



# भारतीय लोक प्रशासन संस्थान

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

### Building Capacity for Good Governance

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ

**Karnataka Regional Branch**

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**Virtual Newsletter**

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## A Note from the Chief Editor



**Shri. S. Ramanathan, IAS (Retd.)**  
Chairman,  
Indian Institute of Public Administration  
Karnataka Regional Branch

I am happy to place before our readers the March issue of our Virtual Newsletter. The Lead Article, this time, is by **Dr. G. Gurucharan**, the Director of the Public Affairs Centre, Bengaluru, and one of the distinguished members of the Executive Committee of our Branch. Titled, '*The Fragility of Power: Reading Machiavelli in Context*', the author asks and answers a very pertinent question: *Why is a book written over 500 years ago still important in the present-day?*

In our section on Branch activities, we carry a brief report of the web-talk delivered by the charismatic Dr. Subhash Sharma last month on '*Indian Management and Good Governance*'; we also carry a short text of his lecture. As the Karnataka Budget has just been presented, we carry the highlights of this document. In the section on 'Audit Matters', we carry the *Report of the CAG on State Finance - Government of Karnataka*. Readers are advised to go through the highlights of this report. We are grateful to **Shri Sethumadhavan, IA&AS (Retd.)** for his valuable inputs to this issue of the Newsletter.

In our **Book Review** section, we reproduce an excellent review of **N.C. Saxena's** book, '*What Ails the Indian Administrative Service and Why it Fails to Deliver?*', reviewed by **B. P. Mathur**, which has appeared in a recent issue of the *Indian Journal of Public Administration*. Our section on **Gender Matters** features a short note on *Budgeting for Gender Equity*. And under *Miscellany*, we spread the word about '*Indian Administrative Fellowships*', a new innovation of the Government of Karnataka.

I am happy to report that our Branch has signed a **Memorandum of Understanding** with the **Institute for Social and Economic Change**, Bengaluru, to collaborate in holding lectures, seminars and conferences; in conducting joint studies in matters relating to administration, governance and policy; and in bringing out publications.

Do write in, with your responses, views and suggestions.

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**Lead Article**

## **The Fragility of Power Reading Machiavelli in Context**



**Dr. Gurucharan Gollerkeri, IAS (Retd)**  
Director, Public Affairs Centre, Bengaluru

(Source: *Deccan Herald*, Bengaluru, dt. 7<sup>th</sup> March 2021)

Why is a book written over 500 years ago still important in the present-day? Niccolò Machiavelli's *The Prince* written in 1513 presents this conundrum. The answer depends on how you read it: as a liberal reading a satire, if it were read by one like Raja Ram Mohan Roy; a manual of brutal state building, when it serves as bed-side reading for fascist leaders; or as a primer for amoral politicians, as in our times, on *realpolitik* to suppress dissenting populations, and purge the political firmament of men and women of character. *The Prince* remains a deeply influential political text, while Machiavelli himself in common perception, is remembered only by the pejorative '*Machiavellian*' meaning unscrupulous, especially in politics. This is a pity, for in real life Machiavelli was a mild-mannered scholar and one of the early champions of liberty. *The Prince* deserves to be read, if only, for what it says so eloquently underlines the significance of what it does not say.

Born in 1469 in Renaissance Italy, Niccolò Machiavelli served as a civil servant in the city-state of Florence, until the Republic was overthrown and the Medici seized power. He was then tried for treason, imprisoned, exiled and banned from public life. How must rulers rule, was a question that had engaged intellectuals before Machiavelli; the originality of Machiavelli was in his ability to interpret evidence and give new meaning to a central question - what kind of a polity must we foster? Far from instructing tyrants, that a simplistic reading of the book might suggest, Machiavelli was laying bare the truth about the ways of venal politics, so that the citizens know better what their leaders really were. *The Prince* represents a watershed in political philosophy. Before Machiavelli, politics was intertwined with ethics, in theory if not in practice. Machiavelli was the first political thinker who decisively separated politics from ethics, and gave political statecraft a certain autonomy, that laid the foundation for the later study of modern political economy. Ironically, in the history of political philosophy, he is not nearly as important as a Rousseau, for instance, who triggered the Enlightenment and was the inspiration for the French Revolution; or Marx, who influenced social and political transformations in the 20<sup>th</sup> century.

Yet I dare say, the reason why readers across the world still read *The Prince* is because this little book is, quite simply, a classic. Its importance is not so much the advice that it offers to

rulers, but the manner in which it articulates a world view - a particular way of looking at the world. The timeless value of Machiavelli is that *The Prince* shows us what the world looks like when viewed from an amoral, unethical perspective. Even while rendering advice to rulers to be realistic and ruthless, it presents by implication and in brilliant fashion, the unstated counterfactual - the superiority of republican values. When reading *The Prince* don't miss the allegory; think instead of the present-day political class that displays explicit cynicism for democratic values; believes that politics is nothing but power and naked ambition; and uses deceit, and muscle and money power to expand its own selfish interests even while it masquerades as pragmatist, singularly devoid of ethical considerations. What such politicians miss though, is the heart of what *The Prince* encapsulates: the tragedy of power, once it is divorced from ethics. There is no more compelling cautionary tale than the power struggles of Cesare Borgia (1475-1507), the illegitimate son of Pope Alexander VI, and a mercenary politician in the Italy of the time, his spectacular rise and dramatic downfall, that inspired Machiavelli to write *The Prince*.

What Machiavelli really points to, by imputation in *The Prince*, as if against his own doctrine, is that statecraft or the practice of power politics, where the end justifies any means to secure and consolidate power, is doomed to never really flourish. To paraphrase Isaiah Berlin, his singular achievement was to plant a permanent question mark in the path of posterity - that ends equally ultimate, equally sacred, may contradict each other - and rulers cannot espouse one value as superior to all others, for that becomes the basis for suppression. Machiavelli was one of the makers of pluralism, and of its acceptance of tolerance. If, as readers of *The Prince* in this post-truth world, we must draw just one lesson, it is this: be wary of politicians who claim their legitimacy from a singular value - whether religion or virtue. When political power claims moral authority, a good question to ask is, why this claim is being made and what those political leaders stand to gain. If *The Prince* compels us to ask these questions of our own ruling class, it should be reason enough to read, arguably, the most famous book on politics ever written.

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### **Report of IIPA-KRB Activities**

The **Karnataka Regional Branch of the Indian Institute of Public Administration (IIPA-KRB)**, in collaboration with **Indus Business Academy (IBA)**, Bengaluru, organized a web-talk by **Dr. Subhash Sharma**, Director, IBA, on the theme, '**Indian Management and Good Governance**' on 11<sup>th</sup> February 2021. **Mr. S. Ramanathan**, IAS (Retd.), Chairman of the IIPA-KRB made the customary Introductory Remarks. **Dr. D. Jeevan Kumar**, Secretary, IIPA-KRB welcomed the speaker, dignitaries and participants, and proposed a vote of thanks. The web-talk saw a record number of close to 200 participants.

**Dr. Subhash Sharma** is well known in the management education world, both in India and abroad. He holds a Post-Graduate Diploma in Management (PGDM) from the Indian Institute of Management (IIM), Ahmedabad, and Ph.D. from the University of Southern California (USC), Los Angeles, USA. Through his well-known books such as *Management in New Age: Western Windows, Eastern Door*; *Quantum Rope: Science, Mysticism and Management*; *New Mantras in Corporate Corridors*; *New Earth Sastra*; and *New Ideas in Strategic Thinking &*

*Management*, he has established a distinct identity for himself in Indian Management education.

## **Indian Management and Good Governance**



**Prof. Subhash Sharma**  
Director, Indus Business Academy, Bengaluru

The idea of Indian Management is linked with the idea of India. The idea of India can be defined in terms of India as a geographical entity, India as a mythological entity, India as a land of spiritual heritage, India as a civilizational entity, India as a cultural entity, India as a nation-state, India as a business entity, India as a market, India as a reservoir of trained human resources, and India as a confluence of thoughts.

India is essentially a matrix society. This matrix is based on caste, class, communities and new categories of region, religion and rural and urban aspects. Various cells of this matrix are influenced by dialectical intensities of varying degrees. Hence, social discourse is rooted in the intensities of dialectics related to multiple variables. Role of an enlightened leader is to seek a balance among various dialectical intensities to ensure harmony in society. This is also the essence of Good Governance.

Because of colonization, the Indian mind was also colonized. This was reflected in terms of dependency on external influences for ideas. However, during India's freedom struggle, there were attempts at mind liberation that is reflected in the writings of Swami Vivekananda, Mahatma Gandhi, Sri Aurobindo and others. Now India's mind is relatively free. This has implications for knowledge generation and new ideas.

The idea of Indian Management has been evolving since the last five decades or so. Now it is well-recognized for research and new perspectives. Today, there are three paradigms of management, viz. American, Japanese and Indian. American Management is rooted in *Kola* (Cola) approach to management which implies aggressive approach to dominate markets and the world; Japanese Management is rooted in *Kaizen* (continuous improvement) approach; while Indian Management is rooted in the *Knowledge* approach. For competitive advantage, nations and corporations need to combine *Kola*, *Kaizen* and *Knowledge* approaches.

The Indian Model of Good Governance is rooted in 5 Es, viz., Efficiency, Effectiveness, Equity (social equality), Ethics and Ecology. This leads us to an Indian model of Corporate Development. This model has seven elements: (1) Human welfare (*Lokasangraha*), (2) Avoidance of extremes, (3) *Nishkam karma* (unattached actions), (4) *Shubh-labh* (ethics-based profits), (5) Self-development, (6) Work is worship and (7) Organization as *Kutumb*

(family). Hence if all these seven elements are paid equal attention, there is Good Governance.

Indian management starts with the idea of human welfare as its basis. Further it integrates four visions viz. vision of life, vision of humanity, vision of society and vision of profit.

There are several Indian models of leadership. For example, *Vijgshu* (desirous of victory) was the Kautilyan model; the Nurturant Task leadership model was suggested by J. B. P. Sinha; HOPE (Higher Order Purpose of Existence) and Corporate Rishi model were suggested by Sharma.

In essence, Indian Management today has acquired its own distinct identity with considerable knowledge base. It offers opportunities for new research in this emerging field.

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## **Karnataka State Budget, 2021-22** **Highlights**

**Thayyil Sethumadhavan, IA&AS (Rtd.)**

The Chief Minister, who holds the Finance Portfolio, presented the Karnataka Budget for 2021-22 on 8<sup>th</sup> March, 2021 in the State Legislature. In his Budget speech, the Chief Minister announced several new projects and initiatives such as a Special Loan Assistance Scheme with low interest rates for women entrepreneurs, allocation of Rs.850 crores for a Suburban Rail Project for Bangalore, Integrated Industrial Townships on Bangalore-Mumbai and Bangalore- Chennai Industrial corridors and upgradation of 150 Industrial Training Institutes (ITIs) at a cost of Rs.4,636 crores, among others.

After the stressful pandemic year of 2020-21 which impacted the health of the entire community and adversely affected the economy in huge measure, with the State Government having had to devote its whole attention and machinery for the control and elimination of COVID-19, the Budget for 2021-22 brings in some cheer and optimism to the State.

The Gross State Domestic Product for Karnataka for 2021-22 is estimated at Rs.17,02,227 crores at current prices. Total receipts for the year are expected at Rs. 1,72,402 crores (excluding borrowings), while the total expenditure is projected at Rs. 2,46,207 crores. Fiscal Deficit in 2021-22 will be Rs.59,240 crores which accounts for 3.48 per cent of GSDP. (The 15<sup>th</sup> Finance Commission had recommended a fiscal deficit target of 4 per cent for the year). The projected expenditure will be met with the indicated revenue receipts, supplemented with borrowings of Rs.71,332 crores. Revenue deficit during the year 2021-22 will be Rs.15,134 crores.

As far as Revenue receipts are concerned, the State's own taxes will contribute Rs.1,11,494 crores, Non-Tax receipts at Rs.8,258 crores, State's share in Central taxes at Rs.24,273 crores and Grants-in-Aid from the Centre at Rs. 28,246 crores. In the State's own taxes, GST will contribute Rs. 45,947 crores and State Excise Rs.24,580 crores, followed by Sales Tax / VAT Rs.16,791 crores and Rs.12,655 crores from Stamp Duty and Registration. Having regard to

the financial strains caused to the public by the pandemic, there are no new tax proposals in the Budget to cover the shortfall.

Capital Outlay for 2021-22 is estimated as Rs.41,358 crores, as compared to Rs.37,146 crores in the Revised Estimate 2020-21. As compared to the previous year, there is a reduction of Rs. 2,496 crores in Irrigation and Flood Control, and Rs.1,206 in the case of Urban Development. Revenue expenditure will be Rs.1,87,405 crores. The total capital expenditure will come to Rs.58,802 crores.

Major allocations include Rs.29,100 crores for Education, Sports and Culture, Rs.19,367 crores for Irrigation and Flood Control, Rs.14,976 crores for Agriculture and Allied Services, and Rs.12,235 crores for Health and Family Welfare.

The Budget also includes an allocation of Rs.2,600 crores for Upper Bhadra Scheme, Rs.2,120 crores for Pradhan Mantri Samman Yojana, Rs. 3,088 crores for pension payments under the Social Security Scheme and Rs.1,819 crores for the MGNREGS.

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### **Audit Matters**

**Thayyil Sethumadhavan, IA&AS (Rtd.)**

#### **Report of the CAG on State Finance - Government of Karnataka**

(Based on CAG's Report No.1 of 2020 - State Finance - Government of Karnataka)

The CAG brings out comprehensive analytical reports on the States' Finance after the close of every financial year. The Report for Karnataka for 2018-19 was tabled in the Legislative Assembly on 22<sup>nd</sup> September 2020. Usually, these reports are tabled in the Legislature well within the next financial year to enable members to familiarize themselves with the audit analysis before the subsequent year's budget is passed, but there was a delay in its presentation this time. The report includes a wealth of information and is a valuable source of reference for those interested in the financial management of the State. The Report, inter alia, brings out the following:

- The Gross State Domestic Product (GSDP) of Karnataka during the year 2018-19 was Rs. 14,08,112 crores.
- Against the approved budget of Rs.2,45,673 crores in the Budget for 2018-19, the actual expenditure came to Rs.2,20,534 crores which left an unspent provision of Rs.25,139 crores (10 per cent).
- Some 67 per cent of the State revenue came from own resources and the balance from the State's share of taxes and grant-in-aid from the Centre.
- The CAG noted that reform measures including simplification and rationalization of tax structure, improved process for filing returns (e-payment of taxes, anywhere registration) etc. contributed to resource mobilization.
- *However, the return on investment of Rs. 66,518 Crores in Companies / Corporations was negligible at Rs. 38.30 crores and needs attention.*

- The State's public debt was within the limit of 25 per cent of the GSDP mandated under the KFRA,2002. Open market loans had a major share (55 per cent) in the total fiscal liabilities of the State. The net available debt component came to Rs.17,766 crores during the year and reflected an increase of 255 per cent from the previous year.
- The outstanding financial liabilities of the State went up from Rs.1,64,279 crores in 2014-15 to Rs.2,85,238 crores in 2018-19 (74 per cent). Internal debt increased from Rs.92,904 crores in 2014-15 to Rs.1,79,309 crores in 2018-19. (93 per cent).
- The fiscal deficit of the State was 2.73 per cent of GSDP as compared to 3.40 for the Centre. Ratio of total outstanding debt to GSDP was 20.26 as compared to 44.50 for the Union Government.
- Revenue expenditure (Rs.1,64,300 crores) consumed as much as 81 per cent of the public expenditure and left a comparatively small allocation for capital expenditure.
- There was an increase of 15 per cent in revenue expenses as compared to the previous year (59 per cent increase from 2014-15) attributable mainly to increases in salary (Rs.5,099 crores), Pensions (Rs.3,425 crores), and interest payments (Rs.1,641 crores).
- As a result, the capital expenditure (Rs.39,146 crores) was only 19 per cent (3 per cent of GSDP against 5 per cent recommended by the Expenditure Reforms Commission: 2010), impacting the quality of financial management.
- Moreover, Rs.3,128 crores were blocked in 878 incomplete or delayed projects which resulted in cost overruns as well.
- *There was perceptible decrease (from 50 per cent in 2014-15 to 39 per cent in 2018-19) in the outlay earmarked in the Gender Budget, which was a matter of concern.*
- It was interesting to note that the per capita income of the state stood at Rs.2,07,062 against the country average of Rs.1,25,397 during 2018-19.
- Significantly, the Report brings out that out of 35 major policy initiative announced in the year's budget concerning Primary, Secondary and Medical education, and reviewed by the CAG, 22 were still in the planning stage, 3 were dropped, 2 were changed; in respect of 5, action was yet to be initiated. CAG noticed some progress in respect of only 3 policy initiatives announced in the Budget!

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### **Book Review**

#### **Reforming the Indian Administrative Service & the Governance System in India**

**B.P. Mathur**

*Former Deputy Comptroller & Auditor-General*

*and former Director, National Institute of Financial Management*

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**Naresh Chandra Saxena**

*What Ails the IAS and*

*Why It Fails to Deliver:*

*An Insider's View*

New Delhi: SAGE, 2019



*Source: Indian Journal of Public Administration*

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Naresh Chandra Saxena in his book, *What Ails IAS and Why It Fails to Deliver* combines his great intellectual capability with vast practical experience of working in government. He comes out with number of valuable suggestions to reform the Indian Administrative Service (IAS) and the governance system in the country. As an insider who has held key positions in central ministries, coupled with extensive field experience, besides holding the prestigious post of the Director of National Academy of Administration, Mussoorie, he is uniquely equipped to author a book on bureaucracy. He is bold and forthright in his views and severely critical of declining standards of current-day members of the elite service, much to their discomfort, even inviting reprimand from some of them.

Civil services play a critical role in good governance. The IAS is the country's premier service, from which all top policymaking posts in both Centre and the State Secretariat, as well as field jobs such as district collectors, are drawn. Saxena makes a critical analysis of various social service programmes launched by government in the field of education, health, nutrition, public distribution, land reform, etc., and points out their poor outcome in terms of delivery of services. As a result, vast majority of people in the country continue to be trapped in poverty and deprivation. The problem is largely due to bad designing as well as poor implementation, for which the IAS has to share large part of the blame.

Saxena questions the commonly held view of members of the service that it is the political culture which is largely responsible for poor outcome of public services delivery and takes a middle of the road position. '*Granted that radical reforms cannot succeed in isolation without political support, non-performing administration leaves little choice to the politicians but to resort to populist rhetoric and sectarian strategies*'. He discusses the relationship between civil servants and political leadership, which has become highly complex in India's chaotic democracy. For about two decades post-independence, the political leadership was of high moral standards. There was considerable trust between political executive and civil servants, and the latter functioned independently, providing a reasonably good administration.

Subsequently, however, there has been gradual decline in the moral compass of the political executive, and now they are more interested in seeking political office as a gateway to power, to enable them to advance their personal agenda of acquisition of wealth and distribution of favours. The advent of coalition and weak governments, particularly in states, accelerated the process, as it required pampering the constituencies and vested interests, by granting favours as a *quid pro quo*. The political masters, therefore, have been looking for civil servants who could collaborate and do their bidding, so that they could advance their agenda of holding on to power. This gave rise to a band of civil servants with weak moral fibre, to work in collusion with politicians and gain advantage in terms of promotions, cushy postings, foreign assignments and even indulge in corruption and amass wealth. The political executives often employ arbitrary methods in appointments, promotions and transfers to bring civil servants in line. This has resulted in politicisation of civil services and general decline of ethical and moral standards of public services. While there are many honest and dedicated officers still in the service, they have been marginalised or plough a lonely furrow and are unable to make a positive impact on the administrative machinery.

The fundamental requirement of a good civil service is political neutrality and serving the political executive of different persuasions, objectively, without fear or favour. The critical issue, therefore, is how to put in place a civil service where public servants discharge their duties honestly, keeping in view public interest as the sole guiding factor. Most countries known for good and efficient public services have enacted values and ethics code to guide the behaviour of public servants.

In the United Kingdom, a Civil Service Code was promulgated in 1996, and has now been placed on statutory footing under Constitutional and Governance Act of 2010. The Code which forms part of terms and conditions of service lays down four core values: integrity, honesty, objectivity and impartiality. In the USA, an Office of Government Ethics was created in 1989, under the Ethics of Government Act, which is responsible for maintaining high standards of ethical behaviour on the part of public servants. A full-fledged ethics infrastructure has been set up, which includes enforceable standards, financial disclosure system, training and counselling and enforcement mechanism. Commonwealth countries such as Australia, Canada and Singapore, known for high standards of public administration, have enacted similar values and ethics code to guide the behaviour of public servants.

In India, there is a complete absence of a legal framework with a view to promote an honest and value-based civil service. The Government of India has issued Conduct Rules, which are inadequate without an appropriate enforcement mechanism and more in the nature of 'do's' and 'don'ts' and do not lay down standards of behaviour the public servants are expected to follow. The existing Disciplinary Rules to punish a defaulting public servant are cumbersome and torturous, with numerous safety clauses built in, and it is very difficult, if not impossible, to give quick and summary punishment to a delinquent public servant.

The Second Administrative Reforms Commission in its report on *Ethics in Government and Personnel Administration* (2007 and 2008) had recommended that a set of moral values and a specific code of ethics be defined, which must be strictly adhered to by all the civil servants. Unfortunately, no action has been taken. Shouldn't the IAS whose members hold all policymaking posts in government be held responsible for not enacting an enforceable ethics code for the IAS and other civil services?

The author of the book forcefully pleads for radical reforms in civil services. He points out that, since Independence, a large number of committees and commissions have come out with valuable suggestions for reforming the civil services, but the reforms which have been implemented are 'soft' reforms, and government has not addressed critical issues such as lack of accountability, outcome orientation and corruption.

Saxena has, however, not addressed the issue of professionalism and specialisation of the IAS, which is perhaps the main reason for its lackadaisical performance. The task of policymaking in government is complex and needs specialist knowledge of the subject, a point which has been emphasised by various committees and commissions that dealt with administrative reforms since Independence. The First Administrative Reforms Commission, way back in 1969, had emphasised the need for specialisation by civil servants as a prequalification for senior-level posts, and suggested that all the services should have an opportunity to enter middle-level and senior-level management positions in the Central Secretariat, and the selection should be made by holding mid-career competitive examinations to be conducted by UPSC. The Commission wanted the general-purpose IAS to be converted into a functional service with its sphere of work specified.

Subsequently, L.K. Jha Committee (1984), Surendra Nath Committee (2003), Hota Committee (2004) have all emphasised that domain knowledge and merit be the basis for appointment to all senior posts in government, of the level of Joint Secretary and above. The Second Administrative Reforms Commission (10th Report, 2008) has made similar recommendations. It identified 12 domains in which all officers of All-India Services and Central Services should specialise and stated that there should be matching of domain competence for all jobs of Deputy Secretary/Director and above, before posting them in Central Secretariat. For appointment to senior administrative posts (Joint Secretary and above), there should be competition among all the services. The Commission suggested that, for some posts in higher administrative grade and above (Additional Secretary and above), recruitment could be made through competition from open market as well.

Due to the IAS's hold on government policymaking and its powerful lobby, the recommendations of high-powered committees have been scuttled, and the country continues to be governed by a generalist civil service. Members of specialised services feel demotivated when a generalist officer with hardly any knowledge of the nitty gritty of a particular department is posted to head it, bypassing claims of its meritorious officers with years of distinguished service. The Chairman of the 7th Pay Commission, while examining the issue of inter-service parity observed: *The main cause of resentment among services is that over a period of time IAS has arrogated to itself all power of governance and relegated all other services to secondary position. All posts covering majority of domains are today manned by the IAS, be it technical or administrative which is the main cause of grievance. It is time that government take a call that subject domain should be the criteria to man the posts and not a Generalist*". (Government of India, 2015, p. 185).

The present NDA government has recently inducted about a dozen professionals as Joint Secretaries in some ministries through lateral entry. This measure is looked at with scepticism by some services. While the move to bring young professionals possessing domain expertise is welcome, it needs to be recognised that an *ad hoc* measure, without systemic reform, is not likely to improve public services. Britain, from whom we have inherited the present administrative system, completely overhauled the structure of public services as a part of New Public Management (NPM) reform when Mrs. Margaret Thatcher was Prime Minister. The key features of NPM are devolution of authority and substantially freeing up of centrally imposed

rules on staffing, budgetary and procurement matters; emphasis on performance and imposing accountability on public officials for delivering results; customer focus and introduction of Citizen's Charter. A key feature of reform is the introduction of competition in civil services and downsizing it. As part of public service reform, a Senior Civil Service (SCS) has been created with the idea of selecting the very best in society for the most challenging tasks in government at senior level and form them into a unified and cohesive group responsible for higher policy level advice, managerial and professional responsibilities. The biggest strength of SCS is its openness, as appointments are made from a wide pool, consisting of people from private sector, the academia, besides civil servants, with relevant experience and competency. Following Britain, other Commonwealth countries such as Australia, New Zealand, Canada and Singapore have embraced the philosophy of New Public Management, and recruitment to higher civil service is made through open competition. It is widely recognised that NPM dramatically transformed public service delivery and has been considered as one of the most successful reform measures in recent decades.

N.C. Saxena's book presents a remarkable insight into the working of public administration in our country and the role of its most important player: the IAS. Its most important message is if one is a dedicated officer committed to serve the public, s/he can truly serve the country's hapless millions and bring a change in their life, despite numerous obstacles. By personal example, Saxena demonstrates that if you are honest with a right cause, you can even have a brush with the all-powerful Chief Minister or even Prime Minister and come out unscathed. The book is a must read for those who want to understand how the country's public administration functions and a call to policymakers to bring much needed reform in Indian polity.

**Reference**

Government of India. (2015). *Report of Seventh Central Pay Commission*. Government of India.

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**Gender Matters**

**Dr. Priyanca Mathur**

**Budgeting for Gender Equity**

Gender Budgeting is a powerful tool for achieving gender mainstreaming so as to ensure that benefits of development reach women, as much as men. It is not an accounting exercise but an ongoing process of keeping a gender perspective in policy/programme formulation, its implementation and review. Gender Budgeting entails dissection of the Government budgets to establish its gender differential impacts and to ensure that gender commitments are translated into budgetary commitments.

The rationale for Gender Budgeting arises from recognition of the fact that national budgets impact men and women differently through the pattern of resource allocation. Women, constitute 48 per cent of India's population, but they lag behind men on many social indicators like health, education, economic opportunities, etc. Hence, they warrant special attention due to their vulnerability and lack of access to resources. The way Government budgets allocate resources, has the potential to transform these gender inequalities. In view of this, Gender Budgeting, as a tool for achieving gender mainstreaming, has been propagated.

For more details, see <https://wcd.nic.in/gender-budgeting>.

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**Miscellany**

**The Nudge Foundation, in partnership with State Governments,  
offers 'Indian Administrative Fellowships'**

*Source: The Better India, dt. 20<sup>th</sup> March 2021*

The Indian Administrative Fellowship (IAF), a new initiative of *The Nudge* CSI, born during the pandemic, is enabling executive talent from the private sector to work with government

civil servants on state-wide projects of strategic importance.

The 18-month fellowship invites senior executives with a track record of outstanding achievement to lead transformational change, working with Principal Secretaries in State Governments.

Fellows will extend the reach of public systems to India's underserved populations in areas such as rural development, education, e-governance, agriculture, women & child development, skill development, etc., executing projects with the potential to impact millions of lives.

*The Nudge* will invest deeply in the fellows to develop their skills and understanding of government systems through structured leadership development programs.

It will have a team of young professionals across diverse skill sets, including research, policy design, content, and monitoring & evaluation support to make the fellows successful in their respective projects.

More details, including the application form, are available on the website <http://iaf.thenudge.org>

 Indian  
Administrative  
Fellowship



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## **IIPA-KRB Virtual Newsletter**

ವಾಸ್ತವ ಸುದ್ದಿಪತ್ರ

### **Editorial Board**

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