



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

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

**- Chief Editor**

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## A Note from the Chief Editor



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

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

I am happy to place before our readers the **May 2023** issue of our *Virtual Newsletter*. This is our **34<sup>th</sup> issue**, since we began this initiative.

Our **Lead Article** is by **Mr. V. Srinivas, IAS**, Secretary to Government of India, Ministry of Administrative Reforms and Public Grievances. It is based on the **Foundation Day Lecture** of our Branch delivered by him at a recent conference on **Administrative Reforms** organized jointly by IIPA-KRB, Karnataka Administrative Reforms Commission 2 and ISEC, at ISEC, Bengaluru.

Our **Lead Feature** acknowledges the importance of **National Civil Services Day** which is celebrated on **21<sup>st</sup> April** every year by the Government of India. We offer a brief tribute to **Sardar Vallabhbhai Patel**, acknowledged as the **Father of the All-India Services**, and reproduce the text of a speech made by him on **21<sup>st</sup> April 1947** to members of the Civil Services.

We are introducing a new column in this issue, titled, **Photo Essay**. Penned by one of Karnataka's distinguished former Civil Servants, **Mr. T.R. Raghunandan**, the article gets readers on board his beautifully maintained antique car, **Austin Seven** on his recent trip to **Nandi Hills**.

In the Section titled, **Communication Pulse**, we have **Dr. Annapoorna Ravichander**, Executive Director at **Public Affairs Foundation** asking and answering the question, **How do you Measure the Impact of a Policy?**

In the Section on **Karnataka News**, we report on a heart-warming highlight of the **India Justice Report-2022** which states that **Karnataka Tops States and UTs in Providing Access to Justice**.

In the section on **IIPA-KRB Life Member's Distinction**, we congratulate **Dr. V. Anil Kumar** on his elevation to the position of **Professor** at the Centre for Political Institutions, Governance and Development at the **Institute for Social and Economic Change (ISEC)**, Bengaluru.

We carry a report of an event organized by us at the **National Law School of India University**, in collaboration with **The Nudge Institute**, Bengaluru on **Solving India's Developmental Challenges - Experiences from the Indian Administrative Fellowship**.

In our section on Branch Members' writings in the Media, we carry the link to articles by our Editorial Board Members, **Dr. A. Ravindra** and **Mr. T. Sethumadhavan**, which appeared in the mainstream media recently.

We end the issue with our column on **Food for Thought**, where we reproduce some wise quotations of **Sardar Vallabhbhai Patel**.

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.



## Lead Article

### ADMINISTRATIVE REFORMS\* Lessons and Experiences 2019-2023



**V. Srinivas, IAS\***

**\*(Highlights of IIPA-Karnataka Regional Branch Foundation Day Lecture delivered on 29<sup>th</sup> April 2023)**

Prime Minister Modi has encouraged the use of technology as a powerful tool to empower citizens as well as a medium to optimize transparency and accountability in day-to-day governance. Government's policy of "**Maximum Governance-Minimum Government**" is implemented through various policy interventions aimed towards digital empowerment of citizens and digital transformation of institutions. On 21 April 2023, Prime Minister Modi called on civil servants to rededicate themselves to the service of the Nation by adopting a "**Nation First-Citizen First**" approach to achieve the objective of a **Viksit Bharat** in the Amrit Kaal Period. New India's strong institutions are best symbolized by adoption of e-governance practices. The best manifestation of "**Maximum Governance - Minimum Government**" policy is a "**Digitally Empowered Citizen**" and a "**Digitally Transformed Institution**".

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\* V.Srinivas serves as Secretary to Government of India, Department of Administrative Reforms and Public Grievances and Department of Pensions and Pensioners Welfare. He represents India on the Council of Administration, International Institute of Administrative Sciences, Brussels (2018-2023).

India's governance model in the years 2019-2023, has undergone radical reforms. e-Governance has simplified a citizen's interface with Government, brought government and citizens closer and enabled benchmarking of service quality. The **Central Secretariat Manual of Office Procedure 2019 and 2022** incorporated provisions to enable the march to a Digital Secretariat. The widespread adoption of e-Office ver. 7.0 has created paperless offices in all 75 Ministries/ Departments in the Central Secretariat, 89 percent files being handled as e-files. In 2022, **CPGRAMS** (Centralised Public Grievance Redress and Monitoring System) helped redress 18 lakh Public Grievances (PG).

Effective redressal of public grievances with focus on quality and timelines has been a major thrust area of governance. A 10-step CPGRAMS reforms process was adopted for improving quality of disposal and reducing the time lines. In 2022, Ministries/ Departments have disposed 1.14 lakh PG cases in August, 1.17 lakh PG cases in September, 1.19 lakh PG cases in October, 1.08 lakh PG cases in November and 1.27 lakh PG cases in December. This is the first time since inception of CPGRAMS that PG case redressal has crossed 1 lakh cases/month. The disposal in State PG cases on CPGRAMS portal has crossed 50,000 cases/month since September 2022. The total pendency in the Central Ministries is down to an all-time low of 0.67 lakh cases and in States to 1.75 lakh cases. Average disposal time of Central Ministries/ Departments has improved from 32 days in 2021 to 27 days in 2022 and 19 days in January 2023 because of CPGRAMS reforms.

The theme of the **16<sup>th</sup> Civil Services Day 2023** was "**Viksit Bharat - Empowering Citizens and Reaching the Last Mile.**" 26000 Civil Servants participated in physical and virtual mode in the Civil Services Day 2023

events on April 20-21, 2023. The Prime Minister conferred the Prime Minister's Awards for Excellence in Public Administration 2022 to 15 Award Winners on 21 April 2023. The PM's Awards instituted to recognize the efforts and exceptional work done by the civil servants, witnessed an all-time high participation from 743 District Collectors which is 97% of the total districts of the country.

The **DARPG** has made significant efforts for dissemination and replication of the Award-winning nominations. The **National Good Governance Webinar Series** presented 24 nominations in 12 monthly webinars in the period 2022-23 in which 15000 officials participated. In 2022, DARPG convened Regional Conference on Replication of Good Governance Practices at Srinagar, Bengaluru, Itanagar, Mumbai and Bhopal. The Regional Conferences on Good Governance presented award winning governance practices in regional fora, along with a national perspective.

In 2022, India's roadmap for Next Generation Administrative Reforms witnessed three major initiatives undertaken by the Department of Administrative Reforms and Public Grievances -

(a) the successful implementation of the Special Campaign 2.0 from October 2-31, 2022;

(b) the Initiative for Increasing Efficiency in Decision Making in Central Secretariat; and

(c) Governance Week from December 20-25, 2022 - *Prashasan Gaon ki Aur* campaign, each of which was implemented on digital platforms across thousands of government institutions.

The **Special Campaign 2.0** was implemented in Central Government from

October 2-October 31, 2022 with the objective of institutionalizing *swachhata* and minimizing pendency in government. Under the Special Campaign 2.0, 5.6 lakh public grievances were redressed, cleanliness campaign was carried out in 1.01 lakh office spaces, 37.50 lakh files were weeded out, 89.5 lakh square feet of space was freed, and scrap disposal earned Rs. 370.1 crores. The special campaign 2.0 brought in a number of success stories in digitization, efficient management of office spaces, enhancement of office premises, environment friendly practices, inclusivity, protocols and mechanisms being put in place and waste disposal.

The Government's initiative for "**Increasing Efficiency in Decision-Making**" represented one of the most complicated and far-reaching administrative reforms witnessed in the Central Secretariat. The focus was on delayering, delegation, operationalization of the desk officer system and adoption of e-Office. It brought a silent reform in work culture, reduced hierarchies and resulted in significant adoption of new technology. It has also enabled responsive communication and enhanced efficiency in processing of receipts.

The **Sushasan Sapth 2022** witnessed the Second Nation-wide campaign for Redressal of Public Grievances and Improving Service Delivery. **Prashasan Gaon ki Ore 2022** has witnessed significant progress - 50.79 lakh public grievances were redressed, 282 lakh service delivery applications were disposed, 863 innovations in governance were documented and 194 Vision India@2047 District level documents uploaded on the GGW22 portal.

**DARPG** has benchmarked governance with the publication of the **Good Governance Index (GGI)** - An Assessment of the State of Governance in States 2021 and the **National**

**e-Services Delivery Assessment (NeSDA) 2021.** Under GGI 2021, Gujarat, Maharashtra and Goa top the composite rank score covering 10 sectors. GGI 2021 says that Gujarat registered 12.3 percent increase and Goa registered 24.7 percent increase over GGI 2019 indicators. Uttar Pradesh has shown an incremental growth of 8.9 % over GGI 2019 performance. This indicates that overall governance in the States of India is moving in the positive direction. The Department of Administrative Reforms and Public Grievances has collaborated with the Government of Jammu & Kashmir to publish District Good Governance Index for the Union Territory of Jammu & Kashmir.

The **NeSDA 2021** assessed 1400 e-services and said that 69 per cent of all possible mandatory e-services have been delivered by States/ UT's, up from 48 per cent in NeSDA 2019. 74 per cent of respondents for nation-wide citizen assessment survey were satisfied/ very satisfied with e-services. In assessment of State portals, Kerala remains a front runner and the progress made by Tamil Nadu, Jammu & Kashmir and Uttar Pradesh in NeSDA 2021 is commendable. In Service portals, Rajasthan, Punjab, Jammu & Kashmir and Meghalaya has topped the rankings. All States/ UT's have shown improvements in the promotion of integrated service portals and the number of services being offered on their State portals. In many ways Technology has succeeded in bringing government and citizens closer.

**DARPG** is amongst the Ministries/ Departments of Government that has formulated its **Vision India@2047**. The focus has been on young civil servants who will adorn policy making positions in 2047 collaborating with Technology leaders from IIT's, and Startups.

The **Chintan Shivir** lays down a futuristic model of governance representing far

reaching administrative reform in the *Amrit Kaal* period. The Ministry of Personnel, Public Grievances and Pensions had conducted its *Chintan Shivir* on 17-18 February 2023. The Prime Minister's meeting with officials was the key highlight of the *Chintan Shivir* deliberations of Ministry of Personnel, Public Grievances and Pensions. The Prime Minister shared his vast experience in governance, urged officials that impersonal governance models need to find life through deep personal commitment. This could be achieved through personal interactions, spending time together to think about common good and seeking to find happiness in every job assigned.



## Lead Feature



### A TRIBUTE TO SARDAR VALLABHBHAI PATEL, FATHER OF ALL-INDIA SERVICES

*Sardar Vallabhbhai Patel, in the Constituent Assembly, discussing the role of All-India Services.*

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

Sardar Vallabhbhai Patel was also instrumental in the creation of the All-India Services which he described as the country's "Steel Frame". In his address to the probationers of these services, he asked them to be guided by the spirit of service in day-to-day administration. He reminded

them that the ICS was no-longer neither Imperial, nor civil, nor imbued with any spirit of service after Independence. His exhortation to the probationers to maintain utmost impartiality and incorruptibility of administration is as relevant today as it was then. "A civil servant cannot afford to, and must not, take part in politics. Nor must he involve himself in communal wrangles. To depart from the path of rectitude in either of these respects is to debase public service and to lower its dignity," he had cautioned them on 21 April 1947.

He, more than anyone else in post-independence India, realised the crucial role that civil services play in administering a country, in not merely maintaining law and order, but running the institutions that provide the binding cement to a society. He, more than any other contemporary of his, was aware of the needs of a sound, stable administrative structure as the lynchpin of a functioning polity. The present-day All-India Administrative Services owe their origin to Sardar Patel's sagacity. He is thus regarded as the **Father** of the modern All-India Services.

**Sardar Patel's Speech to IAS  
Probationers  
21 April 1947**

*The days of the Indian Civil Service of the old style are going to be over, and in its place, we have brought into being the All-India Administrative Service. The change is both significant and epoch-making.*

*In the first place, it is an unmistakable symptom of the transfer of power which is taking place from foreign to Indian hands.*

*Secondly, it marks the inauguration of the All-India Service officered entirely by Indians and subjected completely to Indian control.*

*Thirdly, the Service will now be free to, or will have to adopt its true role of national service without being trammelled by traditions and habits of the past.*

*I have dwelt on the significance of this change mainly in order to bring home to the minds of the probationers particularly, and to the outside world incidentally, that the days when the Service could be masters were over and the officers must be guided by a real spirit of service in their day-to-day administration, for in no other manner can they fit the scheme of things.*

*Perhaps you are aware of a saying which is current in India regarding the past civil service, which is known as the Indian Civil Service, that it is neither Indian, nor civil, nor imbued with any spirit of service. In a true sense, it is not Indian because the Indian civil servants are mostly anglicized, their training was in foreign lands, and they had to serve foreign masters. Therefore, in effect, the whole Service was known not to be Indian nor to be civil, nor imbued with any spirit of service, and yet it was known as the Indian Civil Service. The thing is now going to change.*

*To some extent all of you who are undergoing instruction in this School, are more fortunate than your predecessors. Your predecessors had to serve as agents of an alien rule and, even against their better judgment, had sometimes to execute the bidding of their foreign employers. You will now have the satisfaction that whatever you do, you will be*

*doing under the orders of your own fellow-Indians. Your predecessors were brought up in the traditions in which they felt out of touch and kept themselves aloof from the common run of the people. It will be your bounden duty to treat the common men in India as your own, or to put it correctly, to feel yourself to be one of them and amongst them, and you will have to learn not to despise or to disregard them. In other words, you will have to adopt yourselves to democratic ways of administration*

*Almost all of you have had service in the Army and it should not, therefore, be necessary for me to stress the need of discipline in your ranks in whatever capacity you may be serving India. Along with discipline, you must cultivate an esprit de corps without which a Service as such has little meaning. You should regard it as a proud privilege to belong to the Service, covenants of which you will sign, and to uphold throughout your service, its dignity, integrity and incorruptibility.*

*You would do well to examine the conditions which prevail in India today. The real task in India has just begun. For the time being there is a transition to the highest stature of independence. The difficulties of a transitional period have, therefore, been superimposed over those of the post-war problems. In these circumstances, we must expect- and we have a right to expect- the best out of every civil servant in India, in whatever position of responsibility he or she may be. It is not for you to approach your task from a purely mercenary angle or entirely from self-interest, howsoever enlightened it may be. Your foremost consideration must be how best to contribute to the well-being of India as a whole.*

*You can trust the Government to keep you content and happy so that you may give your best, but it would be unworthy of you to make that a condition of service. After all, your Ministers fully appreciate and realize the importance of your work. They may sometimes appear to you as lacking in sympathy, but I do not think there is anyone in the highest responsible positions in India who does not feel that he must take the Service with him if he has to make the maximum*



possible contribution to the well-being of India.

Above all, I would advise you to maintain the utmost impartiality and incorruptibility of administration. A civil servant cannot afford to, and must not, take part in politics. Nor must he involve himself in communal wrangles. To depart from the path of rectitude in either of these respects is to debase public service and to lower its dignity. Similarly, no Service worth the name can claim to exist if it does not have in view the achievement of the highest standard of integrity. Unhappily, India today cannot boast of an incorruptible Service, but I hope that you, who are now starting, as it were, a new generation of civil servants, will not be misled by the black sheep

in the fold, but would render your service without fear or favour and without any expectation of extraneous rewards. You are the pioneers of the Indian Administrative Service, and the future of this Service will depend much upon the foundations and traditions that will be laid down by you, by your character and abilities and by your spirit of service. You can look forward to your future with trust and confidence, and if you serve in the true spirit of service, I am sure you will have your best reward. I shall ask you, therefore, to devote yourselves to your studies, fully conscious of the responsibilities and opportunities that await you, and seek instruction from what you hear with a humble mind.

I wish all of you Godspeed.



## Administrative Reform - A Note



**S. Ramanathan**  
Chairman-Emeritus  
IIPA-Karnataka Regional Branch

- Change is part of life. Society has to change in order to free itself from the shackles of traditionalism, cope with the changes in environment, adopt innovative culture, adopt new knowledge and technology and strive for a new order, by replacing the old.
- Administrative Reform is a part of the universality of this change. Administration is nothing but a sub-

culture, a social sub-system reflecting the values of the wider society. Administration must thus correspondingly change to be in step with the outer modernisation process. Or else, disequilibrium would set in, resulting in imbalances, dysfunctionalities, maladjustments and goal displacement.

- According to **Fred Riggs**, Administrative Reform is a "*problem of dynamic balancing*" between the Political and the Administrative Executive. Since Public Administration functions within a political context, its basic character, content and style of functioning is greatly influenced by the political environment.
- With the nineties came market reforms, and there was an emphasis on Good Governance. Good Governance places deep focus on accountability, efficiency, effectiveness, transparency and decentralization. With a focus on Good Governance today, we see visible change and reform in the roles of the State,

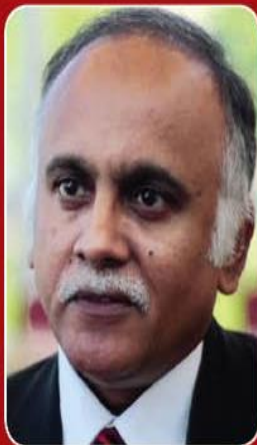
government and Public Administration.

- Added to this, the advances in Information and Communication Technology (ICT) have thrown up new tasks for administration.
- Today, there is shift to partnership and collaboration. Much importance is given to people's

participation in governance and the involvement of multiple actors. With citizen's participation and collaboration taking centre-stage, the government is learning to partner with citizens, be citizen-friendly and work on public trust.

- This is the essence of Administrative Reform today.

## Photo Essay



Raghunandan is a consultant in decentralization, anti-corruption and heritage conservation. Formerly in the Indian Administrative Service, he quit the IAS in 2010 after twenty-seven years in order to concentrate on his pet passions of strengthening local democracy and local governments and working on anti-corruption. He currently handles several national and international assignments, including adviser to the accountability initiative of the Centre for Policy Research, New Delhi, and adviser to Login Asia, a network of practitioners in decentralization from countries in south, central and south-east Asia.

### OFF TO NANDIDURGA

**T.R. Raghunandan**

Source: Derivaz & Ives, dt. 13th April 2023

The first of January 2022 was, predictably, a quiet morning.

I do not party on New Year's Eve; all the better for a classic car drive to herald in the New Year.

The *Austin Seven* was fettled the previous evening; the water and oil checked, the tool roll chucked beneath the rear seat and extra cans of water, engine oil and petrol wedged behind the driver's seat.

The car sprang to life, eager to face the New Year. We were off to Nandidurga.

What makes **Nandi Hills** a favourite destination for Bangalore classic car enthusiasts? Put it down to our childhood memories. Whenever the urge to picnic hit the cantonment types in North Bangalore, it was the Nandi Hills that beckoned. Bangalore was infused with the allure of the hill. In the heart of the city, there once stood a Nundydroog hotel, named after the hill. And further on, was Nandidurg Road, now a congested residential area.

Nandi comprises of a cluster of granite hills, with the main one being a loaf-shaped monolith that dominates the skyline. On a clear day, one can see the hill, fifty-odd kilometers away, from any skyscraper in Bangalore. Historically, the hill has been strategically important. Kings and local Chieftains alike fought for its control, and the tiny fort on the summit has seen many a battle and a siege. A guest house built by the Maharaja of Mysore at the summit once played host to Mahatma Gandhi too, while on a visit to the old Princely State of Mysore.



Framed, as the sun rises

For the Bangalore-based classic car and bike enthusiast, Nandi offers an ideal day-long outing. I have often exercised my cars there; the Austin, Morris and MG. Long gone is the rain tree and banyan framed strip of a road leading away from Bangalore, the approach is now along the busy road to the International Airport. However, once one turns away from the main road, the stretch to the base of the hill is about the same as it was decades back.



The monkeys are fearless

The Austin made good time, drawing curious looks in the dawn as others who forsook their new year celebrations sped off to the airport to take their first flights of the year. Once we were off the main road, the steady beat of the side valve echoed from the spreading, leafy canopy above.

Our first port of call was the **Nandi Railway Station**. A century back, the Maharaja of Mysore's Mysore State Railway laid down a picturesque narrow-gauge line that meandered north from Yelahanka, near Bangalore, through Kolar district, to terminate at Bangarpet, the rail head for the Kolar Gold Fields on the Bangalore-Madras line. The railway station at Nandi was built in the steep gabled style of all MSR Stations and has survived probably because the line is rarely in use now.



The arrow-straight road approaching the hill

The station building is occupied by the family of the watchman. His curious daughters surrounded the Austin. *'Can we take photos?'* they asked. *'Yes, of course'*, I answered.

Monkeys. They are all around at the Station, and the hill. If you drive a roadster, you can be sure that they will raid your car fearlessly and make away with fruit and biscuits. Just consider yourself lucky that they do not snatch handbags.

Earlier, the hill road was open to motorists. The Nandi Hill climb was a popular event organized by the Karnataka Motor Sports Club in the past. Harish Kukreja, a dear friend, was a winner in such events. Driving a souped up and stripped down Maruti 800, he burnt rubber and drifted through the hairpin bends. *'The fastest 800 ever'*, he said. However, motorists are no longer allowed on the hill; there are too many accidents, as inexperienced motorists lose control on it. That leaves scope only for a Parikrama—a circumnavigation—of the hill.



Till at the summit, one passes through the fort gate, framed in an Indo-Saracenic arch.

In the quiet of the morning, I went around, marveling at the play of the rising sun on the bald rock. Nandi village has some fascinating spots to visit. There is the ancient temple complex of Bhoganandeeshwara and Arunachaleswara, twin temples originally built in the Ninth and Tenth Centuries AD, by the Nolambas, and later enlarged by the Gangas, the Hoysalas and the Vijayanagara kings, each adding their distinctive style to it.

If approached, the authorities may generously open the gate to the large garden surrounding the temple so that one's classics have protected parking. Sultanpalya, nearby, was the garrison of Tipu Sultan. In a siege lasting several months during the Second Mysore War, the British took control of the fort. One can see a few graves of the British, in a tiny cemetery that is now preserved.

Close to Nandi is **Muddenahalli**, the ancestral home of **Sir M. Visveswaraiah**, one of the architects of modern Karnataka State. His home has been converted into a Museum dedicated to his life. It again is a favourite getaway for Bangalore's Vintage and Classic car lovers.

As I drove the Austin back in the sunshine to the city, dodging the heavy traffic, I reflected on how important these beautiful, proximate destinations are, to keep the classic motoring hobby alive. While collectors of historic vehicles abound, those who drive are a shrinking group. Places such as Nandi are magnets for those who wish to exercise their cars and bikes in stress-free conditions. I am sure other cities have similar destinations—some popular, others still unknown. May we enjoy them to the fullest!



## Communication Pulse - Probe, Reflect, Act

### *How do You Measure the Impact of a Policy?*



**Dr. Annapoorna Ravichander**  
Executive Director  
Public Affairs Foundation, Bengaluru

#### Introduction

As a Government Officer, one often wonders and thinks whether a policy has made an impact on the community/people? It is not a new thing to understand and know that the success of a policy speaks volumes of its importance and also usability. So how can one measure policy?

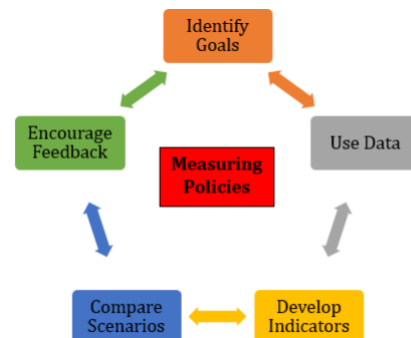
#### Context

Measuring a policy is an intense and complex activity and requires the use of pre-defined indicators and most important data. It helps policy makers to

make informed decisions and, as a result, they are also able to relate to real life issues. To do this, an impact measurement strategy needs to be developed to track the social and environmental developments.

So what should be determined to assess the success of a policy? The following pointers provide a fair idea on how to measure policies:

- **Identify goals of a policy** - For example, is the policy expected to reduce poverty, increase awareness on importance of education or improve health of people?
- **Use data (quantitative and qualitative)** - Collate and analyse data collected



through surveys, available statistics, interviews and case studies to understand how a policy has affected individuals and communities.

- **Develop relevant indicators** - that will help measure a policy. For example, if the policy is aimed at improving the health of people, indicators such as reduction in death rate, disbursement of appropriate

medicines and assigning appropriate doctors can be considered.

- **Compare before and after situations** - If the purpose of the policy is to reduce crime, then one needs to study the crime rates before and after introducing a policy which will help determine the success or failure.
- **Encourage feedback from people /communities** - Valuable insights can be gathered if feedback is collected from various stakeholders - implementers, affected communities, experts, to name a few.

**Key Benefits of Measuring Policies**

Conducting an impact assessment and measuring policies has its effect, both within and outside a department/Government. Broadly they include the following:

<b>Internal</b>	<b>External</b>
Helps in enhancing decision-making - what to do and what not to do, based on what's proven to be impactful.	Establish that the policy is developed keeping in mind the community and also to bring about a positive change.
Demonstrates commitment and showcases the need to bring about societal improvements.	Community will not only appreciate, but will also be more proactive in appreciating policies.
Identifies what is effective and what is not.	Encourage communities, individuals and relevant stakeholders in aligning with your policies.
Aids in focussing on results and not just on activities.	Increase reputation and credibility through constant

	communication and interaction
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**Challenges to Measure Policies**

Measuring the success of a policy can be an intricate task that requires careful consideration of several factors. It is important to not only have a clear knowhow of what does success mean, but also data that is reliable to help have an objective approach. The following could be the key barriers:

- Clarity in understanding what is to be achieved - Success may mean different things for different stakeholders/audience. One needs to know the specific objective.
- Long-term perspectives are very crucial since a short time frame often hinders the performance of a policy.
- In many cases, collecting data, or lack of non-availability of data, requires planning to ensure that relevant data is collected.
- Other factors not related to the relevant case can also be a barrier in measuring a policy. For example, changes in economic and demographic areas could hamper a policy on migration.
- Bias from political pressures can also quell some facts to project a positive picture.

**How to Overcome Barriers**

Formulating a policy based on a problem identified - To ensure a simple and logical flow of thought and action, policy makers should make programmatic decisions, which will clearly impact the efficiency and effectiveness of the policy.

Adequate and appropriate measurement of programme and policy goals needs to be

understood. Ample measurement and statistical data does not, in and of itself, prove anything, if the measurement instruments are evaluating indicators that are not directly related to the problem at hand.

The target audience who will be affected by the policy need to be kept in mind to ensure that the desired effect is achieved. The remedial intent of the initial policy is diffused amongst a larger group of recipients diluting the ultimate impact of the policy, and making evaluation more complicated.

In the political context, it should not be an obstacle for fair and unbiased evaluation. For example, due to political interests, a

Government may oppose or be supportive, regardless of the data.

### **Conclusion**

Good policy measurement can contribute to sound and useful policy development, strategic planning and enactment of a policy through evidence-based practices. If taken in the right perspective, measuring a policy can be a logical exercise which will reap excellent benefits.

Governments should look at the process broadly and not as an *ad hoc* activity. Standards and guidelines can be established to ensure timeliness and completeness.





DECCAN HERALD  
05 APRIL 2023

NEWS

# Karnataka tops states, UTs in providing access to justice

**'India has 19 judges for every 10 lakh people as of Dec 2022'**

NEW DELHI, DHNS

**K**arnataka tops list of states and Union Territories (UTs) in granting access to justice and three other southern states figure among the best five, according to the India Justice Report (IJR) 2022.

The IJR, an initiative of the Tata Trusts launched in 2019, ranked states and UTs on various parameters such as vacancies in judiciary, budgetary allocations, infrastructure, human resources, legal aid, condition of prisons, functioning of police and state human rights com-

missions. Karnataka topped the chart among 18 large- and mid-size states having a population of over one crore each. It was followed by Tamil Nadu, Telangana, Gujarat and Andhra Pradesh.

The report said Karnataka remained the only state to have consistently met its quota for SC, ST and OBC positions, both among police officers and the constabulary.

The IJR, released here on Tuesday, said except for Delhi and Chandigarh, no state or UT spends more than one per cent of its total annual expenditure on judiciary where the vacancy

of judges in high courts stands at 30%.

As of December 2022, the country had 19 judges for every 10 lakh people and a backlog of 4.8 crore cases. The Law Commission had suggested, as early as in 1987, that there should be 50 judges for every 10 lakh people in a decade's time.

The list of seven small states, having a population of less than one crore each, was headed by Sikkim, followed by Arunachal Pradesh and Tripura.

"The justice system as a whole remains affected by low budgets...Vacancy is an issue across the police, prison staff, legal aid, and judiciary. For 1.4 billion (140 crore) people, India has about 20,076 judges with about 22% sanctioned posts vacant. Vacancy among high court judges is at 30%," the report said.

"In the police, women are only about 11.75%, despite

their numbers doubling in the last decade. About 29% of the officer positions are vacant. The police to population ratio is 152.8 per lakh. The international standard is 222," the report said.

It said prisons are over-occupied at over 130% and more than two-thirds of the prisoners (77.1%) are awaiting the completion of investigation or trial.

The IJR said most of the states have not fully utilised funds given to them by the Centre and their own increase in spending on the police, prisons, and judiciary has not kept pace with overall increase in state expenditure.

Retired Supreme Court judge Justice Madan B Lokur said, "The third IJR shows that states are making a substantive improvement over the last two ones in terms of adding new dimensions on diversity, train-

ing, and infrastructure. Some states have dramatically improved their performance but there is a lot that needs to be done on the whole."

"So far as the police is concerned there does appear to be a shortage of women officers in police. Legal aid is doing better but still a lot of people need to be provided quality free legal aid, we need to increase the confidence that people have in our services," he said.

Maja Daruwala, Chief Editor of IJR 2022, said as a member of the comity of nations and, more importantly, as a commitment to itself, India has promised that by 2030 it will ensure access to justice for all and built effective, accountable, and inclusive institutions at all levels.

"But the official statistics brought together in the IJR this year show that we still have a long way to go," she said.



## Branch Life Member's Distinction

**Editorial Board congratulates Life Member Dr. V. Anil Kumar on his elevation to the position of Professor at ISEC, Bengaluru**



**Dr. V. Anil Kumar**, renowned academic and a Life Member of IIPA, is now Professor in Political Science at the Centre for Political Institutions, Governance and Development at the Institute for Social and Economic Change, Bengaluru, India.

Dr. Anil Kumar did his M.Phil. and Ph.D. in Political Science from the University of Delhi, and MA from the Jawaharlal Nehru University, New Delhi. He has authored a number of books that include, *Urban Governance and Local Democracy in South India*, *Federalism and Local Government in India*, *Sisyphian Efforts? State Policy and Child Labour In Karnataka*, *Peasantry Capitalism and State: The Political Economy of Agrarian Societies*, *Decentralized Governance and planning in Karnataka*, *Land, Labour and Caste: Agrarian Change and Grassroots Politics in Andhra Pradesh*, among others. He has published in *Indian Journal of Public Administration* (SAGE), *Agrarian South: Journal of Political Economy* (SAGE), *Studies in Indian Politics* (SAGE), *Journal of Asian Public Policy* (Routledge), *Economic and Political Weekly* (Sameeksha Trust, Mumbai,) *Indian Journal of Federalism*, among others. He has successfully supervised seven Ph.D. scholars, and is currently guiding six more.



## Report of Branch Event

The **Karnataka Regional Branch** of the **IIPA**, in collaboration with **The Nudge Institute** and the **National Law School of India University** (NLSIU) organized a Panel Discussion on 4<sup>th</sup> April 2023 on “**Solving India's Developmental Challenges - Experiences from the Indian Administrative Fellowship**”.

The **Indian Administrative Fellowship** (IAF) is an 18-month long impact fellowship of **The Nudge Institute**, in partnership with the **Government of Karnataka**, that provides a platform for spirited senior professionals to partner with visionary civil servants in strategizing and implementing large-scale government programs that can transform public systems and impact millions. Four Fellows of the 2021-23 batch shared their experiences in working with the Government of Karnataka in their chosen domains.

In his opening remarks at the Panel Discussion, **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), former Chief Secretary of Karnataka and Chairman of the Karnataka Regional Branch of IIPA, said the event was organized to enable the Fellows to share their experiences and provide an ‘outsider's inside perspective’ on working in the government.

The Fellows and the themes they spoke on are given below:

- **Mr. R. Balasubramanya** (Fellow - Karnataka Administrative Reforms Commission -2) spoke on “*Experiences of Administrative and Institutional Reforms*”;
- **Mr. Rohit Malhotra** (Fellow - Dept. of Rural Development) spoke on “*Community Mobilization*”;

- **Mr. Sreenivasa Madenahally** (Fellow - Planning Commission and Dept. of PPMS) spoke on “*Data-Driven Governance*”; and
- **Mr. Ravi Trivedi** (Fellow - Dept. of Agriculture) spoke on “*Role of Technology in Governance*”.

**Prof. Sneha Thapliyal** of NLSIU set the context for the event. **Mr. Vivek Sharma**, State Head, Karnataka IAF, The Nudge Institute delivered the vote of thanks. Dignitaries present included **Mr. S. Ramanathan**, IAS (Retd.), Chairman-Emeritus of the Karnataka Regional Branch of IIPA, and **Prof. Sony Pelisseri**, Head of the Institute of Public Policy at NLSIU. The event was attended offline by students of the NLSIU Master’s Course in Public Policy and IIMB Alumni and others, through the online link.

*Pic below:*

Mr. S. Ramanathan, Mr. T.M. Vijay Bhaskar and Dr. D. Jeevan Kumar of the Karnataka Regional Branch of the IIPA are seen with the Indian Administrative Fellows and the staff of The Nudge Institute.

## Branch Members’ Writings in the Media - 1

### *Can Religion and Politics be Separated?*



**A. Ravindra, IAS (Retd.)**  
Former Chief Secretary of Karnataka

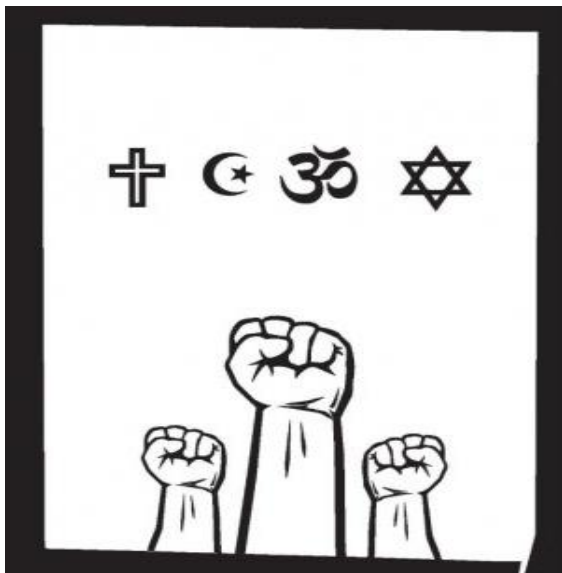
Source: **Deccan Herald**, Bengaluru dt. April 17, 2023

*Each politician may follow his own religion, but it should be one that is human and where there is no scope for hatred....*

And that indeed is the need of the hour—a spiritual politics that is free of dogma and



doctrine, hatred, and vengeance, and one that promotes love and friendship. Hate speech cannot be stopped by court orders or executive orders, for coercion can only act as a restraining factor temporarily. Debate and dialogue must replace vituperative verbal exchanges. Enlightened political leaders can play an exemplary role in promoting positive values amongst their ilk. There can be no greater example of a political leader who demonstrated that change was possible through non-violence and negotiation in a society that was similar to India and fighting the same exploitative coloniser foe, the British, than **Nelson Mandela**, who suffered 27 years in prison and became President of South Africa.



Let me conclude with the famous words he wrote in his book, *The Long Walk to Freedom*:

*“No one is born hating another person because of the colour of his skin, his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite.”*

Love more than law, compassion more than coercion, and a spirit of brotherhood rather than bulldozing can lead to peace and harmony more than the forcible separation of religion and politics.

Read more at:

<https://www.deccanherald.com/opinion/comment/can-religion-and-politics-be-separated-1210342.html>

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## **Branch Members’ Writings in the Media - 2**

### **Immortalising Memories**

#### **WHAT MAKES A MEMOIR WORTH READING IS THE HUMOUR AND SELF-MOCKERY**



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

Source: *The Hindu*, April 23, 2023

Reading a well-drafted memoir is a pleasure.

Recently, there was a function to release a book written by an architect in Kerala. The book was a collection of memories of the author’s travels to exotic places and about his blissful moments watching nature. There was nothing about his personal background or achievements in life. Written in an easy style, the book was a pleasure to read.

About the same time, an autobiography written by a successful technocrat appeared

on the Malayalam literary scene. The author had meticulously listed various projects he had executed. It made laborious reading. The author obviously wanted to memorialise his achievements and had in mind his colleagues and friends among the readership.

Read more at:

<https://www.thehindu.com/opinion/op-en-page/immortalising-memories/article66748316.ece>





## Powerful quotes from India's 'Iron Man' **Sardar Vallabhbhai Patel**

- “ There is something unique in this soil, which despite many obstacles has always remained the abode of great souls.”
- “ Every Indian should now forget that he is a Rajput, a Sikh or a Jat. He must remember that he is an Indian and he has every right in his country but with certain duties.”
- “ My only desire is that India should be a good producer and no one should be hungry, shedding tears for food in the country.”
- “ Manpower without unity is not a strength unless it is harmonized and united properly, then it becomes a spiritual power.”
- “ Take to the path of dharma - the path of truth and justice. Don't misuse your valour. Remain united. March forward in all humility, but fully awake to the situation you face, demanding your rights and firmness.”
- “ We have to shed mutual bickering, shed the difference of being high or low, develop a sense of equality and banish untouchability. We have to restore the conditions of Swaraj prevalent prior to British rule and live like children of the same father.”

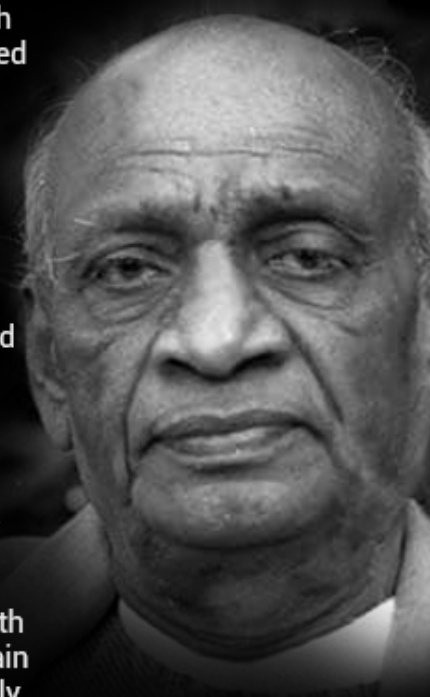


Image Tweeted by @bishnoikuldeep

**NDTV.com**



## **IIPA-KRB Virtual Newsletter**

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### **Editorial Board**



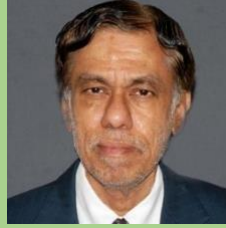
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