



**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru**

**ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು**

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Views expressed by the contributors are personal and do not represent the views or position of the Editorial Board or the Executive Committee of the Branch.

- Chief Editor



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A Note from the Chief Editor



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Government of Karnataka
Former Chairman, Karnataka Administrative
Reforms Commission-II
Chairman, Indian Institute of Public Administration
– Karnataka Regional Branch

I am happy to place before our readers the **August 2024** issue of our **Virtual Newsletter**. This is our **49th issue**, since we began this initiative.

Our **Lead Feature** is a condensed version of **Prof. Karthik Muralidharan's** treatise, ***Accelerating India's Development – A State-Led Roadmap for Effective Governance***. Prof. Karthik is Tata Chancellor's Professor of Economics at University of California, San Diego, USA. He is currently on a tour of India to promote the core thesis of his book on what needs to be done to strengthen state capacity to accelerate India's development by focusing on State-level reforms.

We carry a summary of the World Bank's ***World Development Report-2024***. In our column on ***Audit Matters***, **Mr. Thayyil Sethumadhavan, IAAS (Retd.)** presents the essence of the ***Finance Accounts of Karnataka State***, submitted recently by the ***Comptroller and Auditor-General of India of 2022-23***.

In our ***Communication Pulse*** column, **Dr. Annapoorna Ravichander** very imaginatively writes on ***Policy Makers and Jungle Book***, by drawing analogies from the characters of the delightful book.

In our section on ***Reports of Karnataka Regional Branch of IIPA***, we report on the two events organized by us where **Prof. Karthik Muralidharan** initiated discussions around his treatise. We also report on the **Online Certificate Course on 'Governance in Action'** organized jointly by IIPA, KRB and Centre for Research in Social Sciences and Education of **Jain DTB University**. We also mention the **Memorandum of Agreement** entered into by us with **Writers Choice Publishers**, New Delhi to publish the **Papers and Proceedings** of our **Round Table on Management of COVID-19 in Karnataka** held last year. We also report on the Annual General Meeting of the Dharwad Local Branch of the IIPA.

In our section on ***Branch Members' Writings in the Popular Media***, we carry the links to thought-provoking articles penned by our **Life Members, Dr. A. Ravindra, IAS (Retd.), Mr. Gurucharan Gollerkeri, IAS (Retd.), and Prof. Muzaffar Assadi** in the media recently.

We end the issue with our column on ***Food for Thought***.

I wish to add a disclaimer here that the views expressed by the contributors in this issue of the Virtual Newsletter are personal and do not represent the views or position of the Editorial Board or the Executive Committee of the Branch. Do write in, with your responses, views and ideas for improvement of the Newsletter.

New Chief Secretary of Karnataka

Dr. Shalini Rajneesh, IAS



Dr. Shalini Rajneesh, IAS has assumed charge as the **Chief Secretary of Karnataka** from 1 August 2024. She is a women's topper and the youngest member of the 1989 batch of the Indian Administrative Service.

As **Principal Secretary, Department of Personnel and Administrative Reforms**, she was instrumental in implementing Karnataka's Guarantee of Services to Citizens Act, 2011, popularly known as **SAKALA**. Under this Act, time-bound delivery to citizens of 1181 services covering 100 departments is ensured. SAKALA has earned several awards which include the Prime Minister's Award, Google Innovation Award, National e-Governance Award for Outstanding Performance in Citizen Centric Service Delivery, QCI-DL Shah Quality National Award and CAPAM Award.

During her tenure as **Deputy Commissioner, Belgaum District**, the

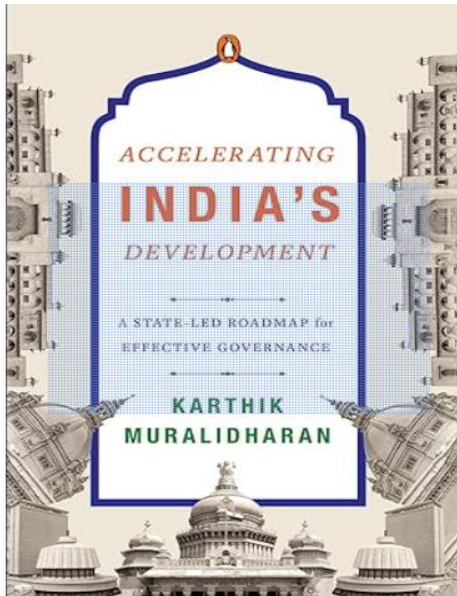
first historic legislative session of the State was held outside the State capital. Her contribution through a book on inclusive growth for upliftment of the backward regions of Karnataka contributed to the movement for amendment to the Constitution vide **Article 371 J**, giving special status to the Hyderabad-Karnataka region.

During her stint as **Secretary, Panchayati Raj**, she led Karnataka's win to the 2nd Best **Panchayati Raj National Award**. She was also appointed Secretary of Women and Child Development, and her contributions garnered nationwide appreciation and recognition.

Besides working in posts in Govt of Karnataka, she has held various positions in the **Government of India**, in the Ministries of Finance, Civil Aviation, Shipping, Agriculture and Road Transport.



Tejas and Tapasya for Accelerating India's Development



*Seventy-five years after Independence, India has much to be proud of. We are both the world's biggest democracy and fastest-growing large economy. Yet, we face profound challenges that hinder both individual well-being and aggregate growth. Overcoming these challenges over the next twenty-five years will require, according to the author, both **Tejas** (conceptual clarity) and **Tapasya** (sustained hard work). He hopes that this book will contribute to that journey.*

A key premise of the book is that India is struggling to deliver better development outcomes because we have a crisis of *weak state capacity*. While the Indian state has done a good job when measured by its absolute performance in delivering on core goals such as defence, law and order, macro-economic stability and above average economic growth, it has done less well when measured by its effectiveness in delivering on several key aspirations of its citizens.

However, while poor development outcomes are an indicator of *weak state capacity*, they do not tell us *how* to

improve it. A core contribution of the book is to get into the '*black box*' of state effectiveness and examine the state as an *organization* and not just as an institution. In doing so, the author identifies six key systemic elements of state capacity, explains their importance, documents weaknesses in the status quo and provides a roadmap for improvement. These include systems and processes for (1) Collecting, analyzing and acting on data; (2) Recruiting, training and managing public personnel; (3) Ensuring quality of public expenditure; (4) Collecting adequate revenue and doing so efficiently; (5) Optimizing tasks across layers of our federal governance structure; and (6) Effectively leveraging non-state actors, including the private sector and civil society. These systems, assert the author, play a critical role in state effectiveness. They affect both the quality of policymaking, and the quality of programme implementation and delivery.

Improving India's public systems will require strengthening each of the above sub-systems that together determine overall state effectiveness, asserts the author. But before delving into potential solutions, he explains *why* these systems are so weak:

1. From Nation-Building to Election-Winning

Politicians have found it easier to appeal to voters based on short-term palliative interventions such as loan waivers and subsidies than longer-term development.

2. Systemic Overload

There is a steady addition of tasks to the bureaucracy *without*

commensurate investments in its capacity to deliver.

3. **Trust Deficits**

The Indian state has a history of broken promises, affecting Indians of all classes.

4. **An Ineffective Bureaucracy**

Its several structural weaknesses include: (a) Short tenures and frequent transfers; (b) Limited connection with people; (c) Limited incentives and opportunities for upgrading their skills; (d) Inadequate autonomy and empowerment to deliver; and (e) Inadequate and misdirected accountability.

5. **Elite Exit**

Indian elites and middle classes have mostly seceded from being recipients of public services.

6. **A Highly Stratified, Fragmented and Unequal Society**

The caste system in India is unique in being a system of graded inequality that has been transmitted and sustained over several generations.

7. **Institutional Stasis**

There is both under-investment and a lack of imagination and initiative with regard to how institutions should evolve to continuously strengthen state capacity.

Why should investing in state capacity be a top priority for India? As improving state effectiveness is a long-term project, the author states that it can be facilitated by reaching a broad consensus on the way forward. **He offers five convincing reasons on why it should be top national priority in the coming years:**

1. It offers a 10x+ Return on Investment (RoI) opportunity;
2. An effective state is essential for accelerating India's development;

3. *All* Indians will benefit from a more effective state;

4. We need state capacity to secure democratic freedoms; and

5. The COVID-19 crisis highlights the importance of state capacity.

The **conceptual core** of the book is to be found in **Section II** titled, '***Building an Effective State***'. It devotes full chapters to each of the six systemic components of state capacity. These include Data and Measurement (Chapter 4); Public Personnel Management (Chapter 5); Quality of Public Expenditure (Chapter 6); Quantity and Quality of Public Revenue (Chapter 7); Federalism and Decentralization (Chapter 8); and the State and the Market (Chapter 9).

Each of the above chapters follow a similar structure: They first explain concepts, present key facts, and discuss relevant research and evidence. They then present a list of implementable reform ideas based on principles and evidence. These reform ideas, in the author's conviction, are likely to have a large public return on investment, are practically implementable and will be able to draw support from the broader public and hence be politically feasible.

The above chapters are also interconnected. For instance, better outcome data can improve both personnel management and quality of expenditure; more local control over funds and functionaries can help improve quality of public spending and public personnel management; and conceptual clarity on the optimal relationship between the State and Markets, followed by appropriate policy and regulatory actions can improve the quality of both public and private providers, asserts the author.

Where does technology fit into the author's scheme of things? Why does

technology not get a chapter of its own in the book? The author explains this so-called lapse. While many of the book's reform ideas rely on technology - for quality, standardization, speed and scale - technology, by itself, is an *enabler* and not a panacea. "*Using it effectively requires us to first understand the key challenges in the status quo and use technology thoughtfully to alleviate binding constraints,*" explains the author.

What about equity? As poor and marginalized sections of society disproportionately depend on the state for accessing basic services, a reform agenda of improving the state's effectiveness in delivering basic services will be the most effective *systemic* way of improving outcomes, *at scale*, for disadvantaged citizens across caste, gender, education and income, states the author.

Section III is the core **Policy Section** of the book, and is devoted to how the reform ideas in the previous section should be applied to accelerate India's development at State-level. This section has full chapters on each of six critical areas of **Human Development**: Education and Skills (Chapter 11); Health and Nutrition (Chapter 12); Police and Public Safety (Chapter 13); Courts and Justice (Chapter 14); Social Protection and Welfare (Chapter 15); and Jobs, Productivity and Economic Growth (Chapter 16). The author's choice of chapters is driven both by their importance to public welfare and by the scale of public resources (budgets and employees) allotted to them. Each chapter provides an actionable roadmap for reforms that any Minister, Secretary or Commissioner can act on, states the author. In his words, "***Acting on the roadmap to improve outcomes in these key areas will lay the foundation for accelerating Human Development.***"

The concluding section in the book (**Section IV**) is titled, '***Making it Happen***'. Here, Chapter 17 on '***Reimagining Institutions***' discusses how states can build new institutions to help strengthen public systems. To increase the chances that these reforms actually happen, it also discusses ideas for reforming the institutional rules of our democracy to better align the private interests of politicians with the public interest, to reduce the role of money in politics, to improve representation (**by replacing the *First-Past-the-Post* with *Ranked Choice Voting***) and to increase citizen participation in governance.

Chapter 18 on '***State, Citizen and Society***' concludes the book with a discussion on why citizens across classes should come together in a broad-based coalition and actively engage in improving governance. It then presents ideas for how different social actors can each contribute towards our shared goal of building a more effective Indian state. Finally, it shows how acting on this roadmap will not only strengthen India, but also help us lead the world in accelerating global development.

The **concluding observations** of the author are worth recalling: (P.600)

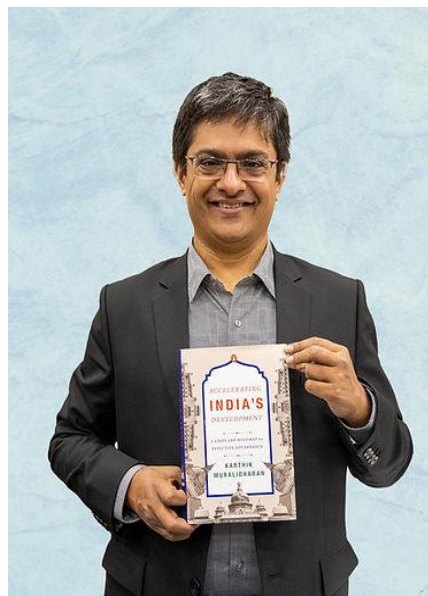
- Building effective States and public systems is a long and arduous process that has taken high-income countries several generations to achieve.
- Fortunately, we have the knowledge and the technology to expedite the building of an effective Indian state, and thereby accelerate both development and growth.
- Doing so over the next twenty-five years is perhaps the most important task we need to complete to get to our full potential.
- Getting to this destination will require both ***Tejas*** (conceptual clarity) and ***Tapasya*** (sustained hard work).

Accelerating India's Development is addressed to all Indians—leaders, officials, entrepreneurs, teachers, students, citizens, and civil society—and provides an urgent call to action. It argues that building an effective state is the great unfinished task of Indian democracy, because quality public services are key to translating the political equality of 'One Person, One Vote' into greater equality of opportunity for all Indians.

This book is a testament to cautious optimism and the belief that with the right public systems in place, India's next twenty-five years can be a period of unprecedented growth, societal enrichment and human development.



About the Author



Prof. Karthik Muralidharan is the Tata Chancellor's **Professor of Economics** at the **University of California San Diego (UCSD)**. His research spans **Public Finance** and **Development Economics** with a focus on improving education, health, welfare, and public service delivery; and has been published in several world-leading academic journals. He has also actively engaged in policy advising and capacity building in India at both Central and State Government levels, and in public communication of research insights through several [op-eds](#) and [podcasts](#).

Professor Muralidharan is also the co-founder and scientific director of the [Centre for Effective Governance of Indian States \(CEGIS\)](#), a non-profit organization that works with multiple State governments across India to improve state capacity, governance, and service delivery. Born and raised in India, he holds a Bachelor's Degree in Economics from Harvard, an M.Phil. from Cambridge (UK), and a Ph.D. in Economics from Harvard.



Summary of Report

WORLD DEVELOPMENT REPORT 2024

The Middle-Income Trap

© 2024 International Bank for Reconstruction and Development / The World Bank
1818 H Street NW, Washington, DC 20433

<https://www.worldbank.org/publication/wdr2024>

Summary

Part 1: Middle-Income Transitions

Chapter 1: Slowing Growth

Is growth in middle-income countries slower than that in countries at other income levels?

- Yes. Growth slowdowns occur more frequently in middle-income countries than in low- or high-income countries.
- Development strategies that served countries well in their low-income phase—capital investment, in particular—yield diminishing returns.
- Countries with weaker institutions—and especially those with lower levels of economic and political freedom—are susceptible to slowdowns at even lower levels of income.

Chapter 2: Structural Stasis

Is growth in middle-income countries different from that in countries at other income levels?

- Yes. Successful middle-income countries will have to engineer two successive transitions to develop economic structures that can eventually sustain high-income levels.
- The first transition is from a 1i strategy for accelerating investment to a 2i strategy focusing on both investment and infusion in which a

country brings technologies from abroad and diffuses them domestically—a process broadly applicable to lower-middle-income countries.

- The second transition is to switch to a 3i strategy, which entails paying more attention to innovation—a process more applicable to upper-middle-income countries.

Chapter 3: Shrinking Spaces

Is growth in middle-income countries now harder to achieve?

- Yes. Foreign trade and investment are in danger of becoming constricted by geopolitical tensions, and populism is shrinking the room for governments to act.
- Rising debt and adverse demographics are crowding out private investors and reducing public investment.
- Accelerating climate action will require large investments in infrastructure and regulatory reforms that may stall productivity.

Part 2: Creative Destruction

Chapter 4: Creation

Who creates value?

- Both incumbents and entrants can create value. Incumbents bring scale.

They can compete with entrants in the market to jointly expand a country's technological capabilities, thereby moving the country closer to the global frontier. Entrants bring change—enterprises with new products or production processes, workers with new skills and ideas, or energy sources such as renewables that embody new technologies. By doing so, they expand a country's technology frontier.

What is the implication of having both incumbents and entrants as value creators?

- Policy makers will have to stop relying on superficial measures of structural efficiency such as firm size, income inequality, and energy sources. The imperative for today's middle-income economies is "efficiency"—in the use of capital, labor, and energy. Policy makers will need to heed the value added of firms, social mobility, and emissions intensity. They are more reliable and more realistic metrics for policy making, but they also require collecting more information.

Chapter 5: Preservation

How do incumbents preserve the status quo?

- Incumbents' dominance can buy economic, social, and political power. By capturing political and social institutions, incumbents have an outsize say in who learns where and what, who gets a sought-after job and what they are paid, and who gets to start a business.

How do discrimination and patriarchal gender norms hold back the potential of women?

- Patriarchal norms and systems of belief that give men greater status and authority and define strict gender

roles and responsibilities hold back women from benefiting from attractive educational and job opportunities.

- Discrimination can be pervasive, affecting the businesses women own, the jobs they get, the pay they receive, what their families spend on educating them, and their ability to manage financial accounts.

Chapter 6: Destruction

Why is destruction important for structural change?

- The destruction of outdated arrangements—enterprises, jobs, technologies, private contracts, policies, and public institutions—is essential to creating value through infusion and innovation.

Who are the antagonists blocking creative destruction in response to today's energy crisis?

- Incumbents, usually state-owned enterprises, have the strongest incentive to maintain the status quo and limit competition from low-carbon energy providers.
- Many G20 economies are introducing incentives for producing and deploying low-carbon technologies. Some measures may unintentionally preserve enterprises in advanced economies and destroy them in middle-income countries.

Part 3: Making Miracles

Chapter 7: Disciplining Incumbency

How can middle-income countries weaken the forces of preservation that protect incumbents from healthy competition?

- By promoting contestable markets, middle-income countries can strike a balance between supporting incumbents and ensuring that they do not abuse their market power.
- Institutional arrangements that promote contestability include retracting protection of incumbents such as market leaders and state-owned enterprises and norms that work against women.
- Openness to foreign trade, investment, and talent helps with technological upgrading.
- Interventions that target errant incumbents to destroy harmful arrangements include adopting competition laws and ensuring the effectiveness of competition authorities, as well as using fiscal policy to make elites contestable.

Chapter 8: Rewarding Merit

How can middle-income countries strengthen the forces of creation by rewarding merit—that is, those forces that aid in the efficient use of talent, capital, and energy?

- To reward merit, middle-income countries can upgrade their talent pools, select efficient learners, and tap the productive power of women.
- To efficiently use capital, middle-income countries can move away from coddling small firms or vilifying large firms, let go of unproductive firms, modernize the management of firms, and connect entrepreneurs with mentors and markets.

- To decouple carbon emissions from a growing economy, middle-income countries can effectively price carbon emissions and scale up deployment of low-carbon energy by respecting the merit order—the sequence followed by grid operators selling power to the market.

Chapter 9: Capitalizing on Crises

How can middle-income countries capitalize on crises to destroy outdated arrangements and make way for creation?

- Because middle-income countries need to recalibrate their mix of investment, infusion, and innovation, crises can become a necessary evil because they provide the momentum to weaken the status quo.
- To capitalize on today's climate and energy crises, middle-income countries can support global decarbonization by infusing global technologies domestically to join low-carbon value chains for global markets. They can also invest in deploying low-carbon energy if it reaps economic returns.
- Middle-income countries face critical needs: growth, decarbonization, and energy security. Solutions will require decoupling emissions from a growing economy while extending affordable, secure energy to all firms and families.





Audit Matters

**Finance Accounts of
Karnataka State
Report of the Comptroller & Auditor-
General of India (CAG)
of the year 2024**

**State Finance Audit Report for
the year ended March 2023**



Mr. Thayyil Sethumadhavan, IAAS (Rtd.)
Formerly Principal Accountant-General, Madhya Pradesh

The long-awaited Report of the CAG on the Finance Accounts of Karnataka State for 2022-23 was tabled in the State Assembly on 23rd July 2024. The Report contains a wealth of information about the financial health of the State, including data and analysis of financial indicators.

The Gross State Domestic Product (GSDP) grew at a healthy rate of 10.52 percent from Rs.14,79,391 crores in 2018-19 to Rs.21,81,217 crores in 2022-23. During the same period, the Budget Outlay increased from Rs.2,24,111 crores in 2018-19 to Rs.2,71,542 crores in 2022-23. There was an increase in the Total Expenditure from Rs.2,61,511 crores in 2020-21 to Rs. 2,76,183 crores in 2022-23, registering an increase of 5.61 percent. Further, there was a revenue surplus of Rs.13,496 crores in 2022-23 against a deficit of Rs. 13,666 crores in the previous year. Fiscal deficit decreased from Rs.66,036 crores in 2021-22 to Rs. 46,623 crores in the year 2022-23.

***Trend Of Revenue Receipts and
Expenditures***

There was an average growth of 9.97 percent in the **Revenue Receipts**, from

Rs.1,64,979 crores in 2018-19 to Rs. 2,29,080 crores in 2022-23. Capital Receipts also recorded an increase from Rs.41,939 crores to Rs.45,029 crores. **During 2022-23, the State received Rs. 36,868 crores as Grant-in Aid from the Central Government towards Centrally Sponsored Schemes and Finance Commission Grants, apart from Rs.34,596 crores as State's share in Central Taxes.** Of the total expenditure, 78 percent was for revenue and 22 percent for capital investments inclusive of loans and advances. The State's Fiscal Deficit in 2022-23 was Rs.46,623 crores (2.14 percent of the GSDP) as against Rs.38,442 crores in 2018-19 (2.60 percent of GSDP).

As against the Budget Estimate of Rs. 1,89,887 crores, actual Revenue Receipts came to Rs. 2,29,080 crores while the total Revenue Expenditure was Rs. 2,15,584 crores against the Budget Estimate of Rs. 2,04,587 crores. **Tax revenue constituted 52 percent of the Revenue Receipts and only 5 percent came from Non-tax Revenues. Central tax transfer accounted for 13 percent and Grant-in Aid another 13 percent. Public Debt contributed 16 percent.**

Of the **Revenue Expenditure**, 24 percent went to General Services, 28 percent to Social Services and 19 percent for Economic Services. Capital outlay was 20 percent while repayment of Public Debt accounted for 6 percent. **CAG points out that Revenue Receipts were impacted by, among others, shortfalls in receipts from minerals due to administrative omissions. CAG also points out that Revenue could have been augmented by Rs.17,306 crores through concerted efforts to collect arrears.** Major contributors to Revenue were GST (43 percent), State Excise (21 percent), Taxes on Sale & Trade (13

percent) and Stamps and Registration Duty (12 percent).

Committed Expenditures

The Committed Expenditure (Salary, Pension, Interest Payments) varied from 37 to 48 percent of the Revenue Expenditure during the five-year period from 2018-19 to 2022-23. It was Rs.92,219 crores in 2022-23, with the Committed and Inflexible Expenditure (Payments to Local Bodies) together accounting for Rs. 1,69,651 crores in 2022-23. This came to 79 percent of the Revenue Expenditure for the year.

Subsidies

Subsidies increased from Rs.15,400 crores in 2018-19 to Rs. 22,754 crores in 2022-23. Power subsidy took the major share at 52 percent in 2022-23. This is an item which will need careful management in the wake of increasing subsidies and Guarantees under implementation.

Public Debt

There was a marginal Revenue Surplus of 0.62 percent in 2022-23; Fiscal Deficit was only 2.14 percent of GSDP against the statutory limit of 3.5 percent, while ratio of Public Debt to GSDP which was 20.07 percent in 2020-21 came down to 19.27 percent in 2022-23. ***CAG concludes that Public Debt as a percentage of GSDP tends towards a stable value and is sustainable.***

Areas of Concern

A matter of concern is the Personal Deposit Accounts (PDA). The closing balance in PDA exhibited an increasing trend since 2020-21 with a significant increase in 2022-23. ***CAG cautions that the retention of such large amounts in PDA is against the principle of Legislative Financial Control.*** There were 29 inoperative PD Accounts with a balance of Rs. 542.64 crores and there were 12 Accounts with a negative balance of Rs.5,964 crores. ***So as to avoid***

the lapsing of budget provisions, Government transferred a total of Rs. 8,801.64 crores to PD Accounts at the lag end of the respective year during the five-year period under review.

Another area warranting attention is the increasing salary and pension expenses. Salary burden has increased from Rs. 28,738 crores in 2018-19 to Rs.38,556 crores in 2022-23 while pension liability increased from Rs. 15,109 crores in 2018-19 to Rs.24,020 crores in 2022-23. ***Interest Payments is also an area requiring attention*** with an outgo of Rs.29,643 crores in 2022-23. ***The amount stuck in as many as 5,522 incomplete works with a cumulative expenditure of Rs.5,522 crores (with 287 of them for more than 5 years) is also worrisome.***

March Rush

Rush of expenditure towards the end of the year by various Departments, with Rs.55,357 crores (19 percent of the provisions) being spent in March 2023, has invited CAG's criticism. In respect of seven Major Heads, this was more than 50 percent of the allocations. ***CAG also cautions against parking funds outside the Consolidated Fund of the State, and gives glaring examples.***

State Parastatals

There were 127 State Public Sector Undertakings (SPSU) inclusive of 6 Corporations, of which, 14 are non-functional, with a total capital investment of Rs. 1,12,988 crores. According to the Report, 57 SPSUs earned a total profit of Rs.3,132 crores during 2022-23; three SPSUs contributing the lion's share of 60 percent. Return on Equity (ROE) increased from 3.6 percent in 2019-20 to 4.7 percent in 2022-23. ***Net worth of 40 SPSUs had been totally eroded by accumulated losses.*** Added to that, a large number of these SPSUs had not



finalized their annual accounts were badly in arrears.

(Note: The Full Report can be accessed on the CAG's Website)

Communication Pulse

Policy Makers and Jungle Book



Dr. Annapoorna Ravichander

Professor of Practice
Department of Public Policy
Manipal Academy of Higher Education-Bangalore
& Freelance Consultant

Introduction

Every Government Officer is expected to have certain characteristics and traits to ensure that they perform well, discharge their duties efficiently and effectively, communicate and understand the needs of both the communities and the government. Recently I was reading Rudyard Kipling's Jungle Book (probably for the umpteenth time since my childhood-I have also seen the movie several times). Since I have been working in Think Tanks and interacting with some excellent and knowledgeable policy makers and Government Officers during my tenure in Think Tanks, I suddenly saw some similarities and likeness in their characteristics and traits. I have tried to list it down here:

- Hard work, Commitment, integrity and adaptability since they are expected to handle several complexed issues love their work.



Mowgli is the ideal character that they present. He not only adapted to the jungle but was raised by wolves who had to face several challenges like the complexed political landscapes faced by policy makers

- Problem Solver and the ability to think critically and able to find solutions



Bagheera the wise panther who always counsels, protects and guides Mowgli. Policy makers are expected to provide wisdom and lead young leaders in the right direction.

- Adaptability and vigilance and knowing the audience. Being assertive in communication having a very adaptable nature plays a crucial characteristics of a policy maker



Shere Khan is the tiger who not only is fierce but powerful and always is a threat to Mowgli and his ideas.

- Understand the mechanism of policy making, be cool headed and approachable



Baloo the adorable bear who is easy going, fun-loving, and has a laid-back attitude, but he cares deeply for Mowgli.

- Multitasker and be persuasive and understanding and sharing the feelings of others to make decisions that are in the best interest of the community



Kaa the python is sly, strategic and has hypnotic powers often playing both ally and adversary roles.

- Experienced, understanding previous examples and incidents to improve policy making tactics. Be a role model for young officers



Akela is the leader of the wolf pack who initially takes Mowgli in. Mowgli and Akela share a mentor-student relationship. Akela teaches Mowgli the laws and ways of the jungle, imparting important life lessons along the way.

Other Qualities

Additionally, Government Officers are expected to have the following qualities too:

- Ability to take legal and rational actions under all circumstances
- Be responsible and accountable for all actions taken and ready to accept and make changes
- Think '*out of the box*' and devise solutions to solve problems effectively.

- Be compassionate and help people and not be a mere observer
- Be transparent and have integrity and approach the role with a "Principle of Justice"

Conclusion

The analogies provided can be a fun way to think about the roles and challenges faced by policymakers in India. These comparisons highlight how traits and personalities from a beloved fictional tale can be found in real-life figures, providing a unique lens to view and understand both. Most important are the following skills:

- Leadership
- Being Knowledgeable
- Good Communication Skills





Reports of Karnataka Regional Branch Events

The **Karnataka Regional Branch** of the IIPA organized two lectures by **Prof. Karthik Muralidharan**, Tata Chancellor's Professor of Economics at University of California, San Diego, USA in Bengaluru, on his recent book, *'Accelerating India's Development: A State-Led Roadmap for Effective Governance'* (Penguin Random House, India, 2024).

The first lecture was organized in collaboration with the **IAS Officers Association, Karnataka** on 5th August 2024. At this event, senior Civil Servants of Karnataka responded briefly to the sectoral issues raised by Prof. Muralidharan, They included Mr. T. K. Anil Kumar, IAS, Dr. D. Randeep, IAS, Dr. R. Vishal, IAS, Ms. B. B. Cauvery, IAS, Mr. Anucheth, IPS, and Ms. Priyanka Mary Francis, IAS. **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Chairman, IIPA-KRB chaired the lecture and Panel Discussion. Dr. R. Vishal, IAS coordinated the event.

Prof. Muralidharan's second lecture was organized at **Bangalore University (BU)** in collaboration with the **Departments of Political Science and Economics** on 7th August 2024. **Prof. S.Y Surendra Kumar**, Chairman of the Department of

Political Science, BU welcomed the guests and audience. **Prof. S.R. Keshava**, Chairman of the Department of Economics, BU made introductory remarks. **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Chairman, IIPA-KRB presided over the session. **Dr. D. Jeevan Kumar**, Secretary, IIPA-KRB proposed a vote of thanks.

This event was followed by a **Luncheon Discussion** with Faculty of Public Policy/Political Science/Economics/Public Administration from selected Universities and colleges in Bangalore. Faculty from Dr. B.R. Ambedkar School of Economics University, R.V. University, St. Joseph's University, Christ University, MAHE-Bangalore and MS Ramaiah University of Applied Sciences, as well as Faculty from affiliated colleges of Bangalore University, engaged with Prof. Muralidharan on the issues raised by him. **Prof. Sandeep Shastri**, National Coordinator of CSDS-Lok Niti was the Lead Discussant.

Prof. Karthik Muralidharan at the IAS Officers Association, Karnataka





Prof. Karthik Muralidharan at Bangalore University





Report on the Certificate Course on 'Governance in Action'

The Centre for Research in Social Science and Education (CeRSSE), JAIN (Deemed-to-be) University and the Karnataka Regional Branch of the Indian Institute of Public Administration, (IIPA-KRB), conducted the First Edition of a 36-hour online Certificate Course on **Governance in Action** from 22nd July to 5th August 2024.

The inaugural address was delivered by **Prof. (Dr.) Raj Singh, Vice-Chancellor of JAIN (Deemed-to-be) University**, on 22nd July 2024. **Shri. T.M. Vijay Bhaskar, IAS (Retd.)**, former Chief Secretary, Government of Karnataka and current Chairman, IIPA-KRB presided over the Inaugural session.

The following **Resource Persons** dealt with the **topics** shown against their names:

1. **Shri T.M. Vijay Bhaskar, IAS (Retd.)**, former Chief Secretary, Government of Karnataka – **History and Evolution of the Civil Service in India.**
2. **Shri. S.V. Ranganath, IAS (Retd.)**, former Chief Secretary, Government of Karnataka – **Policy Making Process.**
3. **Dr. A. Ravindra, IAS (Retd.)**, former Chief Secretary, Government of Karnataka – **Challenges in Policy Implementation and Ethics**
4. **Shri. P. Ravi Kumar, IAS (Retd.)**, former Chief Secretary, Government of Karnataka – **Energy Policy**
5. **Smt. Uma Mahadevan, IAS**, Additional Chief Secretary, Panchayati Raj, Government of Karnataka – **Gender, Women and Child Development**
6. **Shri. L.K. Atheeq, IAS**, Additional Chief Secretary, Government of Karnataka – **Financial Governance.**
7. **Smt. Lata Reddy, IFS (Retd.)**, former Secretary (East), Ministry of External Affairs – **Foreign Policy and Diplomacy.**
8. **Shri. Pratap M. Heblkar, IAS (Retd.)**, former Special Secretary, Government of India – **Intelligence and Security**
9. **Dr. Sanjay Kaul, IAS (Retd.)**, Chairman of National Collateral Management Services Limited – **Health and Education Policy**
10. **Shri. Brijesh Dikshit, IFoS**, Principal Chief Conservator of Forests, Government of Karnataka –

Environment, Forests and Climate Change

11. **Smt. Manjula**, IAS (Retd.), former Additional Chief Secretary, Government of Karnataka, and former Director-General, Administrative Training Institute, Mysuru - **Planning**
12. **Shri. N. C. Muniyappa**, Former Principal Secretary, Social Welfare, Agriculture and Cooperation, Government of Karnataka - **Social Justice**
13. **Shri. Munish Moudgil**, IAS, Special Commissioner, Revenue, Bruhat Bengaluru Mahanagar Palike (BBMP), Government of Karnataka - **Technology and E-Governance**
14. **Dr. Manoj Rajan**, IAS, APCCF (Elephant Project), Government of Karnataka - **Disaster Management**
15. **Dr. Ramana Reddy**, IAS (Retd.), Former Additional Chief Secretary, Industries and Commerce Department, Government of Karnataka - **Labour, Commerce and Industry**

16. **Dr. Chaya Degaonkar**, Dean and Head (Retd.), Gulbarga University, Department of Economics - **Evaluating Public Policies.**

17. **Dr. D. Jeevan Kumar**, Hon. Professor at Karnataka State Rural Development and Panchayat Raj University, Gadag - **Local Governance**

The 70 participants of the course, drawn from all over India, reported significant benefits, including a deeper understanding of governance processes, exposure to real-world challenges and solutions, and inspiration from the experiences shared by the distinguished speakers.

Dr. Priyanca Mathur, Head, CeRSSE at **Jain University** and her colleagues, **Mr. Gautam Rajesh** and **Ms. Sneha Yadav** coordinated the course.

Below: Prof. Dr. Raj Singh, Shri T.M. Vijay Bhaskar, Dr. Priyanca Mathur and Mr. Gautam Rajesh are seen at the Inaugural Session.



Memorandum of Agreement with *Writers Choice Publications*, New Delhi

We are pleased to inform our readers that our Branch has signed a **Memorandum of Agreement** with M/s **Writers Choice Publications**, New Delhi to publish our document, '**Management of COVID-19 in Karnataka – Lessons for the Future**'.

The document is based on the proceedings and papers presented at the **Round Table** on the subject held on 13th January 2023, in collaboration with **the Department of Health and Family Welfare** of the **Government of Karnataka**.

Pic shows Mr. Vijay Bhaskar, IAS (Retd.), Chairman of the Branch handing over the Memorandum of Agreement to Mr. Balbir Singh (right), Director of M/s Writers Choice Publications, New Delhi.

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NEWS FROM DHARWAD LOCAL BRANCH

A meeting of the **Annual General Body** of the **Dharwad Local Branch** of **IIPA** was held on 20 July 2024 in G.S. Akkihal Commerce College, Saptapur Dharwad. Eleven members attended the meeting.

Prof. S.S. Patagundi, Chairman, welcomed the members. The annual report and audited statement of accounts were discussed and unanimously approved.

In view of the demise of the Secretary of the Branch, Dr. Vijaykumar R. Betgar, it was unanimously decided to elect **Dr. Basappa Athani**, Department of Public Administration, Karnatak University, Dharwad as **Secretary** of the IIPA Local Branch, Dharwad for the year 2024-2025.

It was decided to organize seminars, and lectures on themes of contemporary relevance for 2024-2025. **Dr. Nasirahmmad Janghubai**, Joint Secretary of the Branch proposed a vote of thanks.

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Branch Members' Writings in Popular Media



A Tale of Two Democracies

Dr. A. Ravindra, IAS (Retd.)

Former Chief Secretary, Government of Karnataka

in *Deccan Herald* dt. 12 July 2024

Elected representatives need to realise that Parliament is not a place to settle scores; it is a sacred House that draws strength from 'We the people', and whatever they say and do must reflect the interests of the people of the nation.

Read more at: <https://www.deccanherald.com/opinion/a-tale-of-two-democracies-3102283>



History from Below: The Tragedy of a Slave Revolution

Mr. Gurucharan Gollerkeri, IAS (Retd.)

Director, School of Social Sciences

M.S. Ramaiah University of Applied Sciences (MSRUAS), Bengaluru.

in *Deccan Herald* dt. 21 July 2024

Today, we take it for granted that history is not merely the story of great men and the elites from which they arise; that the underlying narratives of gender, class, exploitation, and rebellion add true context and insight to our understanding of the past. But this was not always so...

Read more at: <https://www.deccanherald.com/opinion/history-from-below-the-tragedy-of-a-slave-revolution-3114372>



'Daro Mat' and Anxieties of India's Democracy

Prof. Muzaffar Assadi

Former Professor and Chairman, Dept. of Political Science

University of Mysore, Mysuru

in *Deccan Herald* dt. 26 July 2024

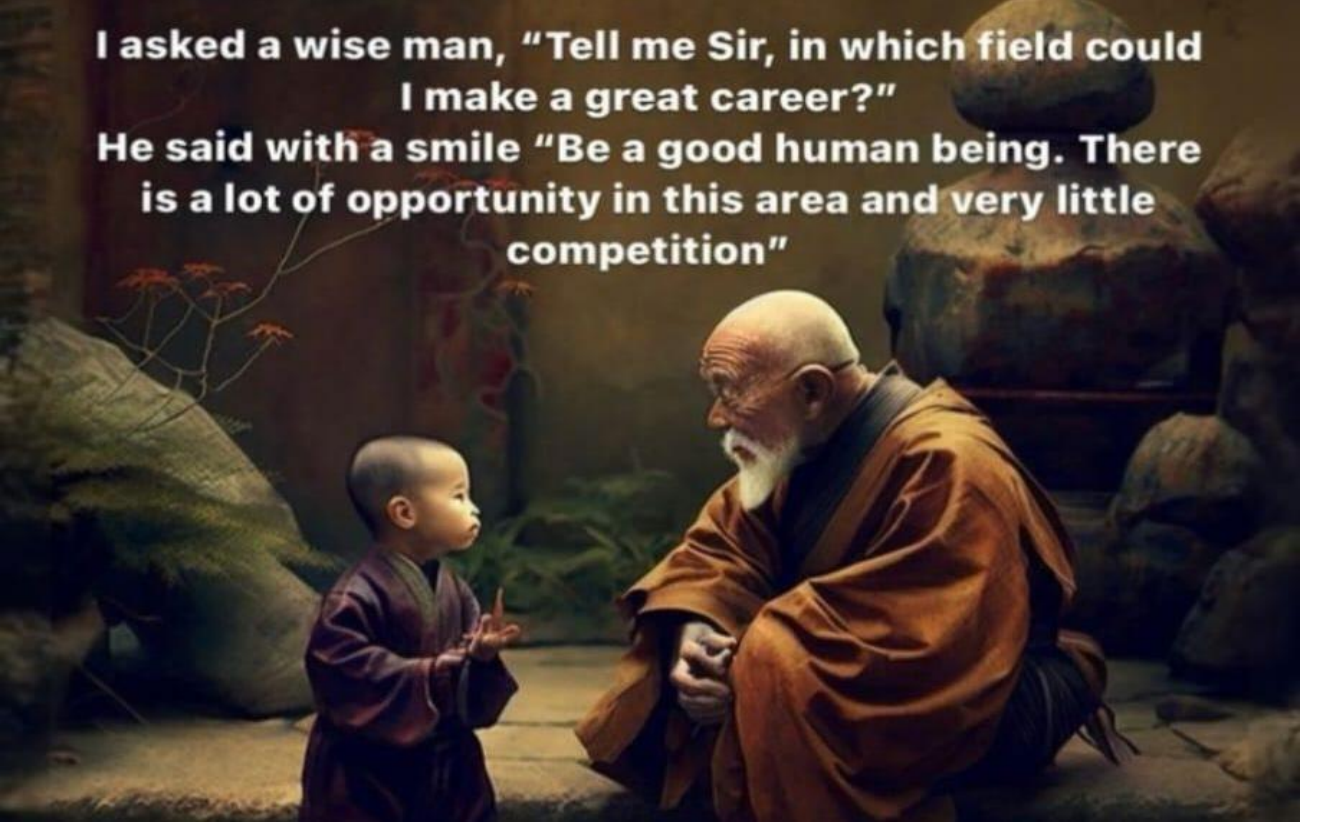
Congress leader Rahul Gandhi, during his election campaign and in his debut speech as the Leader of Opposition in the Lok Sabha, often used the phrase *daro mat* (don't fear), adding a new idiom to Indian democracy. Undoubtedly a political slogan, it has attracted both criticism and appreciation and significantly impacted Indian democracy,

Read more at: <https://www.deccanherald.com/opinion/daro-mat-and-anxieties-of-indias-democracy-3122732>



Food for Thought

I asked a wise man, "Tell me Sir, in which field could I make a great career?"
He said with a smile "Be a good human being. There is a lot of opportunity in this area and very little competition"



ಮೊದಲು ಮಾನವನಾಗು

ಸಾಹಿತ್ಯ : ಕಾವ್ಯಾನಂದ (ಸಿದ್ದಯ್ಯ ಪುರಾಣಿಕ)
ಸಂಗೀತ : ಬಾಲಪ್ಪ ಹುಕ್ಕೇರಿ
ಗಾಯನ : ಶಿವಮೊಗ್ಗ ಸುಬ್ಬಣ್ಣ

KANNADA FOLK

LYRICAL MODALU MAANAVANAAGU

HD VIDEO

[Modalu Maanavanaagu-Lyrical|Modalu Maanavanagu | folk](https://www.youtube.com/watch?v=...)

[https://www.youtube.com > watch](https://www.youtube.com/watch?v=...)



IIPA - KRB Virtual Newsletter

ವಿದ್ಯುನ್ಮಾನ ಸುದ್ದಿಪತ್ರ

Editorial Board



Chief Editor

Shri T.M. Vijay Bhaskar, IAS (Retd.)



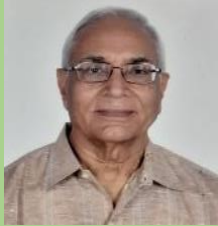
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IAS (Retd.)



Shri S.V. Ranganath,
IAS (Retd.)



Dr. A. Ravindra,
IAS (Retd.)



Shri T. Sethumadhavan
IAAS (Retd.)



Editor

Dr. D. Jeevan Kumar



Dr. Priyanca Mathur

Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to
iipakrb.bangalore@gmail.com with a copy to jeeves0607@yahoo.com