INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

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ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

Virtual Newsletter

ವಿದ್ಯುನ್ಮಾನ ಸುದ್ದಿಪತ್ರ

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(For Private Circulation Only)

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

Designed by Public Affairs Foundation (PAF)

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S.V. Ranganath, IAS (Retd.)
Former Chief Secretary,
Government of Karnataka

Chairman, Indian Institute of Public
Administration – Karnataka Regional
Branch

I am happy to place before our readers the February 2023 issue of our Virtual Newsletter. This is our 31st issue since we began this initiative.

Our Lead Article, this time, is on Pandemic Preparedness and Response: A Comparative Assessment of Local Initiatives in China, Taiwan and India. Written by Prof. Jonathan Schwartz, the Fulbright-Nehru Scholar on Comparative COVID Management, along with Dr. Srinivas Raju, Consultant Neurologist at Manipal Hospital, Bengaluru, the article is based on the presentation made by them last month at the Round Table organized by this Branch on Management of COVID-19 in Karnataka – Lessons for the Future.

Our Lead Feature is by our Vice-Chairman, Mr. T.M. Vijay Bhaskar, IAS (Retd.) on Sakala and its Current Status. He highlights the fact that 854 citizen services, both Sakala and non-Sakala, have been made available online through the State Government Seva Sindhu portal, and that the percentage of online transactions, out of the total (offline+online), has increased from 3% in 2018-19 to 45% in 2022-23.

In a new Section titled, Communication Pulse, we have Dr. Annapoorna Ravichander, Executive Director at Public Affairs Foundation providing some very useful Management Skills for a Government Officer.

In our Diary of our Branch Activities, we carry reports of three events we organized last month: (1) A Round Table on Management of COVID-19 in Karnataka; (2) A Panel Discussion on Flooding in Bengaluru; and (3) A Special Lecture delivered at Kristu Jayanti College by Prof. Krishna Tummala, Professor Emeritus at Kansas State University, USA on Public Personnel Systems in India and the USA.

In the section on IIPA-KRB EC Members in the Media, we provide the link to an article penned by Dr. A. Ravindra in the popular media.

We end the issue with our regular columns on Feedback and Food for Thought.

I wish to add a disclaimer here that the views expressed by the contributors in this issue 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.
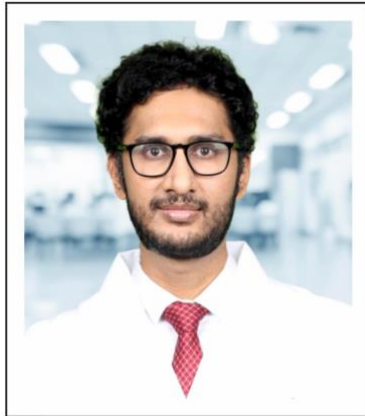
Pandemic Preparedness and Response:
A Comparative Assessment of Local Initiatives in China, Taiwan and India

Jonathan Schwartz

Srinivas Raju

Why do some jurisdictions more effectively respond to pandemics than do others? To answer this question, we draw on two literatures – Whole-of-Society and Collaborative Governance. These literatures argue that effective pandemic response is most likely when governments at all levels collaborate with non-state actors. Such collaboration should occur long before a crisis arises and should involve building relationships of trust and cooperation with non-state actors. Such actors may include NGOs, community groups, welfare associations and for-profit institutions. Investing in such relationships increases the likelihood that in a time of crisis, governments can mobilize far greater resources than those available to themselves alone.

Additional assumptions include that states invariably fail in crisis response due to factors including inadequate resources, lack of trust, insufficient coordination among institutions and more. We further assume that future crises are inevitable, that advance preparation for crises is critical and that, while crises may differ (flood, fire, famine, disease), there are commonalities in terms of response.

Karnataka's COVID response enjoyed many successes that were built not just on state initiatives, but also on those of local governments, NGOs, community groups, individual volunteers, businesses, the media and more. However, these successes were tempered by failures.

We open with questions intended to provide insights useful to policy makers and community groups seeking to develop effective responses, before considering lessons from China and Taiwan. We conclude with Karnataka-specific recommendations.

1. Governments focus on meeting the immediate needs of their constituents. Pandemics are rare and therefore the public pressures governments to focus limited resources on more immediate needs - roads, pensions, housing, etc. As a result, politicians are disincentivized from investing in pandemic preparedness.

A further challenge is short memories. Within several years of a pandemic the public and government officials often grow disinterested in pandemic preparedness.

Since future pandemics are inevitable, how can we overcome disincentives to investment in pandemic preparedness?

2. The public health literature derives heavily from the WHO and Western academia. This literature urges greater state-civil society cooperation. Is such cooperation relevant in LMICs (Low and Middle Income Countries) that often lack resources and well institutionalized and extensive civil society communities?

How can governments foster the "thick web of relationships" that facilitates effective response? How to institutionalize these relationships so that they are ready when a crisis arises?

We consider China and Taiwan as examples.

China is an authoritarian party-state. At the lowest level of governance are neighborhood committees. Committee members arise from within their communities and therefore know them well, acting as conduits passing information from government to the public and vice-versa.

During SARS (2003) neighbourhood committees helped enforce policies, coercing local community members into adhering to government guidelines. During COVID-19, the same model was taken further, with "Zero Covid" and later "Dynamic Zero". While the coercive approach proved effective during SARS, a regularly voiced criticism was that the approach was not sustainable because the population was increasingly educated and wealthy and therefore less accepting of coercive measures. This criticism proved prescient in light of China's U-turn on COVID-19 that was partially driven by public anger.

Unlike China, Taiwan is a democracy. Despite having extra time to prepare for SARS, Taiwan was nonetheless unready. Many factors contributed to Taiwan's failure. For example, a lack of trust in government within the general population and medical community was exacerbated by sensationalist media seeking to sell stories. Also, the government had limited coercive capacity. Still, unlike China where the party-state largely retained its SARS playbook, Taiwan adapted its COVID-19 response based on its own SARS experience.

Like China, Taiwan has a neighbourhood committee equivalent - the Li system.

Each Li is headed by an elected Li Zhang who receives a $1,500 monthly stipend to cover office expenses and community activities (no salary). The Li Zhang recruits around 20 Lin Zhang (bloc leaders) who are usually active community members effective at engaging their neighbors. The Li Zhang also mobilize volunteers to advance community-related initiatives such as beautification, vaccination and dances.

Li Zhang responsibilities under law are vague, resulting in variation in the services provided. However, broadly, Li Zhang provides the state a means to convey information and services to society, while offering community members a means to express their concerns to government. Through this top-down/bottom-up dynamic, a sense of community is nurtured, and trust is built. In essence, the Li Zhang *straddle* the line between state and society, facilitating effective engagement and trust.

In terms of public health – Li Zhang may engage in neighbourhood clean-ups, mosquito mitigation, information dissemination and registering retirees for vaccines (among others). A successful Li Zhang also fosters ties with local public health, environment, and police officials, thereby institutionalizing relationships.

During SARS there was a wide range of Li Zhang responses. More active Li Zhang collaborated with public health officials to implement quarantines, inform and train community members on COVID-19 response, provided food, masks, thermometers and medications to those in quarantine, and kept an eye on travel into and out of the community.

Preliminary studies suggest that Li Zhang made important contributions to Taiwan's well-deserved reputation as a leader in COVID-19 response.

What **lessons** can **India** draw from China's and Taiwan's experiences?

1. **Build trust**: Community members who trust local officials are more likely to cooperate with top-down guidelines while communicating their concerns upwards. Reminiscent of Taiwan's Li is India's **Ward**. Wards provide a forum for state-society engagement. They are staffed with community members familiar with local conditions and often work closely with local PHCs. Wards implement various public-health related tasks (e.g., larvae spraying, health education). The state should strengthen Ward-level capacity in public health.

2. **Improve service**: Easily accessible, trusted points of contact for health-related concerns should exist at the community level. To this end, the state should invest in building PHC capacities. By doing so, and communicating about improvements made, the state can increase trust and utilization. In future pandemics, PHCs will be better positioned to work with their communities.

3. **Support frontline workers:** Key actors during any pandemic are frontline health workers. In Karnataka, the ASHA *in particular* were in the field daily, supporting

their communities while facilitating health work by health officers. However, their compensation is inadequate, resulting in dissatisfaction and in some cases compromised outcomes. The government should increase investment in and recognition of these workers while ensuring adequate numbers are deployed to the field.

4. **Engage civil society**: State-society communication is key to trust and collaboration. The government should institutionalize long term mechanisms for communication between state actors, NGOs and for-profit organizations. This will facilitate cooperation during crises while minimizing redundancies. NGOs and local for-profits can develop best practices that are then adopted by government.

5. **Coordinate pandemic response across all levels**: Effective and timely response depends on strong coordination. **Karnataka** should establish a permanent state-level epidemic response unit to coordinate responses within the state, with neighboring states, and with the Union government.

Achieving effective outcomes will require investments of time and resources. However, as we await the next pandemic, it would be wise to avoid being forced to reinvent the wheel. The savings in lives and economic well-being are obvious. India, with its tremendous wealth of civil society organizations, Wards, community health workers and PHCs, is well positioned to model collaborative pandemic preparedness and response. Its success with this approach would support the argument that state-society cooperation can be effective in LMICs, while also offering a roadmap for LMICs as they prepare for and respond to the next crisis.

Prof. Jonathan Schwartz (Professor of Political Science at the State University of New York) *is a Fulbright-Nehru Scholar of Comparative Covid Management in China, Taiwan and India.* ***Dr. Srinivas Raju*** *is Consultant Neurologist at Manipal Hospital, Bengaluru.*

Lead Feature

Sakala and its Current Status

T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Govt. of Karnataka
Chairman, Karnataka Administrative Reforms Commission-II

"One Act Many Reforms"
Innovation BY the people, OF the
people, FOR the people

SAKALA

Sakala in Kannada Means "in-time
or good-time"- coined by Citizens

Sakala and non- *Sakala*, have been made available online through the State Government **Seva Sindhu** portal.
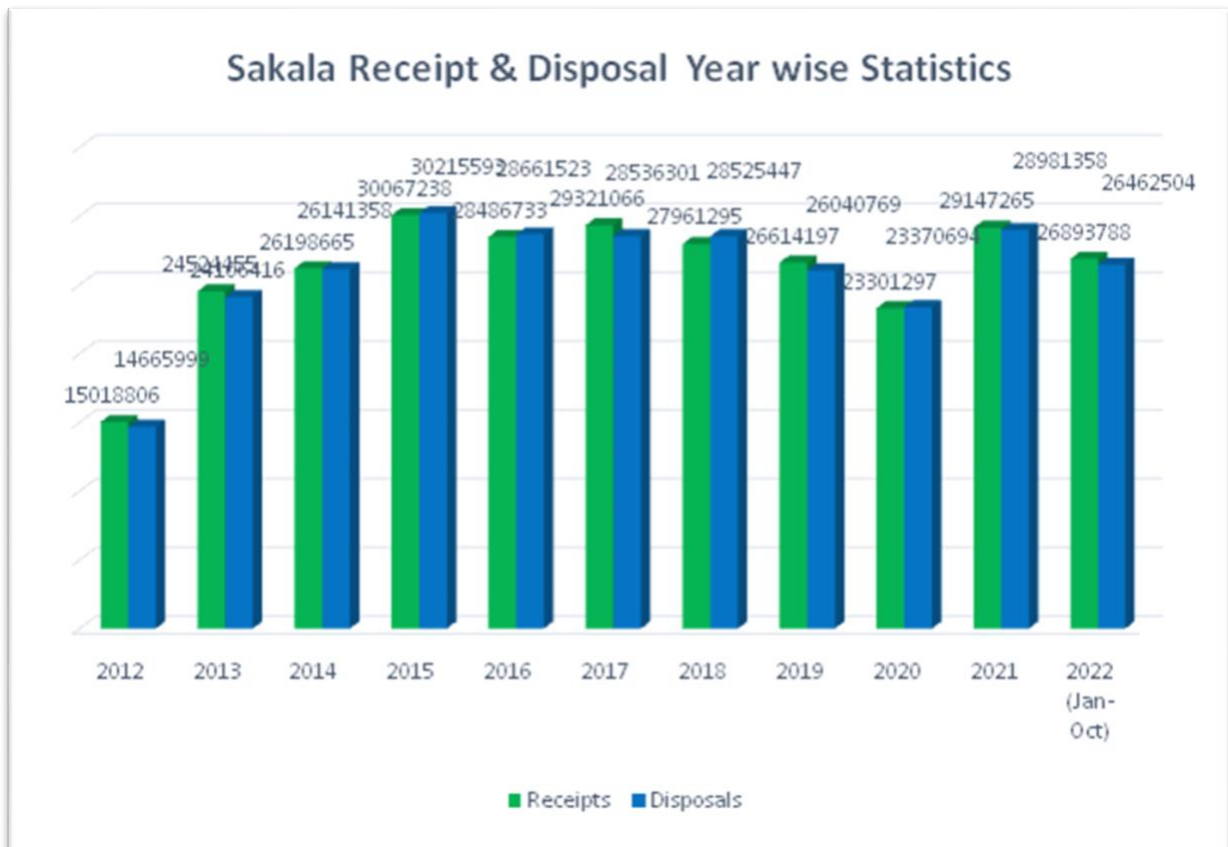
This was very useful during the Covid pandemic period.

The percentage of online transactions out of the total (offline + online) has increased from 3% in 2018-19 to 45% in 2022-23.

The number of online transactions has increased from about 1.78 lakh in 2018-19 to 80.67 lakh last year and 74.69 lakh in 2022-23 so far.

The online transactions may have been done by citizens from their own computers or smartphones or through centres like **Bangalore One, Karnataka One, Grama One, Citizen Service Centres** etc.

The important points in the ***Sakala*** note are extracted below:

Sakala may not have been a silver bullet. There is a lot that can be done to improve the system and many citizens may not be satisfied with the quality of services provided.

But it is evident from the note below (admitting the fact that these rosy figures do not reflect the full reality) that the number of services available and citizens benefitted continues to increase.

Another important development in

Sakala Receipt & Disposal Year wise Statistics

Legend: ■ Receipts ■ Disposals

Sakala is that 854 citizen services, both

- The Act was implemented in Karnataka on 2nd April 2012 with 151 services and 11 departments. At present there are 1,178 services notified under 100 departments/institutions in *Sakala*. The details of year wise inclusion of services and institutions under *Sakala* have been provided in the graph below.

- The service tally of 1,178 and institution tally of 100 is highest ever in the country under Right to Services Act.

For the benefit of citizens, *Sakala* has upgraded itself to **Sakala 2.0** with initiatives like:

1. **Sakala Samanvaya Samithi** (S.S.) – To keep a check on pendency, rejections, zero receipt offices & ensure in-time disposal of services. Over 504 *Sakala* Samanvaya Samithi Meetings have been conducted across the state in the last 15 months under the chairmanship of Additional Deputy Commissioners of respective districts.

2. **Sakala Citizen Happiness Index** is based not just on the satisfaction of getting government services delivered in time but also on the hassle-free journey while availing the service. *Sakala* had launched this initiative in the financial year 2021-2022 and in the financial year clocked 94.03% citizens extremely happy with the service delivery by the Government of Karnataka. This is the true measurement of good governance. Nothing else can substitute it.

3. **Sakala Appeal Prompt SMS** – Initiative to increase Appeals in *Sakala*. If the application is delayed or rejected, an automated text message is delivered to the applicant's mobile number with a link to raise an Appeal in *Sakala*.

4. **Sakala on Tesz**– Digital platform to resolve Citizen queries. Over 3,08,727 citizens have benefited through this initiative, with over 9,609 claps of appreciation received by *Sakala* Mission. https://www.tesz.in/profile/sakala

5. **Sakala Mitra** – An IEC initiative in association with Non-Government Organizations to create door to door awareness and also conduct citizen requirement study through student volunteers. (1st phase was conducted in co-ordination with Upkriti NGO and Acharya Institute of Technology with over 350 student volunteers)

6. **Sakala Ranking System** appreciates the better performing districts, taluks and designated officers. The ranking weightage includes 30% to receipts per lakh population, 30% to in-time disposition of applications, 20% to overdue, 10% each to rejection and delayed disposals.

7. **Sakala Service Compendium** – One-click knowledge repository

of *Sakala* Act and notified services freely available for download on *Sakala* website and can be accessed from any part of the world.

8. **Sakala Internship Program** – Opportunity for Graduates/Post-Graduates to learn and contribute to India's largest public sector service delivering entity.

9. **Sakala Notice Boards** – Mandatory for all designated offices to install *Sakala* informative Notice Boards displaying the details of time-bound services delivered in their respective offices.

10. **Sakala Social Media** campaigns to create more awareness about *Sakala* through digital medium/Social media platforms. Under this '**Sakala Janadwani'** campaign ("By the people" as well as "For the people" initiative of *Sakala* Mission), word of mouth awareness through digital platforms is created. Sakala Janadwani is an online initiative where *Sakala* Mission is providing a digital platform for citizens to express their views about *Sakala* services. Sakala Janadwani promotes the common man of Karnataka as Brand Ambassador of Karnataka.

Management Skills for a Government Officer

Dr. Annapoorna Ravichander
Executive Director
Public Affairs Foundation (PAF)

"Leaders instil in their people a hope for success and a belief in themselves. Positive leaders empower people to accomplish their goals."

-Unknown

When I read this quote I felt that this apt for the piece I have written.

It goes without saying that enthusiasm and dedication for Politics, Policy Concerns, and Current Affairs are important for a Government Officer. In order to address this there has to be certain skills to include interest in the sector in order to excel and flourish in a job under the government. A nation is influenced by politics and policy where everybody has an opinion.

The above mentioned are the major skills and qualities that an IAS Officer should possess, along with the other common qualities which every professional should possess like Leadership. Knowledge and Good Communication Skills.

Communication Skills: Everyone often thinks that they can convey information well but fail to understand if the said audience have understood anything. Hence it is important to ensure that communication should be effective when it has the ability to communicate with a vision and interact with public prolifically.

Effective and excellent communication not only commands respect but is a valuable asset, both in a professional and personal environment.

Listening skills also is an important aspect, especially for a public servant who is required to listen to people, understand their problems and respond and solve the problem/challenge appropriately.

Governance and Guidance Skills: This leads to being a good leader and becomes the basis for public governance which helps new recruits' better senior officers/managers. When an officer dons the role of a public servant, s/he is required to understand, determine, associate and learn challenges from different viewpoints.

For example, there are several occasions when one may encounter non-conforming news which requires strong opinions and actions. It is only when one has good leadership skill that one can track and ease situations/solve challenges to arrive at a decisive answer.

Problem Solving Skills: It is very important for a Government Officer to "*think out of the box*" as this often helps

in giving viable solutions. Typically, possessing this skill helps in identifying discrepancies, evaluating answers/results and arriving at sustainable solutions. Effective decisions can be made only when there is a wide consultation with the concerned audience. In other words, having strong analytical, problem solving and critical thinking skills helps in decision making which is transparent, unbiased and without any emotions attached to it.

To make an effective decision, you need to consult widely and analyze what is put in front of you, before choosing what to do. This means that strong analytical, problem-solving and critical thinking

transparent, free from self-interest, personal bias, and irrational emotions.

Time Management Skills: Managing time, prioritising tasks and meeting deadlines have become the norm of any professional career. For a Government Officer, this becomes imperative since prioritising can help in achieving tasks and one becomes an efficient multi-tasker. Having good time management skills also helps in planning, organising and delegating functions resourcefully to meet the objectives.

Often Government Officers need to address matter of urgency and

skills are crucial for any public servant. The decision made should also be

importance hence streamlining tasks helps in handling tasks and as a result

one maintains productivity and does not get worn out.

Team Player: Being a good team player leads to good team work. All Government Officers are often interacting and working with others - Seniors, Peers and Juniors at all levels. In order to relate to the wider audience mentioned, having good interpersonal skills becomes a priority since the ultimate goal of teamwork is to achieve targets by sharing responsibilities.

To further elaborate, the team work skills include:

- Managing conflict
- Building a team
- Resolving conflicts
- Managing the team efficiently.

Having and Building Knowledge on topical issues: A good Government Officer should have an open mind and eagerness to read and absorb knowledge on topical issues. Hence reading should become a part of the professional life style. This will not only help in understanding issues and completing tasks but also in handling and understanding issues.

Other Skills include:

Resilience: This is important because often Government Officers' careers can become physically, mentally and emotionally challenging, due to the nature of their work which includes engaging with people in crisis situations.

For example, while there is a need to meet people to understand and solve problems (which are often critical), a Government Officer needs to be resilient to cope with these challenges and interactions.

Honesty: Being honest, apart having integrity, helps in gaining the trust of the masses. This virtue helps in not only being held in high esteem by your department but also being well-liked by people.

Creativity: This is an important aspect since sometimes it helps in finding solutions to problems of the people. For example, creativity helps in bridging the gap between people and a government/department. This is relevant since creativity helps in addressing the limitations of red tapism which may sometime not meet the needs of the people/public.

Conclusion

A successful and good Government Officer should have certain pertinent qualities which needs to be enhanced as part of a daily routine. Hence a good officer should work *with* the community. They should not be solo players but lean to work *with* people to arrive at meaningful consensus.

Report

Round Table Meeting on Management of COVID-19 in Karnataka – Lessons for the Future

The **Karnataka Regional Branch** of the **IIPA**, in collaboration with the **Department of Health and Family Welfare Services** of the **Government of Karnataka** organized a **Round Table Meeting** on 13th January 2023 on *Management of COVID-19 in Karnataka – Lessons for the Future.* **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), former Chief Secretary of Karnataka and current Chairman of Karnataka Administrative Reforms Commission-II was in the chair. The opening remarks were made by **Mr. S. Ramanathan**, IAS (Retd.), Chairman-Emeritus of the Branch. The Inaugural Remarks were made by **Mr. S.V. Ranganath**, IAS (Retd.), Chairman of the Branch. The Lead Presentations were made by **Smt. Uma Mahadevan**, IAS, Additional Chief Secretary, Panchayati Raj, Government of Karnataka, and **Prof. Jonathan Schwartz**, Fulbright-Nehru Scholar of Comparative Covid Management in China, Taiwan and India, along with **Dr. Srinivas Raju**, Consultant Neurologist, Manipal Hospital, Bengaluru. Senior civil servants, doctors, NGO representatives and other stakeholders were invited to share their experiences in the management of the pandemic in Karnataka, and to identify the lessons for the future. They included, **Mr. P. Ravi Kumar**, IAS, **Mr. Jawaid Akhtar**, IAS, **Dr. Sudarshan**, **Dr. C.N. Manjunath**, **Mr. Kamal Pant**, IPS, **Mr. D. Randeep**, IAS, **Dr. Arundathi Chandrashekar**, **Dr.**

Ravi, **Dr. Giridhar Babu**, **Dr. Asima Banu**, **Dr. Ravindra, Mr. Munish Moudgil**, IAS, **Ms. Hepshiba Korlapati**, **Mr. Sumuk Betgeri, Mr. Trilok Chandra, Dr. Manjula, Dr. Vishal, Dr. Roopa**, IPS, **Maj. Manivannan**, IAS, **Mr. Gaurav Gupta**, IAS and **Ms. Gunjan Krishna**, IAS. **Dr. D. Jeevan Kumar** welcomed the gathering. **Mr. D. Randeep**, IAS proposed a vote of thanks.

While the Round Table expressed overall satisfaction with the management of the pandemic in Karnataka, thanks to the unstinted support of officers by the political leadership and the timely implementation of advice rendered by specialists and experts, some of the major lessons for the future included more investment by the government in health infrastructure, better incentivizing of frontline health workers, more engagement with civil society, and better coordination of pandemic response across all levels of government. It was emphasized that Karnataka should establish a permanent state-level epidemic response unit to coordinate responses within the state, with neighbouring states, and with the Union government.

The link to the YouTube recording of the event is given below:

https://www.youtube.com/watch?v=SaneHMyw2C0&ab_channel=DeptofHealth%26FamilyWelfareServices-K%27taka

Mr. S. Ramanathan, Chairman-Emeritus of the Branch is seen lighting the lamp to formally inaugurate the Round Table. To his right is **Mr. T.M. Vijay Bhaskar**, Vice-Chairman of the Branch and **Mr. T.K. Anil Kumar**, IAS, Principal Secretary Health and Family Welfare Department, Government of Karnataka.

Mr. T.M. Vijay Bhaskar is seen delivering the Concluding Remarks. He is flanked by **Mr. S.V. Ranganath**, Chairman of the Branch (extreme left) and **Mr. Ravi Kumar,** former Chief Secretary, Government of Karnataka (extreme right).

A view of the Round Table

Panel Discussion on '*Flooding in Bengaluru'*

The **Karnataka Regional Branch** of the Indian Institute of Public Administration, in collaboration with **Bruhat Bengaluru Mahanagara Palike (BBMP)** organized a Panel Discussion on '*Flooding in Bengaluru'* on 10th January 2023. **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), former Chief Secretary, Government of Karnataka and Chairman, Karnataka

Administrative Reforms Commission-II was in the chair. **Mr. S.V. Ranganath**, IAS (Retd.) inaugurated the programme. The Panelists were as follows:

1. **Dr. A. Ravindra**, IAS (Retd.), former Chief Secretary, Government of Karnataka;

2. **Prof. P.P. Mujumdar**, Chairman, Interdisciplinary Centre for Water Research, Indian Institute of Science, Bengaluru;
3. **Mr. Tushar Girinath**, IAS, Chief Commissioner, BBMP;
4. **Mr. Rajeev** of Bangalore Water Supply and Sewerage Board (BWSSB); and
5. **Dr. Manoj Rajan**, Commissioner, Karnataka State Disaster Management Authority (KSDMA).

Mr. S.V. Ranganath identified a set of factors responsible for urban flooding, and called for fresh ideas, along with the use of technology, to address the problem. **Dr. A. Ravindra** looked at the natural, climate change and human-induced factors responsible for flooding in major cities, and identified a set of interventions, both short-term as well as long-term, to deal with the phenomenon. **Prof. Majumdar** spoke of Science and Technology-driven solutions, which

need for active engagement between and among all stakeholders in the city, to ensure that the problem of *Flooding in Bengaluru* could be understood and addressed in a comprehensive manner in the future. **Mr. B.S. Prahalad**, Engineer-in-Chief, BBMP welcomed the gathering. **Mr. S. Ramanathan**, IAS (Retd.), Chairman-Emeritus of IIPA-KRB graced the occasion.

(from R to L) are Mr. S.V. Ranganath, Dr.

included both out-of-box innovations as well as large-scale engineering interventions. **Mr. Tushar Girinath** outlined the initiatives being taken by BBMP, as well as the challenges faced by the civic body in dealing with the problem. **Mr. Rajeev** of BWSSB spoke of the constraints being faced by the body in responding to the challenge, and some initiatives being taken by them. **Dr. Manoj Rajan** listed five critical areas in Bengaluru Urban Flood Management, and the technical and other support being offered to the BBMP by the KSDMA. In his concluding remarks, **Mr. T.M. Vijay Bhaskar**, IAS (Retd.) spoke of the

A. Ravindra, Mr. S. Ramanathan, Mr. T.M. Vijay Bhaskar and Mr. B.S. Prahalad.

Report of Branch Event-3

Special Lecture on "*Public Personnel Systems in India and the USA*"

The **Karnataka Regional Branch**, in association with **Kristu Jayanti College (Autonomous)**, organized a Special Lecture by **Prof. Krishna Tummala**, Professor-Emeritus at Kansas State University, USA on "***Public Personnel***

Systems in India and the USA: A Comparative Assessment" on 12th January 2023 in the premises of the college. **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Vice-Chairman of the Karnataka Regional Branch presided over the programme.

Prof. Tummala pointed out the distinction between the systems of **Position Classification** in India and the USA. Whereas India has institutionalized the **Rank-in-Person** system, the US has no concept of Civil Service, as it follows the **Rank-in-Position** system. In India, members of the Civil Services are *generalists,* not specialists, who bring to the positions they occupy a certain kind of leadership in policy and decision-making. In sharp contrast is the Rank-in-Position system being followed by the US, where the concept of Generalist is missing, and which believes in the expertise of the *Specialist* in the effective running of government organizations. Both systems have their own unique characteristics, merits and demerits. While it is important to keep in mind **Fred Riggs**, the doyen of US Public Administration's dictum that "*Culture and context matters when comparing countries*", Prof. Tummala emphasized that what matters at the end of the day, is not what system is being followed in a particular country but the nature of the relationship between Politicians and Civil Servants, and between Civil Servants and the Public. The virtues of integrity, trust and cooperation and non-politicization of the Civil Service are essential, he emphasized.

In his Presidential remarks, **Mr. Vijay Bhaskar** referred to the cultural and other differences in India and the US which have had an impact on the nature of their respective Public Personnel systems. Reservations in India have helped in recruiting members of disadvantaged communities and in bringing administration closer to the people. Whereas the US does believe in Affirmative Action, in the absence of a quota system, Native Americans and the Blacks continue to be under-represented in the government, he stated.

A vibrant discussion followed. Questions were raised on corruption, politicization of the civil service, lateral recruitment, public-private partnerships and so on.

Dr. Kaveri Swami, Coordinator of the Political Science Department at Kistu Jayanti College welcomed and introduced the guests. **Dr. D. Jeevan Kumar** of IIPA-KRB proposed a vote of thanks.

Green hydrogen: In 3 years, pacts worth ₹2.5L cr inked

Santoshkumar.B@timesgroup.com

Bengaluru: In line with the Centre's nudge to produce and use "green hydrogen" or GH2, Karnataka, over the past three years, has signed agreements worth a staggering Rs 2.5 lakh crore with firms manufacturing GH2 and its derivatives. Projects from this sector worth Rs 73,445 crore have already received single-window clearance for implementation.

The state commerce and industries department said six agreements — two with ReNew Power Pvt Ltd, and one each with Petronas Hydrogen, ACME Cleantech Solutions, ABC Cleantech and O2 Power — have been signed to manufacture GH2 and derivatives during the period.

All these firms have proposed setting up units outside Bengaluru, including Mangaluru, Gadag, Bidar, Koppal, Chitradurga and Vijayanagar.

It is noteworthy that India, as part of its global commitment to reduce carbon footprints, has been aiming to increase the production of GH2 and the Union cabinet had, earlier this month, approved a special incentive package for the sector.

Murugesh R Nirani, state industries minister, told TOI on Sunday: "In line with Prime Minister Modi's vision, Karnataka is committed to encouraging industries manufacturing green hydrogen

What is green hydrogen?

Hydrogen produced by electrolysing water, using electricity from solar or wind power projects, is called 'green' hydrogen.

Besides GH2 firms, the state has inked agreements worth an estimated ₹6.9 lakh crore

Clearing the AIR

➤ PM Narendra Modi first laid out the plan at the third renewable energy investors meet in November 2020

➤ Finance minister Nirmala Sitharaman had even included this in her budget speech in February 2021

➤ Power ministry, on February 17, 2022, notified GH2 and green ammonia policy enablers

➤ Cabinet approved an incentive package to seed the GH2 market on January 4, 2023

and as a leading industrial state we will be at the forefront of this revolution."

Among the GH2 projects that have received single-window clearance is ReNew Power Pvt Ltd's project in Mangaluru which is worth Rs 20,000 crore. It will create jobs for 2,000 people. Other projects which have been cleared are ACME's Rs 51,865-crore project (2,870 jobs), Nsure Reliable Power Solutions' Rs 1,050-crore project (450 jobs) and Web Werks India's Rs 530-crore project (69 jobs).

Department officials said other than the ReNew Power project, these others are based on agreements from an earlier period.

Other Agreements

Besides GH2 firms, the state has inked several agreements which together are estimated to bring in investment of more than Rs 6.9 lakh crore and could employ more than 3.2 lakh people. Data released during the Belagavi legislature session by Nirani shows 24 of these projects worth more than Rs 2.9 lakh crore relate to the renewable sector, while the rest are divided between core manufacturing sector, infrastructure and industrial logistics, e-mobility, aerospace, defence and data centres, ESDM (electronics systems design and manufacturing).

Answering a question on investments, Nirani had said firms would take three to four years to implement proposals that have been cleared, and employment will be created after that.

Reiterating that the state has a good ecosystem to establish industries with research and development, innovation, skilled human resources, several engineering and ITI colleges, he said the state had attracted more than Rs 1.6-lakh-crore as FDI between April 2021 and March 2022.

He said the government has undertaken several reforms, including on land acquisition, labour acts and rebates to make the state an attractive destination.

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Deccan Herald 24 Jan. 2023

New software tech to make panchayats more accountable

Decisons at meetings recorded in real time

BHARATH JOSHI
BENGALURU, DHNS

Elected representatives will henceforth find it difficult to take gram panchayat (GP) meetings for granted, thanks to a first-of-its-kind technology intervention under the government's Panchatantra 2.0 (P2.0) software, which authorities promise can keep democracy in rural local bodies intact.

P2.0 is the new software platform governing GPs, implemented by the Rural Development & Panchayat Raj (RDPR) department.

According to Additional Chief Secretary (RDPR) L K Atheeq, the new software has a dedicated Meeting Management Module. "The module conducts meetings through the digital process so that decisions are recorded as they are taken and they are not subsequently altered or tampered with," he told *DH*.

Elected members skipping gram panchayat meetings is a major problem facing grassroots democracy.

"Any member who skips four meetings stands to be disqualified. But, most of them complain that they weren't aware there was a meeting. Now, the system will generate meeting notices and SMS texts will be triggered," an RDPR source said.

Quorum of elected representatives has been made mandatory for meetings. Biometric attendance is also compulsory at the start and end of a meeting. "Digital meeting notice generation, adding of participants, creating of meeting proceedings are all conducted on the P2.0 application," the department said in a note.

The department is also trying to address another problem area: proceedings of panchayat meetings. "Proceedings were handwritten, only to be tampered with later. In many cases, blank space is left so that it can be filled later. There was no proper decision-making. Now, we're asking panchayats to upload and digitally sign the proceedings," the source said.

Under P2.0, proceedings of the meeting is digitally-signed by the panchayat chairperson on the same day and is made available to public and all the participants "promoting discipline, better decision-making, transparency and accountability," the department said.

Karnataka has nearly 6,000 GPs. A total of 82,170 elected members, 5,954 presidents, 5,673 vice-presidents and 52,788 staff are registered on P2.0.

Automation of taxation for 1.5 crore rural properties is another technology intervention under P2.0. Taxes are calculated by the system. Apparently, the union government wants to emulate this model.

"We've designed a comprehensive digitally-assisted decentralised governance tool," Atheeq said. "We hope to make P2.0 the mainstay of governance at the panchayat level through strong oversight from the government over its implementation and adoption."

L K ATHEEQ
Additional Chief Secretary (RDPR)

❝ We have designed a comprehensive digitally-assisted decentralised governance tool. We hope to make P2.0 the mainstay of governance at the panchayat level through strong oversight from the government over its implementation and adoption.

Governing a City - *Lessons for India from the Dubai Model*

Dr. A. Ravindra, IAS (Retd.)

Deccan Herald dt. Jan. 16, 2023

Dr. A. Ravindra, IAS (Retd.)
Chairman: Smart Cities India Foundation
Former Chief Secretary, Government of Karnataka

What catches one's immediate attention in Dubai is the city's excellent infrastructure. High-quality, broad roads with well-marked lanes, wide sidewalks with evenly laid tiles, bright street lights and a clean environment greet the visitors.

Traffic moves smoothly and rapidly, though it can get slowed down at traffic junctions, where, at times, there can be long waiting times. What comes as a pleasant surprise to those visiting from India, particularly from chaotic Bengaluru, is the virtual absence of

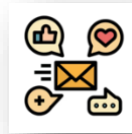traffic violations (even cab drivers scrupulously follow the rules).

Are there any lessons India can learn from Dubai?

Perhaps, the single biggest lesson to be learnt is in law enforcement. Why is it the same citizens who flout the law in our cities exhibit good citizenship by respecting the law in Dubai or in western countries? Simply put, it's fear of the law.

First, the penalties are heavy and, secondly, there is no way one can escape punishment once an offence is committed. No amount of bribe or any sort of political or VIP influence can work.

Read more at:

https://www.deccanherald.com/opinion/governing-a-city-lessons-for-india-from-the-dubai-model-1181349.html

Feedback

Dear Sir,

Thanks for sending the virtual newsletter. The first issue in the new year has brought out many innovative ideas and some basic issues. The lead article on studying corruption was very analytical and informative. The diverse nature of the problem in different contexts and region culture specific solutions are realistic in nature. The articles on Media use by Govt. officials to disseminate true information and Constitutional literacy for the youths and common persons is highly required to make a deep dive in democracy and safeguard it. The Nudge Fellowship is an innovative programme, highly needed in the present context for flow of new development ideas in Government to seek better outcomes. The CAG audit study on DBT brings out the magnitude of tasks required to attain the digital financial system in India. The link to the article on Mirza Ghalib by Shri Gurucharan speaks about the versatile knowledge base of an IAS officer. Overall, the newsletter is of utility to all- policy group & development planners and administrators, academics, young researchers and to all in the field. I congratulate IIPA for bringing out such a quality embedded knowledge and information for the readers.

Dr. Chaya Degaonkar
Dean and Head (Rtd)
Gulbarga University
Dept. of Economics
Former ACEO, KEA Planning Dept.
Govt. of Karnataka

Sermons We See

I'd rather see a sermon than hear one any day;
I'd rather one should walk with me than merely tell the way.
The eye's a better pupil and more willing than the ear,
Fine counsel is confusing, but example's always clear;
And the best of all the preachers are the men who live their creeds,
For to see good put in action is what everybody needs.

I soon can learn to do it if you'll let me see it done;
I can watch your hands in action, but your tongue too fast may run.
And the lecture you deliver may be very wise and true,
But I'd rather get my lessons by observing what you do;
For I might misunderstand you and the high advise you give,
But there's no misunderstanding how you act and how you live.

When I see a deed of kindness, I am eager to be kind.
When a weaker brother stumbles and a strong man stays behind
Just to see if he can help him, then the wish grows strong in me
To become as big and thoughtful as I know that friend to be.
And all travelers can witness that the best of guides today
Is not the one who tells them, but the one who shows the way.

One good man teaches many, men believe what they behold;
One deed of kindness noticed is worth forty that are told.
Who stands with men of honor learns to hold his honor dear,
For right living speaks a language which to every one is clear.
Though an able speaker charms me with his eloquence, I say,
I'd rather see a sermon than to hear one, any day.

Edgar Albert Guest

IIPA-KRB Virtual Newsletter

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