



भारतीय लोक प्रशासन संस्थान

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Building Capacity for Good Governance

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ

Karnataka Regional Branch

ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ

Virtual Newsletter

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A Note from the Chief Editor



S. Ramanathan, IAS (Retd.)

Chairman,
Indian Institute of Public Administration
Karnataka Regional Branch, Bengaluru

I am happy to place before our readers the **April 2021** issue of our *Virtual Newsletter*. The **Lead Article**, this time, is by **Shri R. Ramaseshan**, IAS (Retd.), who has thrown much-needed light on the vexatious issue of Agricultural Markets in the country. He has identified the problems being faced by the farming community, and has come up with several market reform initiatives to overcome those problems. Shri Ramaseshan is eminently qualified to deal with the issue. After resigning from the Indian Administrative Service, he served as MD & CEO, and later as Advisor to the Board of Directors of NCDEX; and is currently Chairman, National Commodity Clearing Corporation, Vice-Chairman, Rashtriya e-Market Services and Consultant, Assam Agribusiness and Rural Transformation Project. His vision is to integrate commodity spot markets and futures markets to create a single market for the country, especially for agricultural commodities and integrate funding for agricultural commodities with market access.

In our section on **Branch Activities**, we carry a brief report of the **National Webinar** organized by us, in collaboration with the **Karnataka State Rural Development and Panchayat Raj University**, Gadag, on “**Agricultural Markets: Problems and Prospects**” on 18th March 2021. We are grateful to **Prof. Vishnukant Chatpalli**, Vice-Chancellor, KSRDPR University, for providing the necessary technical and other support in organizing this webinar.

In our section on **Audit Matters**, we carry a **Report of the Comptroller and Auditor-General of India (CAG) on Public Undertakings in Karnataka** for the year ended 31st March 2019, put together by Shri **Thayyil Sethumadhavan**, IA&AS (Rtd.). In our **Reports** section, we carry the highlights of the recently published **Democracy Report 2021** on the State of Democracy in the world, prepared by **Dr. D. Jeevan Kumar**. Our section on **Gender Matters** features a contribution by **Dr. Priyanca Mathur** on the **Global Gender Gap Index (GGGI)** report which was released by the World Economic Forum (WEF) on March 31st, 2021. In our section on **Policy Matters** in Karnataka, we report on the government’s decision to set up a company to exclusively handle Bengaluru’s burgeoning garbage problem. And in our **Miscellany** section, we remember **Dr. B. R. Ambedkar** on the occasion of his birth anniversary, and recall his justification of the need for the All-India Services in independent India.

Do write in, with your responses, views and ideas for improvement of the Newsletter.

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Lead Article

Agricultural Markets: Problems and Prospects



R. Ramaseshan, IAS (Retd.)
Chairman

National Commodity Clearing Corporation

The problems faced by agricultural markets in the country are well known and have been listed exhaustively by various committees that have deliberated on this subject. Just to recapitulate, the major concerns are:

Licensing Barriers – Every market functionary has to be licensed by the market committee. Though requirements vary from state to state, a common theme across states is the condition that a commission agent licensee shall have a premises within the market yard and a trader licensee is required to have the business premises in the notified area. This has limited the number of licensees operating in the market, who hold a monopoly status in the market.

Many market yards established long back do not have adequate space for construction of shops, godowns, etc., and thus, issue of new license for new commission agents is discouraged/banned in such cases. Traders, commission agents and other functionaries organize themselves into associations, which generally do not allow easy entry of new persons, stifling the very spirit of competitive functioning and impacting price discovery. This gives enormous power to the trader to the disadvantage of the farmer.

Closely related to the above is the requirement to obtain a license from every market committee if one has to transact in multiple markets. The system in licensing is quite restrictive and has outlived its utility.

Information asymmetry – The seller has full knowledge of the produce that he is offering for sale (contents, variety, extraneous matter, etc.), but the buyer has limited or no information of these details. The buyer is better informed about prevailing prices – both in the market where he is participating, and in the state/region in general. On the other hand, the seller has limited knowledge on this count. In such a situation, each party attempts to use its information to its advantage, which leads to inefficient price discovery.

Lack of transparency in market operations – The auction process is opaque and does not provide every lot meant for sale an equal opportunity of being bid. Non-availability of space, visual grading, inadequate competition due to restrictions in allowing buyers and a host of other reasons render the auction process ineffective.

Sub-optimum price realization – At present, the share of the farmer in the consumer price is very low, particularly in perishables, due to a large number of intermediaries, lack of infrastructure and poor holding capacity. The Millennium Study conducted by the Ministry of Agriculture indicates that the share of producers in consumers' rupee varies from 56 to 89 per cent for paddy, 77 to 88 per cent for wheat, 72 to 86 per cent for coarse grains and 79 to 86 per cent for pulses, 40 to 85 per cent in oil seeds and 32 to 68 per cent in case of fruits, vegetables and flowers. In order to provide remunerative prices to the farmers, there is a need to reduce intermediation for which reforms in the agricultural marketing system is necessary.

High incidence of market charges – Agricultural Produce Market Committees are authorized to collect market fee ranging from 0.50 per cent to 2.0 per cent of the sale value of the produce, from the buyers/traders on the sale of notified agricultural produce for the services provided. Further, commission charges are to be paid to commission agents ranging from 1 per cent to 2.5 per cent in food grains and 4 per cent to 8 per cent in case of fruit and vegetables. In some states, this works out to about 15 per cent which is exorbitant.

Post-Auction difficulties – Unauthorised deductions from the weight recorded, delays in payment to farmers and incomplete payment are some of the post-auction difficulties faced by the seller.

Remoteness of existing markets – The market as a physical location requires the farmer to reach it and having once gone there with his produce, he has no option but to sell it. This, coupled with the fact that he requires cash as soon as harvest is over, the farmer has no staying power to decide the time of sale.

Absence of a national market – Under the present system, the marketable surplus of one area moves out to consumption centres through a network of middlemen and traders and institutional agencies. Thus, there exists a national level physical market, though, there is no national level regulation for the same. There are many significant inter-state barriers to trade, namely, statutory (Essential Commodities Act, APMC Regulations, etc.), taxation related (variation in rates, applicability of GST, levy of market fee at multiple points, etc.), physical (check posts), etc.

Market Reform Initiatives

Reforms in agriculture marketing has been attempted many times in the past. Government of India in consultation with state governments, trade and industry formulated a Model APMC Act in 2003 and then in 2017 circulated to State and UT Governments for adoption. Some of the salient features of the Model Act are –

- Direct sale of farm produce, without the necessity of routing it through notified markets;
- Imposition of single point levy of market fee on the sale of notified agricultural commodities in any market area, and discretion provided to state Governments to fix graded levy of market fee on different types of sales;
- Registration of market participants for transacting in multiple markets, as against the current system of licensing for participation in a single market;

- State Governments conferred power to exempt any agricultural produce brought for sale in market area, from payment of market fee;
- Grading, standardization and quality certification of the produce;
- Creation of infrastructure on its own or through public-private partnerships for post-harvest handling of agricultural produce and development of a modern marketing system;
- Provision for enabling and regulating e-trading of agricultural commodities; and
- Simplifying licensing norms.

Many state governments have attempted to reform the marketing system. These vary from adoption of the Model Act to permitting spot exchanges to concessional market fee for farmer producer organisations, etc. Attempts have also been made to make the functioning of regulated markets by deploying Information Technology; however, these have eluded scalability and sustainability.

Government of India Legislation

The Government of India has, amongst others, enacted the Farmers' Produce Trade and Commerce (Promotion and Facilitation) Act, 2020. This Act provides freedom to the farmer to sell his produce to any person of his choice, and any person with a PAN can buy from a farmer directly. Besides, such transactions would not attract any market fee or cess, thereby reducing the cost of transaction for the farmer. The Act also provides for establishing electronic transaction platforms by any person (including a company) with a PAN. Such platforms shall have clear operating processes for transparency in market operations.

One apprehension expressed in various quarters is that without the oversight of the Marketing committee, the hitherto regulator of agricultural marketing, the liberation would lead to domination of big corporates procuring for their business operations, eventually placing the farmer at the mercy of a few big buyers.

While liberalization is the need of the day, appropriate government policies would ward off the possible domination of big corporates in agricultural marketing. Apart from adopting policies that would favour small and marginal farmers, Government may have to establish an independent regulator and play an active role in the initial years to create a market structure that would be in their interest. The initial problems notwithstanding, the recent legislation may pave the way for private markets in the country.

Establishing a Private Spot Market

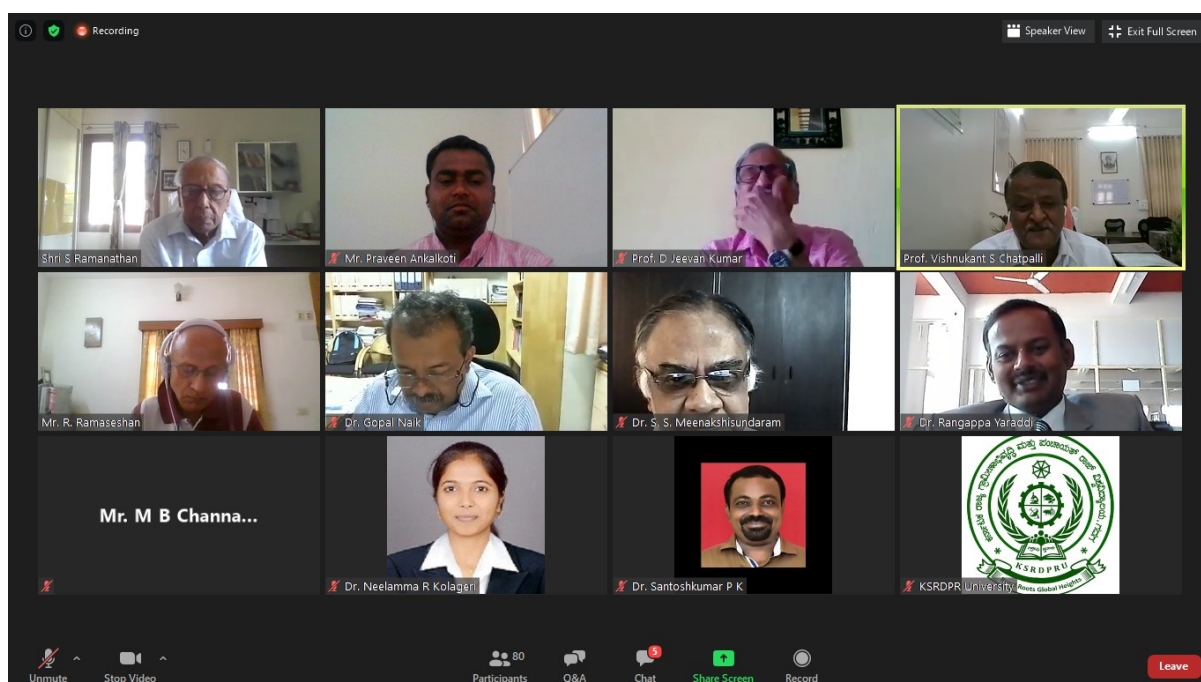
If it is feasible to bring producers and buyers together, with a well-functioning electronic platform, along with other market requirements like quality assaying, weighing facilities, transit storage, logistics, payment processing, etc., a private market could be established in the state. Such a market is the vision of the legislature while passing the Act in 2020 and is a need, given the reliance of the rural poor on agriculture to eke out a living. However, such a market is not easy to create. It requires time and patience, which a typical private-sector investor may not have, largely due to the limited capital available.

Report of IIPA-KRB Activities

The Karnataka Regional Branch of the IIPA, in collaboration with the Karnataka State Rural Development and Panchayat Raj University, Gadag organized a National Webinar on “*Agricultural Markets: Problems and Prospects*” on 18th March 2021. The Lead Presentation was made by **Shri R. Ramaseshan**, IAS (Retd.), Chairman, National Commodity Clearing Corporation. The two panellists were **Prof. Gopal Naik**, Professor of Economics and Social Sciences at the IIM, Bangalore, and **Dr. Rangappa Yaraddi**, Faculty, School of Agribusiness Management at KSRDPR University, Gadag.

The Lead Speaker and the Panellists referred to the spate of problems in the agricultural marketing system in India which included licencing barriers, information asymmetry, lack of transparency in market operations, sub-optimum price realization, high market charges, post-auction difficulties, remoteness of existing markets and the absence of a national market. The major market reform initiatives suggested by them included direct sale of farm produce, creation of an infrastructure for post-harvest handling of agricultural produce, development of a modern marketing system, enabling and regulating e-trading of agricultural commodities, simplifying licencing norms, and imposition of a single-point levy of market fee.

The webinar was chaired by **Dr. S.S. Meenakshisundaram**, IAS (Retd.), Chairman, MYRADA, Bengaluru. The Inaugural Address was delivered by **Prof. Vishnukant Chatpalli**, Vice-Chancellor, KRRDPR University, Gadag. **Shri S, Ramanathan**, IAS (Retd.), Chairman of the Karnataka Regional Branch of the IIPA gave the Introductory Remarks. **Dr. D. Jeevan Kumar**, Secretary of the Branch welcomed the dignitaries, panellists and guests. **Dr. M. B. Channappagoudra**, Coordinator, MBA programme at KSRDPR University proposed a vote of thanks. **Dr. Neelamma Kolageri** of KSRDPR University anchored the proceedings.



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Audit Matters

Report of the Comptroller and Auditor-General of India (CAG) on Public Undertakings in Karnataka for the year ended 31st March 2019



Thayyil Sethumadhavan, IA&AS (Rtd.)

The famous statement attributed to Margaret Thatcher, former Prime Minister of the United Kingdom, that “government has no business to be in business” will come to mind while going through the Report of the CAG on the Public Sector Undertakings (PSUs) of Karnataka for the year 2018-19. The Government of Karnataka (GOK) had 101 functional PSUs and 13 non-functional or dormant PSUs at the end of March, 2019. These PSUs together registered a turnover of Rs.70,599 crores during the year as per their financial accounts which came to 5 per cent of the SGDP, and provided employment to 2.02 lakh employees. They had an accumulated loss of Rs.2,366 crores at the end of the year.

CAG carries out the audit of PSUs under Section 619 of the Indian Companies Act, 1956, read with Sections 139 and 143 of the Companies Act, 2013, as a superimposed audit, over and above the commercial audit carried out by Chartered Accountants, who are selected from a panel maintained by the CAG. CAG also conducts Performance Audits of selected PSUs. In the Report for 2020, CAG has included findings in respect of two such audits, one on the creation of infrastructure, 220 KV and 110 KV substations and transmission lines, by the Karnataka Power Transmission Corporation Limited (KPTCL) and another on the development of state highways through Public Private Partnership (PPP) by the Karnataka Road Development Corporation Limited (KRDCL).

The Report was tabled in the State Legislature on 03rd February, 2021. Based on its review of the final accounts of the PSUs, CAG concludes in the Report that the quality of accounts of PSUs is below par and needs improvement.

Total investment of the GOK in the 11 power sector companies (which were subjected to performance audit) came to Rs.55,574 crores. Five of them made profit in 2018-19 (Rs.1,087 crores) while the rest were under loss (Rs.2,929 crores). In the case of 103 PSUs in sectors other than power, total investment including equity and long-term loan assistance was Rs.77,268 crores. Out of 90 non-power sector functional PSUs, 49 earned nominal profits totaling to Rs. 870 crores, while 28 incurred losses totaling to Rs.1,374 crores. On the whole, the Return on Investment (ROI) was negative during the period 2014 to 2019. As many as 50 functional PSUs were in arrears of 78 accounts starting from 2013-14 onwards.

In the Performance Audit of the transmission infrastructure, CAG observed systemic failures to prepare perspective and rolling plans periodically as required, unplanned creation of infrastructure which led to overloading of substations and sub-optimal utilization elsewhere, among other things. As on 31st March, 2019, there was excess transmission capacity of 5,230 MVA as compared to CEA norms, entailing an avoidable capital burden of Rs.3,870 crores which ultimately impacts the power tariff. CAG also noticed perpetual delays in project implementation, such as delays in approval of designs of substations, failure to identify, during surveys, forest lands and railway projects along the routes, delays in getting statutory clearances, etc. which have been quantified in the Report. The Report also brings out that implementation delays were noticed in 50 out of 53 projects verified in audit with consequential loss of energy savings valued at Rs.556 crores in respect of them.

CAG also found that though the Electricity Supply Companies (ESCOMs) incurred an expenditure of Rs.582 crores (including interest) on implementation of Distribution Transformer Centres' (DTC) metering with recurring annual interest burden, the project did not yield the desired results, since the ESCOMs could not measure the DTC losses accurately due to incomplete consumer mapping of DTCs, poor network communication and software integration; in addition, they had also to pay penalty amounting to Rs.375 crores due to non-achievement of the targeted reduction of distribution losses.

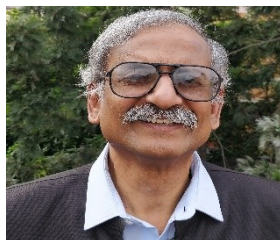
In respect of the performance review on road development through PPP mode, the failure to assess potential traffic accurately led to underutilization. There was also non-adherence to Operation and Maintenance conditions by the concessionaires, absence of monitoring during the pre-project stage of implementation, etc.

The Report is enriched with abundant data by way of Appendices, including details of investments and financial position of individual PSUs, detailed information of the DTCs subjected to audit, observations on operation and maintenance etc., among other things.

The Report will be of interest to those following the performance of PSUs in the State.

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Reports

State of Democracy in the World: *Autocratization Turns Viral*



D. Jeevan Kumar

Democracy Report 2021
V-Dem Institute
Dept. of Political Science
University of Gothenburg
Gothenburg, Sweden, 2021
<https://v-dem.net>

This is the fifth **Annual Democracy Report** from the **V-Dem Institute** at University of Gothenburg, Sweden. It summarizes the state of liberal democracy in the world in 2020. The report states that 2020 reflects another year of decline for Liberal Democracy.

The **major findings** of this report are as follows:

1. The world is still more democratic than it was in the 1970s and 1980s, but the global decline in liberal democracy has been steep during the past ten years and continues in 2020.
2. The level of democracy enjoyed by the average global citizen in 2020 is down to levels last found around 1990.
3. The decline is especially prominent in the Asia-Pacific region, Eastern Europe and Central Asia, and Latin America.
4. Electoral autocracies continue to be the most common regime type. A major change is that India – formerly the world’s largest democracy with 1.37 billion inhabitants – turned into an electoral autocracy.
5. With this, electoral and closed autocracies are home to 68% of the world’s population.
6. Liberal democracies diminished from 41 countries in 2010 to 32 in 2020, with a population share of only 14%.
7. Electoral democracies account for 60 nations and the remaining 19% of the population.
8. The “third wave of autocratization” accelerates – 25 countries, home to 34% of the world’s population (2.6 billion people), are in democratic decline by 2020.
9. At the same time, the number of democratizing countries drop by almost half, down to 16 that are home to a mere 4% of the global population.
10. The pandemic’s direct effects on levels of liberal democracy in 2020 were limited, but the longer-term consequences may be worse and must be monitored closely.

The “*Year of Lockdown*” in 2020 replaced the 2019 “*Year of Protest*” that was the focus of last year’s Democracy Report. While the data shows that most democracies have acted responsibly in the face of the pandemic, 9 register major, and 23 moderate, violations of international norms.

The situation is worse in autocracies: 55 were involved in major or moderate violations in response to the pandemic. The V-Dem data suggests that the direct impact of the pandemic on democracy has been limited so far, but the final toll may turn out to be much higher, unless restrictions are eliminated immediately after the pandemic is over.

While the world is still more democratic than it was in the 1970s and 1980s, the global decline of liberal democracy continues in 2020. To put this into perspective, the level of democracy enjoyed by the average global citizen in 2020 is down to the levels around 1990.

Electoral autocracies continue to be the most common regime type. A major change is that the world’s largest democracy turned into an electoral autocracy: India with 1.37 billion people.

Together, electoral and closed autocracies are home to 68% of the world’s population.

Meanwhile, the number of liberal democracies is decreasing to 32, with a population share of only 14%.

Electoral democracies account for 60 nations and the remaining 19% of the population.

This reflects an accelerating wave of autocratization engulfing 25 nations that hold 1/3 of the world's population – 2.6 billion people.

Several G20 nations such as Brazil, India, Turkey, and the United States of America are part of this drift.

Poland takes a dubious “lead” as the country which declined the most during the last decade and three new nations join the major autocratizers: Benin, Bolivia, and Mauritius.

The report shows that autocratization typically follows a pattern. Ruling governments first attack the media and civil society and polarize societies by disrespecting opponents and spreading false information, then undermine elections.

The number of democratizing countries is also dwindling, down almost by half compared to ten years ago – now 16 that are home to 4% of the global population.

But on the bright side, we find that four countries among the top 10 with the greatest advances have transitioned to become democracies, with Tunisia and Armenia as the best performers.

The threat to freedom of expression and the media intensifies – 32 countries are declining substantially, compared to only 19 just three years ago.

Repression of civil society is also severe now and the V-Dem data register substantial deterioration in 50 countries.

From a record high in 2019, mass mobilization declined to its lowest level in over a decade in 2020.

Yet the decline in pro-democratic mass mobilization in 2020 may well prove to be short-lived.

The “Year of Lockdown” demonstrated that pro-democracy forces cannot be dissuaded. Activists rose above adverse conditions and several movements found alternative ways of furthering their cause.

The **Democracy Report 2021** reflects analyses conducted at the V-Dem Institute in the Department of Political Science at University of Gothenburg, Sweden. Based on the assessments of over 3,500 country experts, the dataset provides nearly 30 million data points on aspects of democracy such as the liberties and independence of the media and civil society, legislatures, judiciaries, human rights, and many related topics. The V-Dem data and visualization tools are freely available at <https://v-dem.net>.

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Gender Matters

Global Gender Gap Index Report 2021



Priyanca Mathur

The **Global Gender Gap Index** (GGGI) report was released by the World Economic Forum (WEF) on March 31st, 2021. The opening webpage emphatically states, “*Another generation of women will have to wait for gender parity, according to the World Economic Forum’s Global Gender Gap Report 2021. As the impact of the COVID-19 pandemic continues to be felt, closing the global gender gap has increased by a generation from 99.5 years to 135.6 years.*” A country’s progress in closing the gap in gender-based inequalities is tracked by the WEF’s Index and economic participation and opportunity, educational attainment, health and survival, and political empowerment are the four key dimensions on that index. No country till now has been able to close its gender gap in all four parameters other than Iceland, who has held that honour for the past 12 years in succession.

Globally, along with Iceland, Finland, Norway, New Zealand and Sweden are amongst the most gender equal countries. However, South Asia, followed by the Middle East and Northern Africa, is the second-lowest performer on the index, with 62.3 per cent of its overall gender gap closed. The statistics for India in this year’s GGGI Report has not at all been heartening. India slipped 28 places and ranked 140th (from 112th in 2020) out of 156 countries. Within the region, Bangladesh ranked highest at 65 (having closed 71.9 per cent of its gender gap so far), Nepal 106, Pakistan lowest at 153, Afghanistan 156, Bhutan 130, and Sri Lanka 116. India is markedly the third worst performer, preceding only Pakistan and Afghanistan.

In health and survival, India ranked a dismal 155, amongst the bottom five countries, largely because of the skewed sex ratio at birth, institutionalised violence against women, forced marriage and discrimination in access to health. Its share of women in professional and technical roles declined further to 29.2 per cent, and in senior and managerial positions

remained a low 14.6 per cent. India has declined by 3 per cent in terms of offering men and women equality in economic participation and opportunity. Women's labour force participation rate in India has also slipped from 24.8 per cent to 22.3 per cent. It is one of the lowest in the world, and less than half of the global average. Accelerated automation induced by the pandemic was the reason for the drop in India's rank. It highlights the reality that women are more frequently employed in sectors hardest hit by lockdowns, combined with the additional pressures of providing care at home, which translated into the "double shift" of work and care. The pandemic had a long-term impact on economic opportunities for women, enhanced their risk to inferior re-employment prospects and drop in income. Besides, globally India is amongst the bottom 10 in income of women which is only one-fifth of men's. Indian women's earnings are only 20.7 per cent of men's.

The report stated that gender equality at the level of top corporate leadership remains comparably low with only 14.6 percent of positions in senior and managerial positions held by women and only 8.9 per cent firms with female top managers. In education, India has managed to cover 96.2 per cent of the gender gap, but literacy comparison shows more women are illiterate (34.2 per cent) than men (17.6 per cent). India fell most steeply in political empowerment sub-index and regressed 13.5 percentage points, with a significant decline in the number of women ministers (from 23.1 per cent in 2019 to 9.1 per cent in 2021). Clearly, political parties are not fielding enough women or giving them enough chance to be in power or to be in politics. Even if they are competing, they are sadly not winning and bagging seats.

The findings of this report once again throw the spotlight on the urgent need for policies and processes to bring the gender question into the centre. When gender inequalities widen, they impact every aspect of life, private or public. This is one area which one can ignore at only one's own peril.

Source: *The Hindu*, dt. 5th April 2021

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Policy Matters **Karnataka**

Government to set up a Company to Exclusively handle Bengaluru's Garbage

Source: *The News Minute* dt. 4th March 2021



The Karnataka cabinet has decided to set up a state-run company — **Bengaluru Solid Waste Management Limited** — to handle the city's garbage disposal problem. Both Karnataka government and the Bengaluru civic body will be partners, with the latter having 51% stakes, while the State Government will have 49% stakes in the new entity.

The new company will be headed by the Additional Chief Secretary. The company will be independent from the Bengaluru civic body, and will be solely responsible for handling garbage-related issues in the city. There has been a long-time demand for a financially and administratively independent body to take care of solid waste management.

In the wake of Bengaluru's civic body unable to focus on handling garbage, the state has come out with this idea of setting up an exclusive unit, which will be responsible for not only handling garbage but also be in charge of waste-to-energy plants too.

The country's third most populous city, Bengaluru generates 5,500 metric ton of garbage daily and 4,000 metric ton is generated from household waste alone, while the remaining is produced from companies and other units.

The story of Bengaluru's garbage mess is not new. Despite multiple warnings from the Karnataka High Court over the waste management issue, the Bruhat Bengaluru Mahanagara Palike (BBMP) had failed to issue separate tenders for wet and dry waste collection from households. After detailed deliberations, it had gone for a model where wet waste and dry waste are collected in two separate compartments of the same vehicle, but this has not solved the problem.

This new body will be independent of the Bruhat Bengaluru Mahanagara Palike (BBMP).

Miscellany

Dr. B. R. Ambedkar on All-India Services



Ambedkar Jayanti is observed on 14th April every year to commemorate the memory of Dr. B. R. Ambedkar, who was born on 14th April 1891. Dr. B. R. Ambedkar's contribution to modern India is of an exceptionally high order. He has been described as an ardent social reformer, an uncommon political leader, a father figure for the 'untouchables', an erudite scholar, a legal luminary, a powerful chronicler and a polemical journalist who championed the cause of the downtrodden and the weaker sections of Indian society. He was all of this – and more. He was a constitutionalist, *par excellence*. The Constitution of free India, as it emerged from the Constituent Assembly, was chiefly his handiwork. On 14th April 1990, Dr. Ambedkar was bestowed with the *Bharat Ratna* award by the Government of India.

Dr. B. R. Ambedkar's defence of the All-India Services to man what he called "*strategic posts*" in the government, are worth recalling. Reproduced below is an extract from Dr. Ambedkar's speech, while introducing the Draft Constitution in the Constituent Assembly of India, on 4th November, 1948:

"In all Federations there is a Federal Civil Service and a State Civil Service. The Indian Federation though a Dual Polity will have a Dual Service but with one exception. It is recognized that in every country there are certain posts in its administrative set up which might be called strategic from the point of view of maintaining the standard of administration. It may not be easy to spot such posts in a large and complicated machinery of administration. But there can be no doubt that the standard of administration depends upon the calibre of the Civil Servants who are appointed to these strategic posts. Fortunately for

us, we have inherited from the past system of administration which is common to the whole of the country and we know what are these strategic posts. The Constitution provides that without depriving the States of their right to form their own Civil Services, there shall be an All-India Service recruited on an All- India basis with common qualifications, with uniform scale of pay, the members of which alone could be appointed to these strategic posts throughout the Union.”

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Feedback

Sir,

The latest edition (March 2021) is immensely readable and has touched many interesting and burning issues which needed highlighting. I have given a cursory glance only, since I have just returned from Bangladesh after participating in their 50th Independence Day as a part of PM delegation, along with other veterans. I shall go through in detail and catch up with you to discuss the articles further.

I wish the journal would cover the subject of *accountability* and the even more embarrassing topic of *corruption* in Civil Services. I don't know how eradication of the latter will ever be possible. Until these are discussed openly and attempted to be remedied, the decay will not be stemmed.

I hope your good work will continue. My special regards to Sri. S. Ramanathan.

Yours faithfully,

Wg. Cdr. Aspari Raghunath

Governing Council member, Kirloskar Management Institutes; Managing Trustee, Mysore Kirloskar Education Trust; Director, Mysore Kirloskar Ltd. (under liquidation); Treasurer, Centre for Educational & Social Studies; and Director, Karnataka Senior Engineers' Forum.

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IIPA-KRB Virtual Newsletter

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Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to:

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