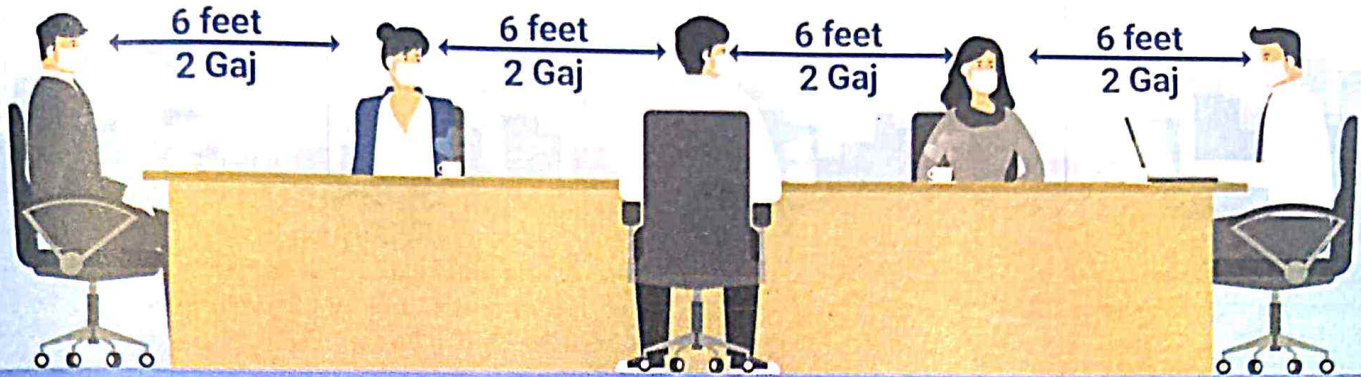
Responsiveness and efficacy of the building blocks of health systems can be significantly enhanced by answering three policy questions around UHC - who is covered (questioning the extent of population coverage), which



The author is a former Joint Secretary of the Ministry of Health and Family Welfare, Government of India.



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**Safai, Dawai, Kadai
Jeetenge Corona se Ladai**

For Information related to COVID-19
Call the State helpline numbers or Ministry of Health and Family Welfare, Government of India's 24x7 helpline number 1075 (Toll Free)

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services are covered (questioning the extension of the program to services), what amount of costs are covered (questioning the overall financial design of the said program).⁵

UHC lessons from Asia-Pacific

Asia-Pacific region is home to 60% world's population. 263 million poor live in this region on \$1.90 per day and another 1.1 billion live on \$3.20 per day. The region contributes to 41% of Under-5 deaths, 44% maternal deaths, 56% newborn deaths, 60% stunting, and 2/3rd of Low-Birth-Weight babies. The region is rapidly urbanizing with the highest migrant population. The region is characterized by low spending in public health; however, some countries have made gains towards UHC by increasing public health expenditure. These measures have stood them in good stead.

Success stories from our neighbors may serve us well in understanding what, and how their UHC focused health systems may have prepared them to battle the ongoing pandemic, better. Sri Lanka, for example, armored

itself with an intricate network of health facilities along with free and equal public health care including Covid-19 at the point of health care delivery. It was the lack of financial barriers, guided by a comprehensive policy of public-private pooling of funds, that enabled the country to efficiently respond to the pandemic-induced challenges. The country has also spaced separate preventive and curative healthcare sectors, with new and improved expansions at the primary level.⁶ Further, the constitution

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of a high-level task force, using an all-of-government and whole-of-society approach to regulate the distribution mechanism of essential commodities,⁷ combined with due emphasis on strict lockdowns and travel restrictions, created a conducive environment for carrying out the essential 3Ts- testing, tracing, and treatment.

The Republic of Korea managed to duck the scourge due to its existing universal, single-payer National Health Insurance Scheme which covers around 97% of its total population with the remaining 3% covered wholly with government subsidies. The lessons from 2015 MERS outbreak inspired

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Cabinet Approves
India COVID-19 Emergency Response & Health System Preparedness Package (ECRP): Phase II

Support under the Central Sector (CS) Component-

- Support to Central Hospitals, AIIMS and Other Institutions
- Central War Room
- IT Systems Including COVID-19 Portal
- eSanjeevani Tele-Consultation Platform
- COVID Helpline-1075
- Cloud Telephony and Call Centres
- Establishing Integrated Control & Command Centre (ICCC) Platform
- Strengthening COWIN platform & National Centre for Disease Control (NCDC)

the country to push for an early and aggressive response against Covid-19 in 2020. On the other hand, in Thailand, a UHC program covering about 75% of its population had helped reduce out-of-pocket expenses to about 11% by 2017. With Covid-19 and related expenses covered under the national social security scheme, the country did well in mitigating the adverse health impact of the pandemic. Quick responses were catalysed with ground-level volunteers to help prevent, detect, and report infected cases, minimising local transmissions, raising awareness, and encouraging people to comply with disease control measures. Testing laboratories were ramped up along with a creation of an extended network for public and private hospitals.

When it comes to utilising limited resources strategically towards achieving UHC, Vietnam has made exemplary strides. With more than 87% of people in Vietnam covered under national health insurance, it is the local community that has often played a crucial role in not just raising awareness but also in service delivery. With an emphasis on primary health care and with collaborative participation of finance from public, private, not-for-profit sectors, and investments in digital technology, Vietnam has shown how best to optimize existing solutions. In its commitment to strengthening preventive care, it had been building emergency preparedness capabilities even before the pandemic.⁸ They have also put the best foot forward in monitoring and evaluation of continual achievements. With fewer resources but the sustained deployment of stringent containment measures with the help of the military, private security services, and grassroots NGOs, Vietnam proved that success comes from the strong will of the polity as well as of the community as a whole.⁹

Investing in UHC to build back better

Before Covid-19 hit, India had been making small but significant strides towards UHC. Covid-19 has adversely impacted UHC efforts with rising challenges such as insufficient funds, high OOPe, poor access, rising gender inequities, reduction in quality and efficiency of services. But there is a silver lining too. Hope for improved investment and speeding up of UHC implementation.

At this point, it would be important to highlight Astana Declaration's (2018) political commitment towards a sustainable primary healthcare (PHC) approach to UHC, given that millions of poor and vulnerable people across the globe are still deprived of essential primary healthcare. Expressing concern over the growing costs of healthcare over the years, the Declaration backed PHC as the most inclusive, effective, and efficient approach to addressing public health needs, and emphasized preventive care to minimise the burden on the existing infrastructure.

In pursuit of the commitment towards a sustainable PHC, India's Ayushman Bharat has managed to operationalise more than 75,500 wellness centers at the primary level with a footfall of over 44.24 crore beneficiaries by April 2021.¹⁰ Health financing also saw a heartening 138% increase in the Union Budget, 2021-22, with an emphasis on the all-round approach with approximately Rs. 64,180 crores allocated to the Aatmanirbhar Bharat Swasth Bharat Yojana to develop primary, secondary, and tertiary healthcare systems.¹¹

The private sector contributes to more than 70% of the total 4.2% contribution towards health in national GDP. India must rope in the private sector in its UHC campaign to improve access and increase coverage of health insurance as a measure for financial risk protection.¹² Creation of new Development Impact Bonds, alongside increasing scope for greater budgetary allocations to health, can put UHC back on track.

Ministry of Health & Family Welfare
Government of India

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₹23,123 crore allocated for FY 2021-22 with the aim to

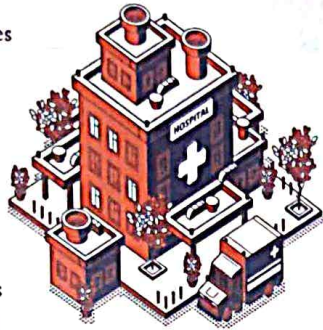
- Prevent, Detect and Manage the continuing threat posed by COVID-19
- Strengthen Health System Preparedness at Central level and In States/UTs

Cabinet Approves

India COVID-19 Emergency Response & Health System Preparedness Package (ECRP): Phase II

Support under Centrally Sponsored Scheme (CSS) Component :

- To Create Paediatric Units at all 736 district hospitals
- Expand ICU bed capacity
- Add beds in peripheral public health facilities
- Augment the existing fleet of ambulances
- Engage UG & PG Medical Interns, final year MBBS, BSc. and GNM nursing students
- Create buffer stock for essential medicines
- Install liquid medical oxygen tank and a medical gas pipeline system
- Ensure availability of Drugs and Diagnostics



Additional Support for :

- IT Interventions including expanding access to Tele-Consultation in all Districts
- Control rooms and helplines at State and District level to inform about bed availability, ambulances, testing status, vaccination centres etc.

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Robust financing structures are key. Pooling funds from compulsory funding sources (such as government tax revenues) can spread the financial risks of illness across a population. While public funding is key to driving a UHC program in India, private sector emphasis will help pool funds, spread administrative costs, and improve accountability. As experience in countries like Sri Lanka and Indonesia shows, private funding can be merged with general taxation as well as social health insurance contributions to improve efficacy and expedite results. Measures to improve financial accountability should also be clubbed together with an improved system of monitoring and evaluation to measure and respond to the progress made.

Asia-Pacific experience shows that when both target populations, in terms of reaching the last mile, as well as the targeted range of benefits, are prioritized -

results are more tangible. This includes improvements in existing social determinants of health, such as nutrition, environment, gender equality, water, sanitation, and hygiene. A multi-dimensional approach in conjunction with electorally important areas, including unemployment, pollution, among other social determinants, needs to be taken in overcoming challenges posed by the pandemic. Strengthening of social safety nets across verticals, for immigrants, the vulnerable, socially, and economically deprived is the need of the hour and must be facilitated as a part of the national development agenda in the next 3-4 years, including establishing service delivery systems for migrants and mobile population to prevent spread during the pandemic. It is important to save lives and livelihoods.

Coverage, services and funds require a strong resolve and infrastructure. It remains at the core of fulfilling the UHC agenda. Health must be turned into an issue of the masses. Only then will any vision for UHC manifest in reality.

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Catch the Rain

Karishma Sharma

The initiative “Catch the Rain” seeks to substitute the use of available groundwater with rainwater by employing rainwater harvesting techniques across the country. Catch The Rain with the tagline “Catch the rain, where it falls, when it falls” is to nudge the states and stakeholders to create appropriate Rainwater Harvesting Structures (RWHS) suitable to the climatic conditions and sub-soil strata before monsoon 2021. The Campaign will include drives to make check dams, water harvesting pits, and rooftop RWHS, etc. while removing encroachments and de-silting tanks to increase their storage capacity. It also seeks to repair step-wells and uses defunct bore-wells and unused wells to put water back to aquifers.

The impending water crisis is the reality of the world with the increasing global population, rapidly rising urban areas, continuous bioenergy demands, and climate change. Water shortage is already affecting 2.3 billion people who live in water-stressed¹ regions of the world.¹ The average annual per capita water availability in India in the years 2001 and 2011 was assessed as 1816 cubic meters and 1545 cubic meters respectively which may further reduce to 1486 cubic meters in the current year. Annual per-capita water availability of less than 1700 cubic meters is considered a water-stressed condition.² On average, women, and girls in the country spend a considerable time (up to 6 hours) performing domestic chores, and collecting water constitutes a major part of it. This is 40 percent more than the time spent by women in South Africa and China.³

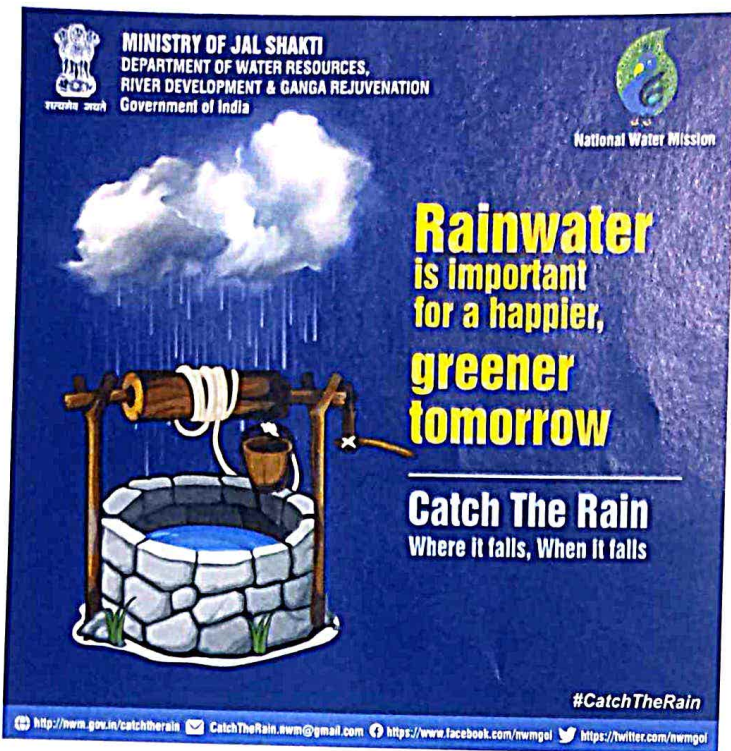
Out of the primary reasons that lead to water shortage in any country, population and climate change issues may be resolved through global cooperation, but it is hardly possible to stop urbanisation or energy demand considering these are by-products of development. With this irreversible situation facing the world and the United Nations’ consistent appeal to treat water as a scarce resource, it is high time that governments start actively employing alternatives to groundwater usage. According to the UN “Summary Progress Update 2021: SDG 6 - water and sanitation for all”, the level of water stress in India is as high as 66 percent with the trend showing an increase over the years. India is home to 17 percent of the world population but has only 4 percent of the world’s freshwater resources.⁴ It is abundantly clear that no amount of usage management can pull the country out

of this situation if we continue to turn to only freshwater resources.

The Prime Minister’s latest campaign “Catch the Rain” seeks to address the above issue by substituting the use of available groundwater with rainwater by employing rainwater harvesting techniques across the country. Catch The Rain with the tagline “Catch the rain, where it falls, when it falls” is to nudge the states and stakeholders to create appropriate Rainwater Harvesting Structures (RWHS) suitable to the climatic conditions and sub-soil strata before monsoon 2021. The Campaign will include drives to make check dams, water harvesting pits, and



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rooftop RWHS, etc. while removing encroachments and de-silting tanks to increase their storage capacity. It also seeks to repair step-wells and use defunct bore-wells and unused wells to put water back to aquifers.

To facilitate these activities, states have been requested to open “Rain Centres” in each district- in Collectorate/ Municipalities or GP offices. These Rain Centres will have a dedicated phone number and will be manned by an engineer, or a person well trained in RWHS. This centre will act as a technical guidance centre for all in the district.

According to UN statistics, globally 72 percent of all water withdrawals are used by agriculture, 16 percent by municipalities for households and services, and 12 percent by industries.⁵ It is thus, clear that agriculture will be the worst hit activity in case of a water crisis and it makes sense for water management schemes in any country to pay critical attention to rural regions where most agricultural activity happens. “Catch the Rain” Campaign attempts to bring into action gram panchayats of water-stressed districts to support the efforts of the government for propagating sustainable agriculture through rainwater harvesting. The inauguration of the campaign saw Gram Panchayats take “Jal Shapath” for water conservation. For this purpose, the government is committed to using MGNREGA funds exclusively for the campaign until the arrival of the monsoon, essentially using these funds to improve and save the employment of lakhs of people engaged in agriculture.

The Campaign succeeds the many previous schemes also focusing on water conservation and management and will effectively augment the groundwork that has been laid by preceding schemes. Just 1.5 years ago, only 3.5 crores out of 19 crore rural families in our country, got piped drinking water. After the launch of Jal Jeevan Mission, about 4 crore new families got piped drinking water connections in a matter of months.⁶ As a step towards better water governance, rural women have been made stakeholders in the campaign for water testing. During the Covid-19 period itself, about 4.5 lakh women were trained for water testing with every village getting at least 5 trained women specifically for this purpose.⁷

India has had an extensive and rewarding journey with the division of power and all leaders have tried to accommodate every perspective as well as ensured efficiency of policies through making stakeholders at different levels of hierarchy. While the government is spearheading the rainwater harvesting campaign and will be an administrative head throughout, for the campaign to be as efficacious as the country needs it to be, it is imperative for all stakeholders to proactively pool resources and efforts in synergy with the government.

There are fundamentally three stakeholders – government, people, and institutions- who must take up differing accountabilities in the campaign. The government began its administrative actions long back and continues to command the initiative from a governance perspective. The power vests in the hands of people at the ground level who will be “catching” the rain when it falls and where it falls. Freeing personal infrastructure for this cause and judiciously using what can be called “additional water” will significantly boost the government’s initiative. A paradigm shift away from using groundwater in however quantity needed is important for the success of such campaigns.

At the institutional level, heads of IIMs, IITs, Central Universities, private Universities, Chairpersons of Railways, Airport Authority, PSUs, and DGs of Central Armed Police Forces, having large tracts of lands with them, have been requested to take steps to harvest rainwater. In an optimistic-looking scenario, many of these heads informed the government about the already existing water management system in their respective institution. The Indian Army, for example, is committed to using treated sewage water from STPs for arboriculture, and the bulk of stations have already activated double piping systems for utilising this treated water for flushing systems. The State Bank of India has consistently ensured grassroots level reach of water management programs of the government through active social media engagement.

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IIM Ahmedabad already has a dedicated rainwater harvesting system that also acts as a groundwater recharge system while Tamil Nadu Agricultural university also has a wastewater treatment facility and rainwater harvesting structure in their main campus. As would be expected from the academia of the country, many premier educational institutions already have the necessary infrastructure in place and are willing to increase their capabilities for the existing campaign. Further, IIT Roorkee has started an M. Tech program in Dam Safety and Rehabilitation, and IISc Bangalore in Dam Engineering from academic session 2021. IIT Madras is also expected to announce this program very soon.⁸

The Campaign's benefits to agriculture are immense. Not only does it promise to provide a sustainable flow of water for generations to come and replenish lost soil moisture, but it also opens the way for water surplus and high monsoon receiving states to share water with water-scarce and low monsoon receiving states, thereby reducing the stark inter-state disparities between agricultural output and farmer's incomes. The historic MoU for the Ken-Betwa link project being signed on the same day as the launch of the campaign showcases the importance of water sharing as a by-product of rainwater harvesting. Rain, which is of importance to agriculture and general maintenance of climatic conditions, also decreases as a direct consequence of groundwater depletion.

In a recent example, in the north-western part of Tamil Nadu, Coimbatore district overexploited its groundwater resources in developmental activities so much so that in 213 gram panchayats out of 228, the situation became grim. The groundwater levels in the remaining 15 also reached semi-critical levels. As a direct consequence, the average rainfall in the district declined from 690 mm to 616 mm, putting water resources in the region under extreme stress.

Due to the scarcity of water, the availability of water for domestic and irrigation purposes shrunk alarmingly. At this point, the district administration and gram panchayats decided to start harvesting rainwater through earthen bunds to bring the region out of its peril. After the implementation of the earthen bunding project the groundwater table in the Coimbatore district has risen considerably with the groundwater levels recorded at depths of 29.76 m, 22.31 m, and 17.62 m during the years 2017, 2018, and 2019, respectively. Approximately 6,764 crore litres (2.4 TMC) of water is harvested every year, which has helped in the recharging of the aquifers.

While the infusion of technology is the most glaring requirement in Indian agriculture, it is the basics such as

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this that will set the pace for scientific temperament in agriculture. Beyond contributing to rural livelihood, the Campaign will also further Jal Jeevan Mission's target to provide piped drinking water to more rural families in the near future.

For urban settlements, the Campaign will reduce water gushing onto roads, damaging them, and will prevent urban flooding. Reconstruction of roads and building new infrastructure being a lengthy, expensive process, intermediate planning for maintaining urban infrastructure is critical for the upkeep of urban lifestyle. These bustling cities that contain the entire services sector of the country - the highest contributor to GDP - are running smoothly solely because of advanced

infrastructure development and thus, maintaining this infrastructure is of more value than mere beautification.

Despite possessing surface water resources, India highly depends on groundwater resources for day-to-day survival. The per capita water storage capacity in India is about 209 m³ which is meager compared to per capita storage capacities in countries like Australia (3223 m³), The USA (2193 m³), and Brazil (2632 m³).⁹ A by-product of this Campaign will be increased storage capacities all year round once the defunct borewells and step-wells are designed for us again.

More importantly, this campaign can prove to be another big step towards making India self-reliant in every aspect possible. Without the use of high-end imported technology or knowledge partnerships, India stands to gain sustainability in the most precious bioresource. The water crisis will eventually be the reality of the world and the only ones safe from it will be those who act swiftly and who act now. □

Endnote

- i. Freshwater withdrawal as a proportion of available freshwater resources. (When a territory withdraws 25% or more of its renewable freshwater resources it is said to be 'water-stressed'.)

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The Power of Human Development

Devika Chawla

The human resource of a nation is one of the core pillars on which rests its future potential and journey. Its optimal performance creates better social outcomes such as higher standards of living, a better quality of life, equitable and inclusive access to resources, and low chances of intra-societal hostility.

Economically, an efficient human capital leads to greater prosperity, higher innovation, and value-addition within the economy. Thus, it is a no-brainer that investing in human development is both socially beneficial and economically rewarding.


This is also the guiding principle behind the government's vision and approaches towards India's public administration- effective and efficient governance that enhances ease of living for its citizenry. The Prime Minister's mantra of 'minimum government, maximum governance' has been repeatedly espoused by him with regards to reducing red-tapism and bureaucratic inefficiencies, reducing the overwhelming role and presence of the government wherever unnecessary.

Ever since assuming power seven years ago, the government has made its core agenda to reform and transform India's public administration apparatus to match

the needs and expectations of a rising global economic power. Be it reducing the number of compliances or announcing the formation of a national recruitment agency for conducting exams for government recruitment, this space is undergoing reform unlike any other.

In the same context, the Prime Minister recently asserted in the Parliament that the government had no business to be in business- and stressed upon the need for a reduction in bureaucratic procedures where none are required. These words are not mere statements by the PM, rather, a closer look at his government's approach demonstrates the significance his government attaches to this domain.

A major marker of government's presence in the country is the state-owned enterprises commonly known as Public Sector Enterprises (PSEs), present in areas ranging from banks to telecom and from insurance to coal. Over the years, the highest echelons of government machinery including the PM, have called for a divestment of the government's majority share in these enterprises and corporatising them to achieve higher productivity and promote better business practices in these vast institutions. The government's ambitious targets on divestment and an impressive result in achieving them in the past bodes well both for the government and the citizens in that it not only reduces government's costs arising out of administrative functions, monetary leakages,



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- Currently, Govt job seekers appear for multiple examinations conducted by multiple agencies
- Candidates pay repetitive fees, travel great distances to recruitment centres, several times a year
- NRA will remove these pain points with a common admission test for the Tier I exam for multiple govt jobs
- NRA will reduce burden on candidates as also on respective recruitment agencies

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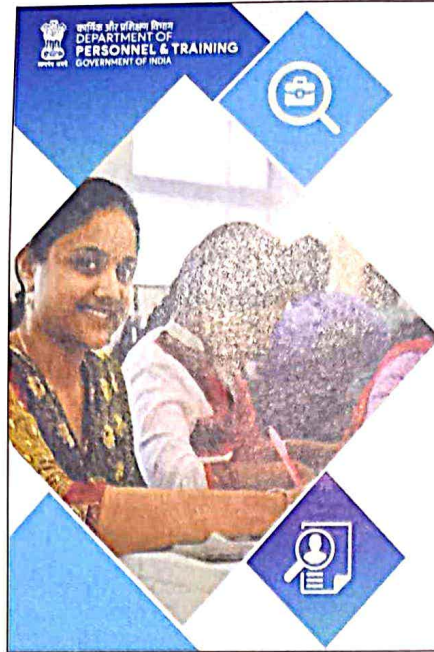
and sub-optimal utilisation of its resources but also benefits the public through better and more transparent use of taxpayers' money and higher competitiveness. This year, despite the ongoing Covid-19 pandemic, the government estimates to meet most of its disinvestment targets, pegged currently at INR 1.75 lakh crores.

The last year's decision to merge ten PSU banks into four by the government also traces its roots in a bid to stymie inefficiencies, bureaucratic indecisiveness and promote a transparent system of accountability in public bodies.





Over the years, this government has garnered much attention for its encouraging moves on lateral entry into government service. There is a widespread national consensus on the need to reform or arguably, 'transform' the civil service examinations conducted by the UPSC, to better align with the needs and aspirations of a 21st century nation growing at an unprecedented pace. While civil services are widely respected within the country, there are legitimate concerns that the selection process and the service rules are not in sync with a dynamic and growing nation like ours. It is partly due to these concerns, that since 2014, the Modi government has been experimenting with lateral entry- allowing entry into government apparatus to domain experts, who might not necessarily have cleared the UPSC examinations otherwise required for such roles. These include positions such as joint secretaries and directors in central ministries and departments for which domain experts are being recruited for tenure-based contracts by the government. As a result of this, numerous officers having specific expertise areas, have been appointed in ministries and departments since 2018.

It is worth mentioning here that the creation of a national recruitment agency (NRA) to conduct examinations for the middle and lower rungs of government service is another example of streamlining public administration within the country and replacing the current web of agencies and examinations.

On the back of the technological changes taking place globally, the government's aggressive push towards digitising governance processes has been widely praised. Beginning with the umbrella campaign, 'Digital India,' the country has witnessed a massive surge in digital services, ranging from digital payments to JAM Trinity



National Recruitment Agency (NRA) GOOD GOVERNANCE THROUGH TRANSPARENCY

-  Reduces time taken in selection process
-  Mitigates hardships for candidates from appearing in multiple exams of multiple agencies with similar eligibility conditions
-  CET to be conducted at over 1000 centres, every District will have at least one exam centre, including the 117 aspirational districts
-  Better access to rural, underprivileged candidates and women

and DBT. With record low prices of data and record-high consumption of data, India has grown leaps and bounds in terms of digital infrastructure and access to and variety of available digital resources such as SWAYAM portal (online education), e-Aadhaar services, online PAN, Voter card, and Income Tax Return (ITR) services, online banking, and portals like MyGov, DigiLocker, Udyami, and e-visa services. The mammoth network of government presence in digital space is a testament to the importance given by the PM to putting e-governance at work for the common people and simplify governmental processes for them to the extent possible.

This article explored the wide-ranging reforms undertaken by the Indian government to overhaul the governance mechanisms in the country. Decisions like rapidly disinvesting from sick, underperforming PSUs, setting up a national recruitment agency for government recruitment, promoting the lateral entry of experts into government service, encouraging digitization to improve governance outcomes, and bringing efficient government services to the doorsteps of India's villages, will play a decisive role in ensuring ease of living for Indian citizens while also stemming bureaucratic hurdles, red-tape, corruption and policy unpredictability for foreign and domestic investors alike, a development they have been waiting for so long. Doing this will also take India's economic and social progress to the grassroots, to the most vulnerable sections of society, thus, truly shaping the future of an emergent global power. □

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The Rebellions of Palayakkars

Dr L Selvamuthu Kumarsami

Historians have held three different versions of India's War of Independence. One version is that it began with Puli Thevar and ended with Marudhu Brothers. In this context, three Palayakkar Rebellions ultimately paved the way for South Indian Rebellion which started at Coimbatore. This South Indian Rebellion of 1799 to 1801 ultimately ended with the Vellore Mutiny of 1806. According to this version, the period from the First Palayakkar rebellion to the Vellore Mutiny was called the First and Early war of Independence. According to the second version the First War of Independence began in 1857 when the sepoy of North India rose in rebellion against the alien rulers. This uprising began as mutiny at Meerut, spread its tentacles in North India with the common people rallying to its fold. A third version is the First War of Independence began in 1885 when the nationalist gave shape to the Indian National Congress which in subsequent years led to the war of liberation which culminated in 1947. In the Palayakkar rebellion, Marudhu Pandyan was the first to call the people of India to fight against the British authority. Further, the Palayakkar rebellion was entirely different from the Sepoy Mutiny of 1857 and the war initiated by the Indian National Congress was through different phases. The Palayakkars rebellions took place before the establishment of the British power in India. The Sepoy Mutiny of 1857 and the struggle launched by the Congress were taken place after the British established their power in India.

Native resistance to the authority of the British East India Company came from the Tamils begun first in the Tirunelveli region and then Ramanathapuram. Southern Palayakkar Region was the first to blow the trumpet of war against British imperialism.

The rule of the Nayaks of Vijayanagara Governors had a strong

base in the Tamil region, Madurai was its capital. The Pandiya region was divided into Palayams only then. Each Palayam had forts and as well as armed soldiers There were 72 Palayams which were created by Viswantha Nayak of Madurai with the assistance of his General Ariyanatha Mudali. There were 34 Palayams in the Southern Palayakar Region, especially in the Tirunelveli and Ramanathapuram Seemais. The number of Palayams fluctuated to the need of the situation. The Ramanathapuram and Sivagangai were the biggest Palayams and Ramanathapuram served as the headquarters of the southern Palayakkars The chiefs of the Palayams had the status of the princes of states and Nicholas B. Dirks called them 'Little Kings'. Consequently, there arose many new royal dynasties in the Pandya region. The Palayakars of the Eastern Part of Tirunelveli belonged to the Naick community, called 'Kambalattars. Their mother tongue was Telugu. They were settled in the wake of the expansion of the Vijayanagar. The Marava Palayakkars were settled in the western part of the Tirunelveli. Among the Palayakkars, the Palayakkars of the Nercattumseval Panjalankurichi, Ettayapuram, Ramanathapuram, Sivagangai were the most influential. According to S. Kadhivel, the Nerkattumseval Palayakkar

was the most influential among the Maravas. During the Nawab regime, the struggle of the Palayakkars started again because the Nawab sought the help of the British to suppress those rebellious Palayakkars who refused to pay the tax which was collected by the *amuldars* of Tirunelveli.

The Palayakkars of Panjalankurichi were given the supervising power over a few other Palayakkars. The Palayakkars were functioning as the intermediaries for collecting the taxes for the Nawabs. After the eclipse of the Nayak's regime, the Palayams of this southern region came under the rule of the Nawab. The Palayakkars were not as



वीरपांड्या कट्टबोम्मन
VEERAPANDIA KATTABOMMAN
1999

subservient to the Arcot Nawab as they were to the Nayaka Kings of Madurai. The fact that the Nawab regime was not as strong as the Nayakas could be one of the reasons. That the Nawabs were also indifferent towards the Palayakkars was another reason

On the appeal of the Nawab, the British Company conducted military expeditions in the southern Palayakkar region to suppress the rebellious Palayakkars. As the Nawab, Muhammad Ali of the Wallajah Dynasty ascended the throne with the success in the Carnatic Wars with the military aid of the Company, he was indebted to the latter. The Nawab debt was immense and it was called 'Carnatic Debts'. To mitigate the debts, the Nawab even authorised the Company with the right to collect tax in the southern palayakkar region. When the British tried to collect taxes, the Palayakkars had to fight relentlessly.

Puli Thevar and First Palayakkar War

Many of the Palayakkars on certain pretexts did not pay the *kist* (tribute) and *peshcush* (tax). The first British military expedition in the Palayakkar region was undertaken by Captain Cope in 1751. His force was defeated and driven away by the Kallars of Natham. Mahfuz Khan, the elder brother of Muhammad Ali and the Governor of Tirunelveli Province with the help of the British army under Col. Heron undertook a military expedition in March 1755. Puli Thevar and other Marava Poligars strongly opposed the British Col. Heron who failed in his attempts. In the meantime, Puli Thevar consolidated the Marava Palayakkars and formed a confederacy. He even tried for an alliance with the Haidar Ali of Mysore and the French against the British. The British insisted the native princes to not support Puli Thevar. Yusuf Khan, otherwise called Khan Sahib was entrusted with the task of quelling the rebellion of Puli Thevar. The rebellion of Puli Thevar broke out in 1755. Madurai was captured by Puli Thevar. With the help of the King of Travancore, Eastern Palayakkars, and the British army, Yusuf Khan was able to recapture Madurai and won battles against Puli Thevar. At last, Nerkattumseval was attacked in 1759 and it fell. Puli Thevar escaped and died in exile. Major Donald Campbell levelled the forts of the Palayakkars at Kollankondan, Seithur, Sivagiri, Vasudevanallur, and Nerkattumseval in 1767. Even though Puli Thevar was failed in his attempt, he organized a Western Palayakkar League successfully and valiantly fought against the British. Even though it was the First Palayakkar War, N. Rajaiah called him the 'First Freedom Fighter' and his struggle as the 'First War of Independence.'

When Maxwell demanded payment of the tax to the Company Kattabomman became furious. He soon roared thus: 'The sky is pouring: the soil yields: Can a visitor of yesterday demand tax for the land soil of the king? If you ask for alms, Yes. But if you demand tax, No. This is my final reply. You may go and say this to the Governor of the Company.'

pagodas. Fullarton also seized a copy of the treaty which the Palayakkars had made with the Dutch who were ruling in Ceylon, against the British. These events happened in the period of the ancestors of the celebrated hero, Vira Pandya Kattabomman.

When the East India Company came to an agreement with the Nawab of Arcot in 1792, Vira Pandya Kattabomman was the Palayakkar of Panjalamkurichi. Kattabomman was the family name. He ascended the throne on 2nd February 1790 at the age of 30. He later became a formidable foe of the British East India Company. He had a brother by the name of Kumarasami who helped his brother in fighting the British.

As per the Carnatic Treaty of 1792, the Nawab of Arcot surrendered his right over the southern Palayakkar region to the British. The East India Company on the acquisition of superintending power tried to collect tax from the southern Palayakkars by sending Captain Maxwell in 1792. Most of the Palayakkars received Maxwell respectfully and paid him tributes. All the Palayakkars also consented to pay tax regularly every year. The Palayakkar of Ettayapuram became a trustworthy Palayakkar of the British. He also effectively played the role of being a spy conveying information against the southern Palayakkars.

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After Maxwell, many British officials appointed for collecting tax invited Kattabomman to come and see them. Mostly they were all military officials. When one or two officials came to collect taxes they had an army of more than five hundred soldiers. The conflict on payment of tax that erupted in 1792 prolonged endlessly till 1798. By 31st of

Jagavira Pandya Kattabomman became the Palayakkar of Panjalamkurichi in 1760. He was succeeded by his eldest son, Vira Pandya Kattabooman who was born on 3rd January 1760. In 1783, Col. Fullarton launched a military expedition to Panjalamkurichi for collecting tax. On that occasion Jaga Vira Pandya Kattabooman had run away from the fort and escaped. When Fullarton dictated final terms, the Panjalamkurichi Palayakkar agreed to pay 30,000 *chakarams* and 15,000

May 1798, the total arrears of tribute from Panjalamkurichi stood at 3310 pagodas. As the Palayam experienced a severe drought, the Palayakkar found it difficult to collect taxes from the inhabitants. Hence, Kattabomman did not pay tax and the British did not leave him. Consequently, there was an exchange of letters and messengers. Fair-minded British officials tried to settle it peacefully but it was of no avail. This conflict gained such wide publicity that the whole country was aware of it. Even the shivering cowardly Palayakkars who were paying taxes to the British earlier, plucked courage on seeing Kattabomman's heroic posture. They followed him in refusing to pay tax.

Kattabomman had one Sivasubramania Pillai as his manager. He was a great scholar and was called Thanapathi Pillai. He had two trustworthy and valiant generals, namely, Vellaya Thevar, and Sundaralingam. His younger brother Oomathurai was also a counsellor to his heroic brother. Kattabomman prepared his army to face the British with his people as the backing force.

At this stage, Jackson took charge as the collector of the Southern Palayakkar Region. The East India Company appointed him only for waging a war with the Kattabomman. As an arrogant Collector, he wrote letters to Kattabomman in threatening language. When Kattabomman did not respond, on 18th August 1798, Jackson sent an order to Kattabomman to come and meet him at Ramanathapuram within two weeks. The wise Thanapathi Pillai also pointed out to Kattabomman that Jackson called him for an interview only to incite a war. Therefore Kattabomman also staged a drama by which he gave his consent for seeking an interview on a date and then changing it several times. Jackson who was infuriated by this constant change of dates, fixed a date himself and insisted that Kattabomman should come and see him on that day failing which his Palayam would be forfeited, and sent a letter to that effect.

After receiving this letter, Kattabomman went to Tirunelveli to see Jackson with his manager Thanapathi Pillai. He also took with him four thousand armed soldiers. When he reached Tirunelveli he was told that Jackson had gone to Courtallam and Kattabomman went there to meet Jackson. But Jackson went to Srivilliputtur. When Kattabomman reached Srivilliputtur he was told that he could meet the Collector at Ramanathapuram where the Collectorate was functioning.

Despite this humiliation, Kattabomman followed Jackson for 23 days in a journey of 400 miles through the latter's route and reached Ramanathapuram on 19th September 1798. At Ramalinga Vilas in Ramanathapuram, the meeting was organised. Kattabomman was asked to come alone. He took his manager Thanapathy Pillai and met Jackson. They had to stand before the arrogant Collector for three hours continuously. They were not permitted to leave the place and were also directed to remain there.

Hence Kattabomman suspected the intention of Jackson. Kattabomman tried to escape with his manager. Lt. Clerk, on orders from Jackson, tried to arrest Kattabomman. The latter beheaded the officer, and with his brother, Oomathurai and his soldiers marched to Panjalamkurichi. Sivasubramania Pillai, however, was arrested by Jackson's men. He was tried by the company men at Tiruchirappalli, Pillai convinced the company officers that Jackson was at fault. So Pillai was released from confinement.

After his return to Panjalamkurichi, Kattabomman appealed to the Madras Government by submitting the facts of the incidents. The Government directed Kattabomman to appear before a committee. Jackson prepared false evidence against Kattabomman by getting statements from the Palayakkars of Sivagiri and Uttumalai accusing Kattabomman of having looted their property and killed their men. Presenting these statements of the Palayakkars to the company, But the Committee refused to accept those fabricated documents, and Jackson was suspended. Bishop Caldwell's portrayal of Kattabomman as a 'dacoit' is based on these documents prepared by Jackson and rejected by the Company. Kattabomman appeared before the Committee which included William Brown, Willaim Oram, and John Casamayor. The committee enquired the Ramanathapuram incident on 15th December 1798 and found Kattabomman not guilty.

Yet in the background of humiliation that he suffered, Kattabomman was also influenced by the confederacy of Marudhu brothers and the Fourth Mysore War led by Tippu Sultan, the son of Haidar Ali. The rebel missions that visited Panjalamkurichi influenced Kattabomman and he gradually turned him into a deadly enemy to the British. Kattabomman had frequent consultations with Marudhu brother.

It was in this situation that an incident occurred at Srivaikuntam where one godown of the Company fully stocked with grains compulsorily procured at abominably low prices from the peasants, was looted by Subramania Pillai's men. This infuriated the Company and it demanded that Sivasubramania Pillai, guilty of looting and murder, be handed over to the Company forces. Though Kattabomman did not approve of Sivasubramania Pillai's action he was not ready to hand over his trustworthy manager to the Company. However, he was willing to compensate the Company for their loss. They did not accept this. Thus the feud between Kattabomman and the Company was renewed. Further in August 1798, the son of Sivagiri Palayakkar and his adviser visited Panjalamkurichi and held discussions. Kattabomman decided to establish his influence in Sivagiri with the help of the son of Palayakkar. As the Palayakkar was a tributary to the Company, the Madras Government considered the move of Kattabomman as a challenge to its authority and this event moved into a crisis.

[To be continued in the September issue of Yojana as a part of Azadi ka Amrit Mahotsav Series.] □

Indian SARS-CoV-2 Genomics Consortium

Ques. What is INSACOG?

A. The Indian SARS-CoV-2 Genomics Consortium (INSACOG) is a national multi-agency consortium of Genome Sequencing Laboratories (RGLs) laboratories established by the Government of India on 30th December 2020. Initially, this consortium had 10 laboratories. Subsequently, the scope of laboratories under INSACOG was expanded and at present, there are 28 laboratories under this Consortium that monitor the genomic variations in SARS-CoV-2.

Ques. What is the objective of INSACOG?

Ans. The SARS-CoV-2 virus, commonly known as Covid-19 virus posed unprecedented public health challenges globally. To fully understand the spread and evolution of the SARS CoV-2 virus, its mutations, and resulting Variants, the need for in-depth sequencing and analysis of the genomic data was felt. Against this backdrop, INSACOG was established to expand whole-genome sequencing of SARS-CoV-2 virus across the nation, aiding our understanding of how the virus spreads and evolves. Any changes to the genetic code, or mutations in the virus, can be observed based on the analysis and sequencing of samples done in the laboratories under INSACOG.

INSACOG has the following specific objectives:

- To ascertain the status of Variants of Interest (VoI) and Variants of Concern (VoC) in the country
- To establish sentinel surveillance and surge surveillance mechanisms for early detection of genomic variants and assist in formulating effective public health response
- To determine the presence of genomic variants in samples collected during super-spreader events and in areas reporting increasing trend of cases/deaths etc.

Ques. When did India start SARS COV-2 viral sequencing?

Ans. India started sequencing SARS-CoV-2 viral genomes in 2020. Initially, NIV and ICMR sequenced samples of international passengers who arrived in India from the UK, Brazil, or South Africa or transited through these countries, as these countries reported a sudden surge in cases. RTPCR positive samples from States reporting sudden surges in cases were sequenced on priority. This was further expanded through efforts of the Council of Scientific and Industrial Research (CSIR), Department of Biotechnology (DBT), and

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Government of India

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National Centre for Disease Control (NCDC), as well as individual Institutions.

The initial focus of India was on restricting the spread of global variants of concern in the country – Alpha (B.1.1.7), Beta (B.1.351), and Gamma (P.1), which had high transmissibility. The entry of these variants was carefully tracked by INSACOG. Subsequently, the Delta and Delta Plus variants were also identified based on Whole Genome Sequencing analysis conducted in the INSACOG laboratories.

Ques. What is the strategy for SARS CoV-2 surveillance in India?

Ans. Initially, genomic surveillance was focused on the variants carried by international travelers and their contacts in the community through sequencing 3-5% of the total RTPCR positive samples.

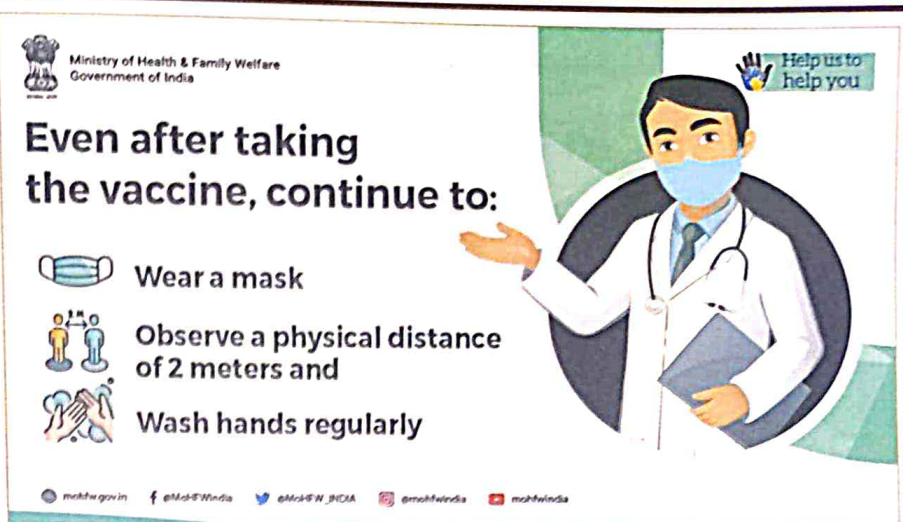
Subsequently, the sentinel surveillance strategy was also communicated to the States/UTs in April 2021. Under this strategy, multiple sentinel sites are identified to adequately represent the geographic spread of a region, and RTPCR positive samples are sent from each sentinel site for Whole Genome Sequencing. Detailed SOPs for sending samples from the identified sentinel sites regularly to the designated Regional Genome Sequencing Laboratories (RGSLs) were shared with States/UTs. The list of INSACOG RGSLs tagged to States was also communicated to the States. A dedicated Nodal Officer was also designated by all States/UTs for coordinating the activity of Whole Genome Sequencing.

- i. **Sentinel Surveillance** (for all States/UTs): This is an ongoing surveillance activity across India. Each State/UT has identified sentinel sites (including RT-PCR labs and tertiary health care facilities) from where RT-PCR positive samples are sent for Whole Genome Sequencing.
- ii. **Surge Surveillance** (for districts with COVID19 clusters or those reporting a surge in cases): A representative nos. of samples (as per the sampling strategy finalized by State Surveillance Officer/Central Surveillance Unit) are collected from the districts which show a surge in the number of cases and are sent to RGSLs.

Ques. What is the Standard Operating Procedure (SOP) for sending samples to INSACOG laboratories?

Ans. The Standard operating procedure for sending samples to INSACOG laboratories and subsequent action based on genome sequencing analysis is as follows:

- 1. The Integrated Disease Surveillance Programme (IDSP) machinery coordinates sample collection and transportation from the districts/sentinel sites to Regional Genome Sequencing Laboratories. The RGSLs are responsible for Genome sequencing and identification



of Variants of Concern/Variants of Interest, potential Variants of Interest, and other mutations. Information on Variants of Concern (VOC)/Variants of Interest (VOI) is submitted to Central Surveillance Unit, IDSP for establishing a clinico-epidemiological correlation in coordination with State Surveillance Officers.

- 2. Based on discussions in the Scientific and Clinical Advisory Group (SCAG) established to support the INSACOG, it was decided that upon identification of a genomic mutation that could be of public health relevance, RGSL will submit the same to SCAG. SCAG discusses the Potential Variants of Interest and other mutations and, if felt appropriate, recommends to Central Surveillance Unit for further investigation.
- 3. The genome sequencing analysis and clinico-epidemiological correlation established by IDSP is shared with MOHFW, ICMR, DBT, CSIR, and States/UTs for formulating and implementing requisite public health measures.
- 4. The new mutations/variants of concern are cultured, and genomic studies are undertaken to see the impact on vaccine efficacy and immune escape properties.

Ques. What is the current status of Variants of Concern (VOC)?

Ans. Variants of Concern have been found in 174 districts in 35 states in India. The highest numbers of VOCs have been reported from districts in Maharashtra, Delhi, Punjab, Telangana, West Bengal & Gujarat. Variants of Concern of public health importance detected in community samples in India are Alpha, Beta, Gamma and Delta.

The B.1.617 lineage, first observed in Maharashtra, was associated with the unusual rise observed in several districts of the State. It is now found in many States in India.

Ques. What is the Delta Plus variant?

Ans. B.1.617.2.1 (AY.1) or commonly known as Delta Plus variant signifies Delta variant with an additional mutation. □

PM's Interaction with Indian Contingent



The Prime Minister interacted with the Indian athletes' contingent participating in Tokyo Olympics. The Union Minister for Youth Affairs & Sports and I&B Anurag Thakur, MoS Youth Affairs & Sports and Home Nisith Pramanik, MoS, and Union Law Minister Kiren Rijju were also present on the occasion.

In an informal and spontaneous interaction, the Prime Minister motivated the athletes and thanked their families for their sacrifice. Talking to Deepika Kumari (Archery), the Prime Minister congratulated her for the Gold in the World Championship. The Prime Minister mentioned that her journey began with plucking mangoes through archery and enquired about her journey as a sportsperson. The Prime Minister lauded Pravin Jadhav (Archery) for staying on the path despite difficult circumstances. The Prime Minister also interacted with his family and praised their efforts. Shri Modi interacted with the family in Marathi.

Talking to Neeraj Chopra (Javelin Throw), the Prime Minister inquired about the athlete's experience with the Indian Army and also his recovery from injury. Shri Modi asked the athlete to give his best without getting bogged down by the weight of expectation. With Dutee Chand (Sprint), Shri Modi started with the meaning of her name that is 'brightness', and complimented her for

spreading the light through her sporting skills. The Prime Minister asked her to forge ahead fearlessly as entire India is behind the athletes. The Prime Minister asked Ashish Kumar (Boxing) why he chose Boxing. PM asked how he fought with both COVID-19 and kept with his training. The Prime Minister also praised him for not wavering from his goal despite the loss of his father. The athlete recalled the support network of family and friends in the process of recovery. Shri Modi recalled the occasion when cricketer Sachin Tendulkar lost his father in similar circumstances and how he gave tribute to his father through his sports.

The Prime Minister lauded Mary Kom (Boxing) for being a role model for many athletes. He also inquired how she was able to take care of her family and continue with her sport, especially during the pandemic. The Prime Minister asked about her favorite punch and her favorite player. He wished her the best. With PV Sindhu (Badminton), the Prime Minister enquired about her practice in Gachibowli, Hyderabad. He also asked about the importance of diet in her training. The Prime Minister asked her parents for advice and tips they want to give to parents who want to make their children sportsperson. Wishing the athlete success in the Olympics the Prime Minister said that he too will have ice cream with her when he will welcome the athletes on their return.

The Prime Minister asked Elavenil Valarivan (Shooting) why she got interested in the sport. On a personal note, Shri Modi talked to the shooter who was raised in Ahmedabad, in Gujarati and greeted her parents in Tamil, and recalled her early years as he was MLA from her area, Mani Nagar. He inquired how she balances both her studies and sports training.

The Prime Minister talked to Saurabh Chaudhary (Shooting) about the role of yoga in improving concentration and mental poise. The Prime Minister asked the veteran player Sharath Kamal (Table Tennis) about the difference between the previous and this Olympics and learned about the impact of the pandemic on the occasion. Shri Modi said that his vast experience will help the entire contingent. With another Table tennis ace Manika Batra (Table Tennis), the Prime Minister was full of praise for her for training the poor children in sport. He remarked about her practice of wearing a tricolor in her hand while playing. He asked whether her passion for dancing acts as a stress-buster in her sports.

The Prime Minister asked how Vinesh Phogat (Wrestling) copes up with the heightened expectations due to her family legacy. Referring to her challenges, the Prime Minister asked how she dealt with them. He

also talked to her father and asked about the ways of grooming such illustrious daughters. He enquired from Sajan Prakash (Swimming) about his grave injury and how he overcame it.

Talking to Manpreet Singh (Hockey) The PM said that interacting with him reminds him of hockey legends like Major Dhyan Chand, etc. and expressed the hope that his team will keep the legacy alive.

With Sania Mirza (Tennis), the Prime Minister remarked about the increasing popularity of Tennis sport and asked the senior player for her advice to the new aspirants. He also enquired about her equation with her partner in Tennis. He asked about the change she witnessed in sports during the last 5-6 years. Sania Mirza said that India is witnessing a self-belief in recent years and that will reflect in the performance.

The Prime Minister noted common traits among the athletes i.e. Bold, Confident and Positive. He said that all the athletes have common factors of Discipline, Dedication and Determination. The Prime Minister noted both commitment and competitiveness in the sportspersons. The same qualities are found in New India. Athletes reflect the New India and symbolizes the nation's future. He said all the athletes are a witness to how the country

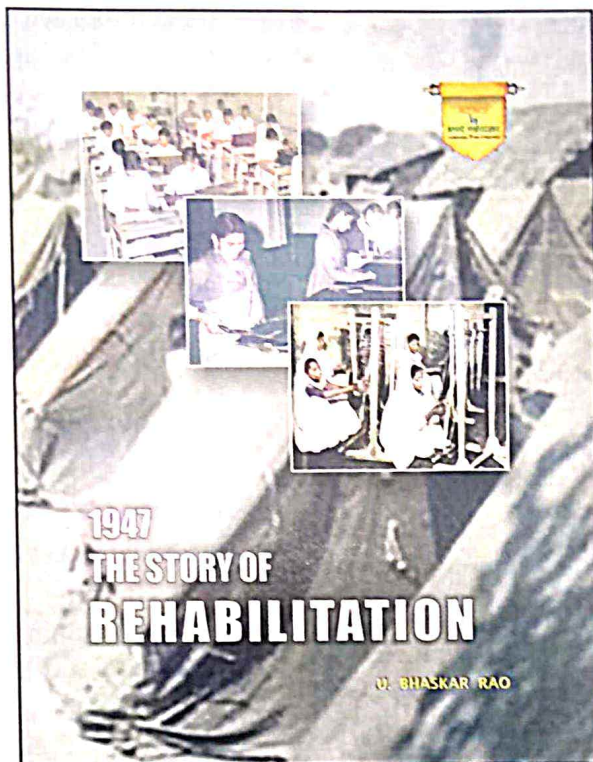
is standing with each of its players today with a new thinking and a new approach. Today your motivation is important for the country. He said that top priority has been given for the athletes to play freely, with their full potential, and improve their game and technique. The Prime Minister noted the changes that have been brought in recent years to support the sportspersons. The Prime Minister said that efforts were made for the players to have better training camps and better equipment. Today, more international exposure is also being provided to the players. He said that so many changes have happened in such a short time since sports-related institutions have given priority to suggestions by the sportspersons. He also expressed happiness that for the first time, such a large number of players have qualified for the Olympics. □



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1947 witnessed the biggest mass migration in the history of the Indian sub-continent. The British devised a 'Partition Plan' while leaving the sub-continent and two newly-independent states were created – India and Pakistan. Following this, millions of people were displaced and became 'Refugees'. These were the people who crossed over the newly formed boundaries, either by choice or force. To execute this herculean task of providing basic amenities like food, clothing, and shelter to these refugees, a separate Ministry of Relief and Rehabilitation was created by the Government of India in September 1947. Several schemes such as the provision of education, employment opportunities, and easy loans to start businesses were made available to the refugees at the all-India level. This book contains numerous accounts and stories of hope and cheer.

As India is celebrating 75 years of its independence, the book will take the readers back to those difficult times to understand one of the greatest tragedies that happened in the 20th century. The present generation will know the tales of millions who started their journey of life afresh.

The reason to re-visit this title more than 50 years after its first publication is both compelling and topical. It is to re-look at the past and observe, as it were, the 75 years of Independence. The book as its title gives away, chronicles the heart-wrenching details of events leading to the Partition and its aftermath. Roughly spanning 15 early years of the infant Republic of India, the book details how millions got uprooted from their home and hearth of hundreds of years till their rehabilitation in a newer landscape. Rehabilitation in itself is an arduous task and when tens of thousands of ravaged, bleeding humanity are to be resettled, it becomes onerous.

The Government's measures have been summarized in the book beginning from the formation of a ministry- Ministry of Relief and Rehabilitation, Military Evacuation Organisation, endless committees, and sub-committees, etc., to how the stranded refugees were evacuated safely and then helping them to find their feet.

The title is of vintage value, hence every care has been taken to preserve its heritage value. It is being verbatim without any tweaks whatsoever. □

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...Continued from Cover II

extent of preparation, knowledge base, speed, and accuracy.

- Revision of subjects is a must at least once. It is suggested that revision of the whole subject for once and the prepared notes in third reading.
- Never explore new subjects in the last one month. This one month should be kept for the revision only – the “Revise-Revise-Revise” mantra
- Though CSAT is qualifying nature, this paper should also be taken seriously
- Read news and current affairs regularly and update the subjects as well as national and international events
- The preparation strategy should be structured as if you are going for the Board exam the next day. That’s the level of preparedness required.
- Recall the subjects studied in the whole day before going to sleep as this will reinforce your memory multiple times
- Preparation for the General Studies paper 1 in the Preliminary should be carried out by keeping in mind the main exam

Dos and Don'ts in the Civil Services Preliminary Exam

- Never worry about the exam, as is not going to help you
- Never lose confidence level during the preparation
- There may be difficulties like mood swings. But win over them to achieve success
- Don't worry about the level of preparation, if you are thorough with the syllabus
- Don't commit careless mistakes in the OMR sheet
- Read all choices before answering
- Read the instructions given by the UPSC carefully

Strategy for Optional subject selection

- Go with your interest and subject background in the graduation
- The subject need not be the same as your Degree
- Analyse, how much will be the selected subject to be helpful for the General Studies and essay
- Performance of the selected optional subject in the exam for the last few years
- Whether the selected subject needs coaching
- How much time the subject will take to be complete
- Standard books and availability of notes
- Whether the subject needs UG/PG level preparation. Most of the professional courses such as MBBS, B.Sc.Agric, B.V.Sc subjects need just UG level preparation. Many arts and science subjects need PG level such as Geography, Public Administration, and History, etc.

- Once you have selected the optional, do not change the optional frequently because the success rate of any optional varies year to year

Strategy for the Main Examination

- Make a proper study plan first and stick to it
- Prepare current affairs daily and keep updated
- Should be consistent in the preparation
- Sufficient time for all subjects keeping the marks allotted for each paper
- The timetable should be consistent so that one can study without boredom
- To save time during revision, aspirants may mark/highlight important points during their first or second reading. The aim of the first reading should be to reduce the study material to half by eliminating unnecessary points. The second reading is to make it more concise so that you can revise the entire syllabus within two days before the examination.
- Have answer writing practice based on the previous year's questions
- Have mock tests regularly to understand the level of an aspirant's readiness to face the real exam
- “Practice makes one perfect” is the mantra for the main exam
- Aspirants joining for any coaching should attend the model tests seriously
- The main difference between the Preliminary and Main exams is that Preliminary mock tests can be done alone online or offline with no third-party involvement. But for the Main exam, it's very important to have the evaluation from a third party. It can be an expert or a good coaching institute
- The Main Examination is intended to assess the overall intellectual traits and the depth of understanding of the candidates, rather than merely the range of their information and memory. In the General Studies Papers, there is no choice at all. The nature of questions varies from paper to paper. But, the candidate has to write the answers fast, there will be many questions, and the word limit will also be very high.
- Word limit in the main exam is an important aspect which one should keep in mind
- The candidate should be very clear in the approach to write the main exam papers. There is hardly any time to think in the exam hall and they have to rush with the answers immediately after getting the question paper. So, there should be an intelligent way of selecting the question and giving answers.
- Major writing skills should be tuned as per the question like “Comment”, “Opinion”, “Elaborate”, “Exhibit”, and “Elucidate” etc.

Tips for writing Essay

- One is required to write two essays for three hours duration. This duration is enough. There is a standard word limit for writing an essay, i.e. 1000 words each.
- Remember to divide an essay into three parts – (i) Introduction (ii) Main body and (iii) Conclusion.
- The choice of topic on which the essay is to be written after careful thought. While selecting a topic, the knowledge base of the topic – i.e how much you know about the subject is of crucial importance. If you have data or statistics at your fingertips to back some statements, all the better.
- The introduction is of crucial importance. Remember – well begun is half done. This applies to an essay all the more. One could begin with a saying or a quotation. Quotations make the essay interesting to read.
- If you cannot mentally arrange the points to be covered in the essay, jot down the points on a rough sheet of paper. Try to expand one point in its entirety in one paragraph and then move on to the next point. Do not keep returning to one point after you have started another point. It makes the essay repetitive and boring to read. If possible, try to maintain a link between the points by a connecting sentence at the end of the paragraph covering a given point.
- Keep your sentences short. Longer sentences not only lead to complex sentences but also point to complexity in the thought process. Use minimum number of conjunctions. Complete a sentence as quickly as possible and start a new sentence.
- In an essay, try to point out the problem areas and also suggest solutions to solve them.
- Conclusion is as important as an introduction. It gives an insight into your analyzing powers. Try to give a brief overview in the form of a gist of the essay in the conclusion.

Strategy for Personality Test

- The interview is nowadays known as a Personality Test. The reason being that it is not a test of knowledge, but the overall personality of the candidate/aspirant.
- Interview is more of a psychological test that is just content-based. Along with good communicative skills and self-confidence, a good knowledge base no doubt gives you an upper hand. However, it has to be borne in mind that nearly all the aspirants/candidates in the Personality Test start more or less as equals in the sphere of the knowledge base.
- The most important thing to know about an interview is that it is not always a question-answer session and that the Board members are looking for different aspects of one's personality.

- One is not expected to know everything under the sun. If you do not know the answer to a particular question, do not hesitate to say – I don't know, Sir/Ma'am. However, even "I don't know Sir/Ma'am" should be said confidently and with a reasonable amount of cheerfulness. Remember – your knowledge levels have been thoroughly checked during the earlier stages of the CSE – viz. Prelims and Mains.

- Always remember that the interview is not cross-examination, but a natural, purposeful conversation.
- Personality is a life-long asset and something, which evolves and changes every day.

Filling Service Preferences in the Detailed Application Form (DAF) of the Main application

- Understand the nature and job profiles of the Services in the list
For eg. Some may like Uniform Services but some may not like them. If you do not like to work abroad, then IFS may not fit for you
- Type of organisation you would like to work matters - For eg. Administration/ Communication / Defence etc.
- Your outlook towards society
- Whether you are innovative/ Introvert/Extrovert
- Where you can get posted i.e., whether in rural or urban areas, abroad, etc.
- Do consult friends and family members
- Try to get the details of the services through experts or seek expert opinion
- Should also go through the salary and other perks in the service

Some more facts about the good

A good mix of Optional Subjects or General Studies and the Optional makes studies manageable and it becomes easy to sustain the momentum by longer hours, without boredom setting in and without losing interest and enthusiasm. Preparation for the Mains examination should begin soon after the Preliminary Exam is over, without wasting any time.

One should read/study daily 10-12 hours per day. Each person should know their capacity.

One should be dedicated and have faith in one's capabilities and the Almighty. Do not get depressed if you are unable to achieve the targets.

Those who still have two to three years left for becoming eligible to appear for Civil Services can begin the preparation for the examination in the right earnest – right now. Once you decide that you wish to be a civil servant, your career has to follow certain steps to be abreast with the latest trends and be ready in the first attempt itself. □

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Some more facts to be understood

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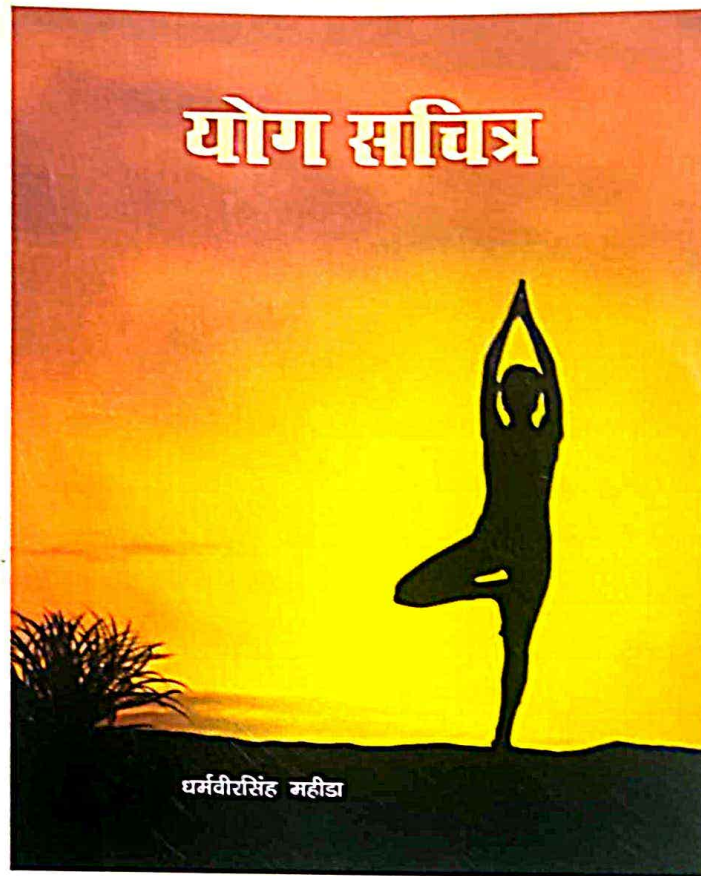
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