



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ  
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು  
NEWSLETTER

April 2026  
Vol. 7 / Issue 69



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## WHAT'S NEW

### LEAD ARTICLE

THE NEW PUBLIC FACE OF  
THE INDIAN CIVIL  
SERVICE

### OPINION

SCORE CARDS FOR UNION  
SECRETARIES

ಕೇಂದ್ರ ಕಾರ್ಯದರ್ಶಿಗಳಿಗೆ  
ಅಂಕಪಟ್ಟಿಗಳು



## From the Chief Editor

It gives me great pleasure to place before readers the **April 2026** issue of our Newsletter, the **69<sup>th</sup>** since we began this initiative.

Our **Lead Article** is on **The New Public Face of the Indian Civil Service**. It is a commentary on two exemplary Karnataka civil servants who were featured in *The New Indian Express Sunday Magazine* of 8 March 2026: **Smt. Uma Mahadevan** and **Major P. Manivannan**. Both officers represent different facets of contemporary governance: one exemplifying social sector innovation and policy reform, and the other demonstrating administrative decisiveness combined with citizen engagement. Together, they illustrate how public service can adapt to a rapidly changing technological and democratic environment.

Our **Opinion** piece is by **Dr. D. Jeevan Kumar** who reflects on the new initiative of the Union Government in introducing **Score Cards for Secretaries to Government**. While they do represent a shift toward quantified accountability, they carry within them structural tensions that deserve careful attention, he opines.

In our column on **Communication Pulse** by **Dr. Annapoorna Ravichander**, she asks and answers the question: **Are Thinktanks Builders and Brokers of Evidence?**

In our section on **Branch Events**, we report on the **Special General Body Meeting** of our Branch which was convened to condole and pay homage to **Shri S. Ramanathan, IAS (Retd.)**, who led our Branch admirably for 32 years and remained as Chairman Emeritus from 2022 to 2026. We also carry a **Tribute** to him from our EC Member, **Dr. Priyanca Mathur**.

We report on the **Accolade** received by our Branch Member, **Dr. Ranjini Raghavendra**. She was a recipient of the **India-UK Achievers Class of 2026 Award** at a special reception held at the House of Lords in the Palace of Westminster in London last month.

In our section on **Branch Members' Writings in the Media**, we provide links to thought-provoking articles penned by **Dr. A. Ravindra, IAS (Retd.)**, **Shri Gurucharan Gollerkeri, IAS (Retd.)**, and **Dr. Annapoorna Ravichander** in the media last month.

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

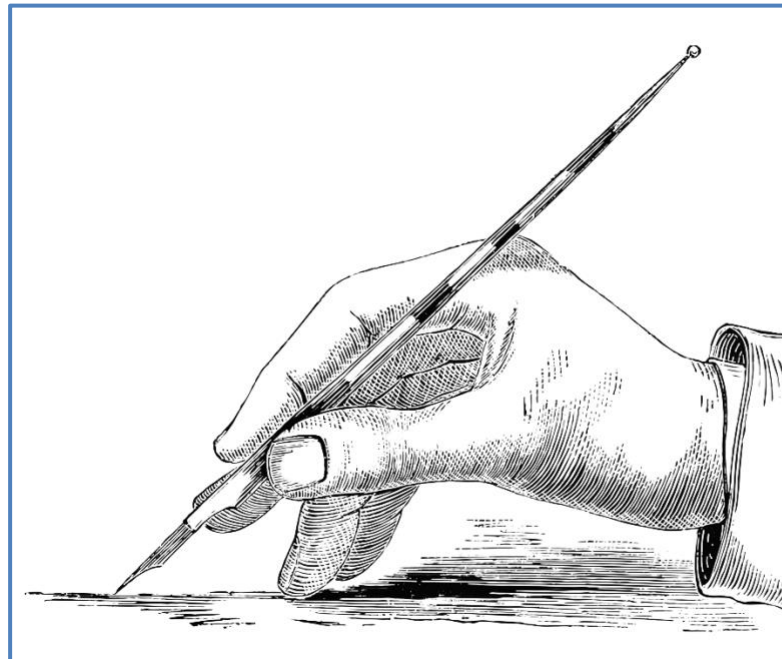
Former Chief Secretary,  
Government of Karnataka.  
Former Chairman, Karnataka  
Administrative Reforms  
Commission-2.

Chairperson, Karnataka Regional Branch  
Indian Institute of Public Administration



We end the issue with our column on **Food for Thought** where we recall some of the noteworthy quotations of **Babasaheb Dr. B.R. Ambedkar** on the occasion of his birth anniversary.

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





## Lead Article

### The New Public Face of the Indian Civil Service

*Commentary on two Karnataka Civil Servants featured in The New Indian Express Sunday Magazine* (8 March 2026)

For long, the image of the Indian civil servant has been associated with distance and anonymity—an administrator working quietly behind files and institutional walls. In recent years, however, a new style of public leadership has begun to emerge within the bureaucracy: one that combines professional competence with openness, public engagement, and digital communication. The cover feature titled “*Social Mediums*” in the *Sunday Magazine of The New Indian Express* (8 March 2026) captures this transformation through the stories of several officers who are using social media in constructive ways. Among them, two civil servants from Karnataka stand out—**Smt. Uma Mahadevan** and **Major Manivannan Ponniah**.

Both officers represent different facets of contemporary governance: one exemplifying social sector innovation and policy reform, and the other demonstrating administrative decisiveness combined with citizen engagement. Together, they illustrate how public service can adapt to a rapidly changing technological and democratic environment.



**Smt. Uma Mahadevan**, currently serving as Additional Chief Secretary and Development Commissioner in the Government of Karnataka, belongs to a distinguished generation of administrators who have consistently worked in the

social development sector. A Rank-2 holder in the Civil Services Examination, she has spent much of her career focusing on issues that directly affect the quality of life of ordinary citizens—education, child welfare, gender equity, and grassroots governance.

One of her most noteworthy initiatives has been the revival of rural libraries across Karnataka. Under her leadership, nearly **5,800 rural libraries have been revitalized**, transforming them into community knowledge centres rather than mere book repositories. By making library membership free for

children and introducing computers and assistive technologies such as screen readers, the initiative has attracted **millions of young readers**, particularly in rural areas where access to learning resources is often limited. These libraries are now spaces where students, especially girls who may not have conducive study environments at home—can read, learn, and prepare for their futures.

Smt. Uma Mahadevan’s work has also significantly strengthened **local governance through the Panchayati Raj system**. Through the digital platform **Panchatantra 2.0**, Village Panchayats have been enabled to deliver a wide range of services directly to citizens. The number of services available at the local level has expanded dramatically, making it possible for people to access documents, register births and deaths, and obtain various certificates without travelling to distant administrative offices. Such reforms bring governance closer to citizens and reduce bureaucratic barriers.

In addition, Smt. Uma Mahadevan has contributed to several important policy frameworks, including rules relating to **juvenile justice, disability rights, and transgender welfare**, as well as the preparation of Karnataka’s **Human Development Report**. What distinguishes her public engagement is the thoughtful manner in which she uses social media—not for self-promotion but for sharing reflections on books, philosophy, and governance. Her posts often connect literature and public policy, demonstrating that administrative leadership can also be intellectually enriching.

If Smt. Uma Mahadevan represents the reflective reformer within the Civil Service, **Major Manivannan Ponniah** embodies



another equally important dimension of public service: **decisive action and citizen accessibility**.

Currently serving as **Principal Secretary and Commissioner of the Bangalore Development Authority**, Major Manivannan’s life journey itself is remarkable. Born into a modest Scheduled Caste family in Tamil Nadu, he first joined the armed forces through the National Defence Academy and trained at the Indian Military Academy. His military background shaped his

discipline and commitment to public duty. Later, he entered the civil services, bringing with him a distinctive blend of soldierly resolve and administrative pragmatism.

During his tenure in Mysuru, Major Manivannan gained the reputation of a tough administrator because of his efforts to remove illegal encroachments on public land—earning him the popular nickname “**Demolition Man.**” These drives were aimed not merely at enforcement but at restoring urban order and protecting public resources from unlawful occupation.

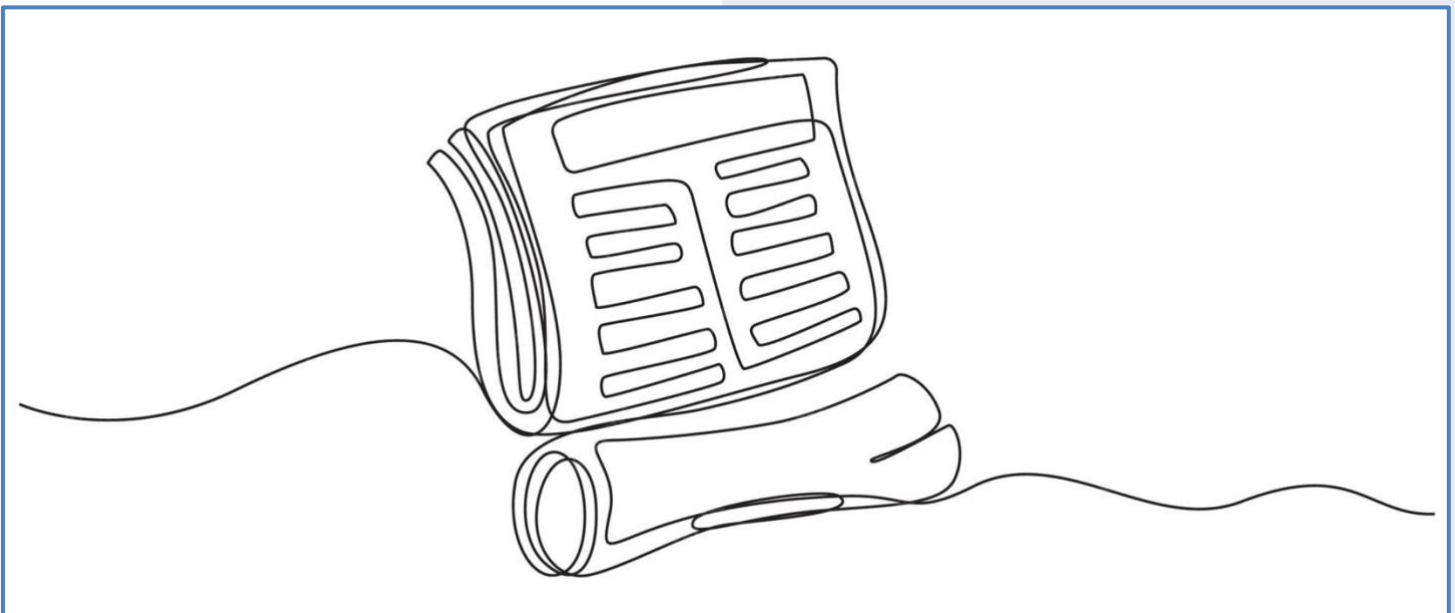
What truly set him apart during the COVID-19 pandemic, however, was his innovative use of social media for **citizen grievance redressal.** By responding directly to public complaints on digital platforms, he was able to resolve hundreds of problems ranging from civic issues to administrative delays. For many citizens, social media became an unexpected but effective bridge to government, allowing them to communicate directly with the district administration.

Today, as head of the Bangalore Development Authority, Major Manivannan faces the formidable challenge of managing urban development in one of India’s fastest-growing metropolitan regions. His approach emphasizes transparency, responsiveness, and direct communication with citizens—values that are increasingly essential in modern governance.

**Taken together, the careers of Smt. Uma Mahadevan Dasgupta and Major Manivannan illustrate an important shift within the Indian Civil Service. The traditional virtues of integrity, competence, and public duty remain as vital as ever. But they are now being complemented by new qualities: *openness to public dialogue, willingness to engage with citizens directly, and creative use of technology to make governance more responsive.***

Social media, when used responsibly, can become a powerful instrument of democratic accountability. It allows administrators to communicate policies, clarify misconceptions, and listen to citizens in real time. Yet the deeper lesson from these officers’ work is not merely about technology; it is about a renewed understanding of public service itself.

The Civil Servant of the twenty-first century must not only administer programmes but also **build trust between the state and society.** In doing so, administrators like Smt. Uma Mahadevan and Major Manivannan demonstrate that the Indian Civil Service continues to evolve—adapting to new challenges, while remaining anchored in its fundamental commitment to the public good.





## Opinion

### SCORE CARDS FOR UNION SECRETARIES

*A Step Forward—But Not Quite a Leap*

D. Jeevan Kumar

#### Introduction

When the **Cabinet Secretariat** recently introduced **Score Cards for Union Secretaries** with clearly laid-down **Key Performance Indicators** (KPIs), it marked a significant moment in India's long history of administrative reform. For decades, successive commissions and committees—particularly the First and Second Administrative Reforms Commissions—have underscored the need to professionalize the upper echelons of the civil service, align performance with outcomes, and move away from a culture that privileges tenure over delivery.

**Score Cards** attempt to respond to that call. They represent a shift toward **quantified accountability**: defining priorities, instituting measurable goals, and linking bureaucratic performance, at least in principle, to national commitments such as the Sustainable Development Goals, ease of living, and citizen-centric service delivery. Yet, as with most performance-measurement systems in the public sector, they carry within them structural tensions that deserve careful attention.

#### What the Score Cards Aim to Achieve

##### 1. Alignment with National Priorities

The **Score Card** framework seeks to ensure that each Secretary's mandate is tied to time-bound achievements aligned with the government's overarching goals in terms of infrastructure, social welfare, digital governance, financial inclusion, or sector-specific development. This builds coherence between policy ambition at the political level and administrative execution at the bureaucratic level.

##### 2. A Shift from Process to Outcomes

Historically, Indian bureaucracy has been evaluated largely on adherence to procedure—file movement, compliance, expenditure, and timely completion of routine tasks. **Score Cards** introduce a sharper focus on *outcomes*: what measurable improvements are delivered, what policy shifts are implemented, what

bottlenecks are removed, and what the citizen experiences differently at the end of the chain.

##### 3. Data-Driven Governance

By requiring Secretaries to define quantifiable indicators, **Score Cards** reinforce the ongoing shift toward evidence-based administration. Ministries must track performance through dashboards, MIS systems, and explicit metrics. This is consistent with India's broader push toward digital transformation in governance.

##### 4. Enhanced Inter-Ministerial Coordination

Many KPIs relate to cross-cutting areas—climate resilience, infrastructure, mobility, rural development, logistics, education, and innovation. This implicitly pushes Secretaries to work across silos, an area where Indian governance has traditionally struggled to overcome.

##### 5. A Culture of Accountability

At least in theory, **Score Cards** help institutionalize accountability at the highest levels of the Civil Service. They create a structured mechanism for reviewing administrative performance and potentially for linking such performance to tenure, extension, or future responsibility.

#### Where the Approach Shows Promise

##### 1. Professionalizing Public Administration

By articulating KPIs for leadership-level officers, the **Score Card** system brings India closer to practices observed in many OECD countries, where senior civil servants work on explicit annual performance agreements.

##### 2. Transparency and Clarity

Clear KPIs reduce ambiguity and can help ministries prioritize. They allow Parliament, civil society, and citizens to understand what the administrative leadership is expected to deliver.

##### 3. Institutional Memory and Continuity

Even when Secretaries are transferred, **Score Cards** help maintain continuity because the goals remain tied to the ministry rather than the individual.

#### 4. Political-Bureaucratic Alignment

When well-designed, **Score Cards** ensure that political expectations are clearly communicated to administrative leadership, minimizing gaps in interpretation and implementation.

##### Concerns Deserving Serious Attention

#### 1. Over-Quantification of Complex Administrative Work

Public governance is not a corporate production line. Many crucial tasks—building trust with stakeholders, steering inter-departmental consensus, strengthening institutions, ensuring ethical governance—are difficult to quantify.

A KPI-driven culture may unintentionally push Secretaries to prioritize what is *measurable* over what is *meaningful*.

#### 2. Risk of Narrow Target-Chasing

Like many performance systems, this one risks incentivizing short-termism. Secretaries may be tempted to focus on quick wins—easy-to-report achievements—rather than long-term structural reform, which often yields results only after several years.

#### 3. Inadequate Recognition of Field Realities

Certain ministries—such as Rural Development, Tribal Affairs, Women and Child Development, Health, or Water Resources—are deeply dependent on state-level execution. Measuring a Secretary's performance without reflecting the on-the-ground political, fiscal, and institutional constraints may lead to unfair assessments.

#### 4. Possibility of Politicization

If **Score Card** targets are set or reviewed without adequate transparency, they may be influenced by political priorities of the moment, rather than long-term public interest. A performance system must be insulated from partisan objectives.

#### 5. Strain on an Already Overburdened Bureaucracy

Secretaries and their teams already deal with a heavy administrative load—Parliament questions, court cases, budget work, inter-ministerial coordination,

state-level interactions, crisis management, and public grievances. Adding KPI compliance risks creating a secondary bureaucracy dedicated merely to meeting documentation requirements.

#### 6. Lack of Independent Evaluation Mechanisms

A credible performance-management system requires a third-party audit, citizen feedback, field surveys, and methodological transparency. If **Score Cards** rely mainly on internal ministry reporting, they may become procedural rituals rather than genuine accountability tools.

##### The Way Forward: Designing More Meaningful Score Cards

If the government wishes **Score Cards** to evolve into a transformative reform rather than a documentation exercise, a few elements are critical:

#### 1. Co-creation of KPIs with Stakeholders

Secretaries, mid-level officers, state governments, and domain experts should participate in defining KPIs. This creates ownership and avoids unrealistic targets.

#### 2. A Balanced Mix of Quantitative and Qualitative Indicators

Numbers matter—but so do institutional reforms, ethical governance, policy clarity, and citizen satisfaction. A robust **Score Card** must include narrative self-assessments, third-party evaluations, and public feedback mechanisms.

#### 3. Linking Score Cards to Capacity Building

Performance measurement must be accompanied by systemic investments in capacity—data systems, staff support, training, and institutional strengthening.

#### 4. Public Disclosure for Accountability

In democracies, sunlight is the best disinfectant. A summary of the **Score Cards** can be made public each year, enabling Parliament, media, and civil society to evaluate performance.

#### 5. Avoiding *One-Size-Fits-All* Metrics

Each ministry functions under very different constraints—technical, political, fiscal, and geographic. KPIs must be contextual, reflecting the nature of its mandate.

## A Promising Reform—But Needs Deeper Thought

The introduction of **Score Cards** is an important experiment in administrative reform. It reflects the Government's willingness to demand greater accountability from senior officials and signals a shift toward performance-oriented governance.

Yet, without carefully designed indicators, transparent oversight, independent evaluation, and sensitivity to sectoral complexity, **Score Cards** risk becoming another layer in India's long line of procedural reforms: well-intentioned, but with limited transformative impact.

The promise of **Score Cards** lies not in measuring officials alone but in catalyzing a larger culture of responsive, citizen-centric, democratic governance. If India can pair measurable targets with meaningful institutional reform, this initiative can become a cornerstone of administrative renewal—not merely another document in the bureaucratic archive.

### ಅಭಿಪ್ರಾಯ

ಕೇಂದ್ರ ಕಾರ್ಯದರ್ಶಿಗಳಿಗೆ ಅಂಕಪಟ್ಟಿಗಳು  
ಒಂದು ಹೆಜ್ಜೆ ಮುಂದಿದೆ—ಆದರೆ ಸಾಕಷ್ಟು ಜಿಗಿತವಲ್ಲ

ಡಿ. ಜೀವನ ಕುಮಾರ್

ಇತ್ತೀಚೆಗೆ ಸಚಿವ ಸಂಪುಟ ಸಚಿವಾಲಯ ಸೇವೆ ಸ್ಪಷ್ಟವಾಗಿ ನಿಗದಿಪಡಿಸಿದ ಪ್ರಮುಖ ಕಾರ್ಯಕ್ಷಮತೆ ಸೂಚಕಗಳನ್ನು (KPIs) ಹೊಂದಿರುವ ಕೇಂದ್ರ ಕಾರ್ಯದರ್ಶಿಗಳಿಗೆ ಅಂಕಪಟ್ಟಿಗಳನ್ನು ಪರಿಚಯಿಸಿದಾಗ, ಅದು ಭಾರತದ ಆಡಳಿತ ಸುಧಾರಣೆಯ ದೀರ್ಘ ಇತಿಹಾಸದಲ್ಲಿ ಮಹತ್ವದ ಕ್ಷಣವನ್ನು ಗುರುತಿಸಿತು. ದಶಕಗಳಿಂದ, ಸತತ ಆಯೋಗಗಳು ಮತ್ತು ಸಮಿತಿಗಳು - ವಿಶೇಷವಾಗಿ ಮೊದಲ ಮತ್ತು ಎರಡನೇ ಆಡಳಿತ ಸುಧಾರಣಾ ಆಯೋಗಗಳು - ನಾಗರಿಕ ಸೇವೆಯ ಉನ್ನತ ಶ್ರೇಣಿಯನ್ನು ವೃತ್ತಿಪರಗೊಳಿಸುವ, ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಫಲಿತಾಂಶಗಳೊಂದಿಗೆ ಜೋಡಿಸುವ ಮತ್ತು ವಿತರಣೆಯಂತೆ ಅಧಿಕಾರಾವಧಿಗೆ ಸವಲತ್ತು ನೀಡುವ ಸಂಸ್ಕೃತಿಯಿಂದ ದೂರ ಸರಿಯುವ ಅಗತ್ಯವನ್ನು ಒತ್ತಿಹೇಳಿವೆ.

ಅಂಕಪಟ್ಟಿಗಳು ಆ ಕರೆಗೆ ಪ್ರತಿಕ್ರಿಯಿಸಲು ಪ್ರಯತ್ನಿಸುತ್ತವೆ. ಅವು ಪರಿಮಾಣಾತ್ಮಕ ಹೊಣೆಗಾರಿಕೆಯ ಕಡೆಗೆ ಬದಲಾವಣೆಯನ್ನು ಪ್ರತಿನಿಧಿಸುತ್ತವೆ: ಆದ್ಯತೆಗಳನ್ನು ವ್ಯಾಖ್ಯಾನಿಸುವುದು, ಅಳೆಯಬಹುದಾದ ಗುರಿಗಳನ್ನು ಸ್ಥಾಪಿಸುವುದು ಮತ್ತು ಅಧಿಕಾರಶಾಹಿ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು, ಕನಿಷ್ಠ ತಾತ್ವಿಕವಾಗಿ, ಸುಸ್ಥಿರ ಅಭಿವೃದ್ಧಿ ಗುರಿಗಳು, ಜೀವನ ಸುಲಭತೆ ಮತ್ತು ನಾಗರಿಕ-ಕೇಂದ್ರಿತ ಸೇವಾ ವಿತರಣೆಯಂತಹ ರಾಷ್ಟ್ರೀಯ ಬದ್ಧತೆಗಳಿಗೆ ಜೋಡಿಸುವುದು. ಆದರೂ, ಸಾರ್ವಜನಿಕ ವಲಯದಲ್ಲಿನ ಹೆಚ್ಚಿನ ಕಾರ್ಯಕ್ಷಮತೆ-ಮಾಪನ ವ್ಯವಸ್ಥೆಗಳಂತೆ, ಅವು ತಮ್ಮೊಳಗೆ ಎಚ್ಚರಿಕೆಯಿಂದ ಗಮನ ಹರಿಸಬೇಕಾದ ರಚನಾತ್ಮಕ ಒತ್ತಡಗಳನ್ನು ಹೊಂದಿವೆ.

### ಅಂಕಪಟ್ಟಿಗಳು ಏನನ್ನು ಸಾಧಿಸಲು ಉದ್ದೇಶಿಸಿವೆ

#### 1. ರಾಷ್ಟ್ರೀಯ ಆದ್ಯತೆಗಳೊಂದಿಗೆ ಹೊಂದಾಣಿಕೆ

ಅಂಕಪಟ್ಟಿ ಚೌಕಟ್ಟು ಪ್ರತಿಯೊಬ್ಬ ಕಾರ್ಯದರ್ಶಿಯ ಆದೇಶವು ಸರ್ಕಾರದ ಪ್ರಮುಖ ಗುರಿಗಳೊಂದಿಗೆ ಹೊಂದಿಕೆಯಾಗುವ ಸಮಯಕ್ಕೆ ಅನುಗುಣವಾಗಿ ಸಾಧನೆಗಳಿಗೆ ಸಂಬಂಧಿಸಿದೆ ಎಂದು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳಲು ಪ್ರಯತ್ನಿಸುತ್ತದೆ - ಮೂಲಸೌಕರ್ಯ, ಸಾಮಾಜಿಕ ಕಲ್ಯಾಣ, ಡಿಜಿಟಲ್ ಆಡಳಿತ, ಹಣಕಾಸು ಸೇರ್ಪಡೆ ಅಥವಾ ವಲಯ-ನಿರ್ದಿಷ್ಟ ಅಭಿವೃದ್ಧಿಯಲ್ಲಿ. ಇದು ರಾಜಕೀಯ ಮಟ್ಟದಲ್ಲಿ ನೀತಿ ಮಹತ್ವಾಕಾಂಕ್ಷೆ ಮತ್ತು ಅಧಿಕಾರಶಾಹಿ ಮಟ್ಟದಲ್ಲಿ ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಗತಗೊಳಿಸುವಿಕೆಯ ನಡುವೆ ಸುಸಂಬಂಧತೆಯನ್ನು ನಿರ್ಮಿಸುತ್ತದೆ.

#### 2. ಪ್ರಕ್ರಿಯೆಯಿಂದ ಫಲಿತಾಂಶಗಳಿಗೆ ಬದಲಾವಣೆ

ಐತಿಹಾಸಿಕವಾಗಿ, ಭಾರತೀಯ ಅಧಿಕಾರಶಾಹಿಯನ್ನು ಹೆಚ್ಚಾಗಿ ಕಾರ್ಯವಿಧಾನದ ಅನುಸರಣೆಯ ಮೇಲೆ ಮೌಲ್ಯಮಾಪನ ಮಾಡಲಾಗಿದೆ - ಫೈಲ್ ಚಲನೆ, ಅನುಸರಣೆ, ಖರ್ಚು ಮತ್ತು ದಿನನಿತ್ಯದ ಕೆಲಸಗಳನ್ನು ಸಕಾಲಿಕವಾಗಿ ಪೂರ್ಣಗೊಳಿಸುವುದು. ಅಂಕಪಟ್ಟಿಗಳು ಫಲಿತಾಂಶಗಳ ಮೇಲೆ ತೀಕ್ಷ್ಣವಾದ ಗಮನವನ್ನು ಪರಿಚಯಿಸುತ್ತವೆ: ಅಳೆಯಬಹುದಾದ ಯಾವ ಸುಧಾರಣೆಗಳನ್ನು ನೀಡಲಾಗುತ್ತದೆ, ಯಾವ ನೀತಿ ಬದಲಾವಣೆಗಳನ್ನು ಕಾರ್ಯಗತಗೊಳಿಸಲಾಗುತ್ತದೆ, ಯಾವ ಅಡಚಣೆಗಳನ್ನು ತೆಗೆದುಹಾಕಲಾಗುತ್ತದೆ ಮತ್ತು ಸರಪಳಿಯ ಕೊನೆಯಲ್ಲಿ ಇರುವ ನಾಗರಿಕನು ಏನನ್ನು ವಿಭಿನ್ನವಾಗಿ ಅನುಭವಿಸುತ್ತಾನೆ.

### 3. ಡೇಟಾ-ಚಾಲಿತ ಆಡಳಿತ

ಕಾರ್ಯದರ್ಶಿಗಳು ಪರಿಮಾಣಾತ್ಮಕ ಸೂಚಕಗಳನ್ನು ವ್ಯಾಖ್ಯಾನಿಸಲು ಒತ್ತಾಯಿಸುವ ಮೂಲಕ, ಅಂಕಪಟ್ಟಿಗಳು ಪುರಾವೆ ಆಧಾರಿತ ಆಡಳಿತದ ಕಡೆಗೆ ನಡೆಯುತ್ತಿರುವ ಬದಲಾವಣೆಯನ್ನು ಬಲಪಡಿಸುತ್ತವೆ. ಸಚಿವಾಲಯಗಳು ಡ್ಯಾಶ್‌ಬೋರ್ಡ್‌ಗಳು, MIS ವ್ಯವಸ್ಥೆಗಳು ಮತ್ತು ಸ್ಪಷ್ಟ ಮೆಟ್ರಿಕ್‌ಗಳ ಮೂಲಕ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಗಮನಿಸಬೇಕು. ಇದು ಆಡಳಿತದಲ್ಲಿ ಡಿಜಿಟಲ್ ರೂಪಾಂತರದ ಕಡೆಗೆ ಭಾರತದ ವಿಶಾಲವಾದ ತಳ್ಳುವಿಕೆಗೆ ಅನುಗುಣವಾಗಿದೆ.

### 4. ವರ್ಧಿತ ಅಂತರ-ಸಚಿವಾಲಯ ಸಮನ್ವಯ

ಹಲವು ಕೆಪಿಐಗಳು ಹವಾಮಾನ ಸ್ಥಿತಿಗಣನೆಗಳು, ಮೂಲಸೌಕರ್ಯ, ಚಲನಶೀಲತೆ, ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ, ಲಾಜಿಸ್ಟಿಕ್ಸ್, ಶಿಕ್ಷಣ ಮತ್ತು ನಾವೀನ್ಯತೆ - ಅಡ್ಡ-ಕಡಿತದ ಕ್ಷೇತ್ರಗಳಿಗೆ ಸಂಬಂಧಿಸಿವೆ. ಇದು ಸೂಚ್ಯವಾಗಿ ಕಾರ್ಯದರ್ಶಿಗಳನ್ನು ಭಾರತೀಯ ಆಡಳಿತವು ಸಾಂಪ್ರದಾಯಿಕವಾಗಿ ಜಯಿಸಲು ಹೆಣಗಾಡುತ್ತಿರುವ ಕ್ಷೇತ್ರವಾದ ಸಿಬಿಐಗಳಲ್ಲಿ ಕೆಲಸ ಮಾಡಲು ತಳ್ಳುತ್ತದೆ.

### 5. ಹೊಣೆಗಾರಿಕೆಯ ಸಂಸ್ಕೃತಿ

ಕನಿಷ್ಠಪಕ್ಷ ಸೈದ್ಧಾಂತಿಕವಾಗಿ, ಅಂಕಪಟ್ಟಿಗಳು ನಾಗರಿಕ ಸೇವೆಯ ಉನ್ನತ ಹಂತಗಳಲ್ಲಿ ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಸಾಂಸ್ಥಿಕಗೊಳಿಸಲು ಸಹಾಯ ಮಾಡುತ್ತವೆ. ಅವು ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಪರಿಶೀಲಿಸಲು ಮತ್ತು ಅಂತಹ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಅಧಿಕಾರಾವಧಿ, ವಿಸ್ತರಣೆ ಅಥವಾ ಭವಿಷ್ಯದ ಜವಾಬ್ದಾರಿಗೆ ಜೋಡಿಸಲು ರಚನಾತ್ಮಕ ಕಾರ್ಯವಿಧಾನವನ್ನು ರಚಿಸುತ್ತವೆ.

#### ವಿಧಾನವು ಭರವಸೆಯನ್ನು ತೋರಿಸುವಲ್ಲಿ

#### 1. ಸಾರ್ವಜನಿಕ ಆಡಳಿತವನ್ನು ವೃತ್ತಿಪರಗೊಳಿಸುವುದು

ನಾಯಕತ್ವ ಮಟ್ಟದ ಅಧಿಕಾರಿಗಳಿಗೆ ಕೆಪಿಐಗಳನ್ನು(KPI) ನಿರೂಪಿಸುವ ಮೂಲಕ, ಅಂಕಪಟ್ಟಿಗಳ ವ್ಯವಸ್ಥೆಯು ಭಾರತವನ್ನು ಅನೇಕ ಒಇಸಿಡಿ (OECD) ದೇಶಗಳಲ್ಲಿ ಕಂಡುಬರುವ ಅಭ್ಯಾಸಗಳಿಗೆ ಹತ್ತಿರ ತರುತ್ತದೆ. ಅಲ್ಲಿ ಹಿರಿಯ ನಾಗರಿಕ ಸೇವಕರು ಸ್ಪಷ್ಟ ವಾರ್ಷಿಕ ಕಾರ್ಯಕ್ಷಮತೆ ಒಪ್ಪಂದಗಳಲ್ಲಿ ಕೆಲಸ ಮಾಡುತ್ತಾರೆ.

### 2. ಪಾರದರ್ಶಕತೆ ಮತ್ತು ಸ್ಪಷ್ಟತೆ

ಸ್ಪಷ್ಟ ಕೆಪಿಐಗಳು(KPI) ಅಸ್ಪಷ್ಟತೆಯನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ ಮತ್ತು ಸಚಿವಾಲಯಗಳಿಗೆ ಆದ್ಯತೆ ನೀಡಲು ಸಹಾಯ ಮಾಡುತ್ತದೆ. ಆಡಳಿತ ನಾಯಕತ್ವವು ಏನನ್ನು ನೀಡುತ್ತದೆ ಎಂಬುದನ್ನು ಸಂಸತ್ತು, ನಾಗರಿಕ ಸಮಾಜ ಮತ್ತು ನಾಗರಿಕರು ಅರ್ಥಮಾಡಿಕೊಳ್ಳಲು ಅವು ಅನುವು ಮಾಡಿಕೊಡುತ್ತದೆ.

### 3. ಸಾಂಸ್ಥಿಕ ಸ್ಮರಣೆ ಮತ್ತು ನಿರಂತರತೆ

ಕಾರ್ಯದರ್ಶಿಗಳನ್ನು ವರ್ಗಾಯಿಸಿದಾಗಲೂ, ಅಂಕಪಟ್ಟಿಗಳು ನಿರಂತರತೆಯನ್ನು ಕಾಪಾಡಿಕೊಳ್ಳಲು ಸಹಾಯ ಮಾಡುತ್ತದೆ ಏಕೆಂದರೆ ಗುರಿಗಳು ವ್ಯಕ್ತಿಗಿಂತ ಸಚಿವಾಲಯಕ್ಕೆ ಸಂಬಂಧಿಸಿರುತ್ತವೆ.

### 4. ರಾಜಕೀಯ-ಅಧಿಕಾರಶಾಹಿ ಜೋಡಣೆ

ಚೆನ್ನಾಗಿ ವಿನ್ಯಾಸಗೊಳಿಸಿದಾಗ, ಅಂಕಪಟ್ಟಿಗಳು ರಾಜಕೀಯ ನಿರೀಕ್ಷೆಗಳನ್ನು ಆಡಳಿತಾತ್ಮಕ ನಾಯಕತ್ವಕ್ಕೆ ಸ್ಪಷ್ಟವಾಗಿ ತಿಳಿಸಲಾಗಿದೆಯೆ ಎಂದು ಖಚಿತಪಡಿಸುತ್ತದೆ, ವ್ಯಾಖ್ಯಾನ ಮತ್ತು ಅನುಷ್ಠಾನದಲ್ಲಿನ ಅಂತರವನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

#### ಹಲವಾರು ಕಾಳಜಿಗಳಿಗೆ ಗಂಭೀರ ಗಮನ ನೀಡಬೇಕು

1. ಸಂಕೀರ್ಣ ಆಡಳಿತಾತ್ಮಕ ಕಾರ್ಯಗಳ ಅತಿಯಾದ ಪ್ರಮಾಣೀಕರಣ ಸಾರ್ವಜನಿಕ ಆಡಳಿತವು ಕಾರ್ಪೊರೇಟ್ ಉತ್ಪಾದನಾ ಮಾರ್ಗವಲ್ಲ. ಪಾಲುದಾರರೊಂದಿಗೆ ವಿಶ್ವಾಸವನ್ನು ಬೆಳೆಸುವುದು, ಅಂತರ-ಇಲಾಖೆಯ ಒಮ್ಮತವನ್ನು ನಡೆಸುವುದು, ಸಂಸ್ಥೆಗಳನ್ನು ಬಲಪಡಿಸುವುದು, ನೈತಿಕ ಆಡಳಿತವನ್ನು ಖಚಿತಪಡಿಸುವುದು - ಅನೇಕ ನಿರ್ಣಾಯಕ ಕಾರ್ಯಗಳನ್ನು ಪರಿಮಾಣೀಕರಿಸುವುದು ಕಷ್ಟ.

ಕೆಪಿಐ-ಚಾಲಿತ ಸಂಸ್ಕೃತಿಯು ಕಾರ್ಯದರ್ಶಿಗಳನ್ನು ಅರ್ಥಪೂರ್ಣವಾದದ್ದಕ್ಕೆ ಅಳಿಯಬಹುದಾದದ್ದನ್ನು ಆದ್ಯತೆ ನೀಡುವಂತೆ ಉದ್ದೇಶಪೂರ್ವಕವಲ್ಲದೆ ಒತ್ತಾಯಿಸಬಹುದು.

#### 2. ಕಿರಿದಾದ ಗುರಿಗಳಿಗೆ ಬೆಂಬಲದ ಅಪಾಯ

ಅನೇಕ ಕಾರ್ಯಕ್ಷಮತೆ ವ್ಯವಸ್ಥೆಗಳಂತೆ, ಇದು ಅಲ್ಪಾವಧಿಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುವ ಅಪಾಯವನ್ನುಂಟುಮಾಡುತ್ತದೆ. ಕಾರ್ಯದರ್ಶಿಗಳು, ಹಲವಾರು ವರ್ಷಗಳ ನಂತರ ಮಾತ್ರ ಫಲಿತಾಂಶಗಳನ್ನು ನೀಡುವ, ದೀರ್ಘಾವಧಿಯ ರಚನಾತ್ಮಕ ಸುಧಾರಣೆಯ ಬದಲು ತ್ವರಿತ ಗೆಲುವುಗಳ - ವರದಿ ಮಾಡಲು ಸುಲಭವಾದ ಸಾಧನೆಗಳ- ಮೇಲೆ ಕೇಂದ್ರೀಕರಿಸಲು ಪ್ರಚೋದಿಸಬಹುದು.

ಮುಂದಿನ ದಾರಿ: ಹೆಚ್ಚು ಅರ್ಥಪೂರ್ಣ ಅಂಕಪಟ್ಟಿಗಳನ್ನು  
ವಿನ್ಯಾಸಗೊಳಿಸುವುದು

3. ಕ್ಷೇತ್ರ ವಾಸ್ತವಗಳ ಅನುಮರ್ಷಕ ಗುರುತಿಸುವಿಕೆ

ಗ್ರಾಮೀಣಾಭಿವೃದ್ಧಿ, ಬುಡಕಟ್ಟು ವ್ಯವಹಾರಗಳು, ಮಹಿಳಾ ಮತ್ತು ಮಕ್ಕಳ ಅಭಿವೃದ್ಧಿ, ಆರೋಗ್ಯ ಅಥವಾ ಜಲ ಸಂಪನ್ಮೂಲಗಳಂತಹ ಕೆಲವು ಸಚಿವಾಲಯಗಳು - ರಾಜ್ಯ ಮಟ್ಟದ ಕಾರ್ಯಗತಗೊಳಿಸುವಿಕೆಯ ಮೇಲೆ ಆಳವಾಗಿ ಅವಲಂಬಿತವಾಗಿವೆ. ರಾಜಕೀಯ, ಹಣಕಾಸು ಮತ್ತು ಸಾಂಸ್ಥಿಕಗಳ ವ್ಯಾವಹಾರಿಕ ನಿರ್ಬಂಧಗಳನ್ನು ಪ್ರತಿಬಿಂಬಿಸದೆ ಕಾರ್ಯದರ್ಶಿಯ ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಅಳೆಯುವುದು ಅನ್ಯಾಯದ ಮೌಲ್ಯಮಾಪನಗಳಿಗೆ ಕಾರಣವಾಗಬಹುದು.

4. ರಾಜಕೀಯೀಕರಣದ ಸಾಧ್ಯತೆ

ಅಂಕಪಟ್ಟಿಯ ಗುರಿಗಳನ್ನು ಸಾಕಷ್ಟು ಪಾರದರ್ಶಕತೆ ಇಲ್ಲದೆ ನಿಗದಿಪಡಿಸಿದರೆ ಅಥವಾ ಪರಿಶೀಲಿಸಿದರೆ, ಅವು ದೀರ್ಘಕಾಲೀನ ಸಾರ್ವಜನಿಕ ಹಿತಾಸಕ್ತಿಗಿಂತ ಆ ಕ್ಷಣದ ರಾಜಕೀಯ ಆಧ್ಯತೆಗಳಿಂದ ಪ್ರಭಾವಿತವಾಗಬಹುದು. ಒಂದು ಕಾರ್ಯಕ್ಷಮತೆ ವ್ಯವಸ್ಥೆಯನ್ನು ಪಕ್ಷಪಾತದ ಉದ್ದೇಶಗಳಿಂದ ಬೇರ್ಪಡಿಸಬೇಕು.

5. ಈಗಾಗಲೇ ಹೆಚ್ಚಿನ ಹೊರೆ ಹೊಂದಿರುವ ಅಧಿಕಾರಶಾಹಿಯ ಮೇಲೆ ಒತ್ತಡ

ಕಾರ್ಯದರ್ಶಿಗಳು ಮತ್ತು ಅವರ ತಂಡಗಳು ಈಗಾಗಲೇ ಭಾರೀ ಆಡಳಿತಾತ್ಮಕ ಹೊರೆಯನ್ನು ಎದುರಿಸುತ್ತವೆ—ಸಂಸತ್ತಿನ ಪ್ರಶ್ನೆಗಳು, ನ್ಯಾಯಾಲಯದ ಪ್ರಕರಣಗಳು, ಬಜೆಟ್ ಕೆಲಸ, ಅಂತರ-ಸಚಿವಾಲಯ ಸಮನ್ವಯ, ರಾಜ್ಯ ಮಟ್ಟದ ಸಂವಹನಗಳು, ಬಿಕ್ಕಟ್ಟು ನಿರ್ವಹಣೆ ಮತ್ತು ಸಾರ್ವಜನಿಕ ಕುಂದುಕೊರತೆಗಳು. KPI ಅನುಸರಣೆಯನ್ನು ಸೇರಿಸುವುದರಿಂದ ಕೇವಲ ದಸ್ತಾವೇಜೀಕರಣದ ಅವಶ್ಯಕತೆಗಳನ್ನು ಪೂರೈಸಲು ಮೀಸಲಾಗಿರುವ ದ್ವಿತೀಯ ಅಧಿಕಾರಶಾಹಿಯನ್ನು ರಚಿಸುವ ಅಪಾಯಗಳಿವೆ.

6. ಸ್ವತಂತ್ರ ಮೌಲ್ಯಮಾಪನ ಕಾರ್ಯವಿಧಾನಗಳ ಕೊರತೆ

ವಿಶ್ವಾಸಾರ್ಹ ಕಾರ್ಯಕ್ಷಮತೆ-ನಿರ್ವಹಣಾ ವ್ಯವಸ್ಥೆಗೆ ಮೂರನೇ ವ್ಯಕ್ತಿಯ ಲೆಕ್ಕಪರಿಶೋಧನೆ, ನಾಗರಿಕರ ಪ್ರತಿಕ್ರಿಯೆ, ಕ್ಷೇತ್ರ ಸಮೀಕ್ಷೆಗಳು ಮತ್ತು ಕ್ರಮಶಾಸ್ತ್ರೀಯ ಪಾರದರ್ಶಕತೆಯ ಅಗತ್ಯವಿರುತ್ತದೆ. ಅಂಕಪಟ್ಟಿಗಳು ಮುಖ್ಯವಾಗಿ ಆಂತರಿಕ ಸಚಿವಾಲಯದ ವರದಿ ಮಾಡುವಿಕೆಯ ಮೇಲೆ ಅವಲಂಬಿತವಾಗಿದ್ದರೆ, ಅವು ನಿಜವಾದ ಹೊಣೆಗಾರಿಕೆ ಸಾಧನಗಳಿಗಿಂತ ಕಾರ್ಯವಿಧಾನದ ಆಚರಣೆಗಳಾಗಬಹುದು.

ಸರ್ಕಾರವು ಅಂಕಪಟ್ಟಿಗಳನ್ನು ದಾಖಲೀಕರಣ ವ್ಯಾಯಾಮಕ್ಕಿಂತ ಪರಿವರ್ತನಾತ್ಮಕ ಸುಧಾರಣೆಯಾಗಿ ವಿಕಸನಗೊಳ್ಳಬೇಕೆಂದು ಬಯಸಿದರೆ, ಕೆಲವು ಅಂಶಗಳು ನಿರ್ಣಾಯಕವಾಗಿವೆ:

1. ಪಾಲುದಾರರೊಂದಿಗೆ KPI ಗಳ ಸಹ-ರಚನೆ

ಕಾರ್ಯದರ್ಶಿಗಳು, ಮಧ್ಯಮ ಮಟ್ಟದ ಅಧಿಕಾರಿಗಳು, ರಾಜ್ಯ ಸರ್ಕಾರಗಳು ಮತ್ತು ಡೊಮೇನ್ ತಜ್ಞರು KPI ಗಳನ್ನು ವ್ಯಾಖ್ಯಾನಿಸುವಲ್ಲಿ ಭಾಗವಹಿಸಬೇಕು. ಇದು ಮಾಲೀಕತ್ವವನ್ನು ಸೃಷ್ಟಿಸುತ್ತದೆ ಮತ್ತು ಅವಾಸ್ತವಿಕ ಗುರಿಗಳನ್ನು ತಪ್ಪಿಸುತ್ತದೆ.

2. ಪರಿಮಾಣಾತ್ಮಕ ಮತ್ತು ಗುಣಾತ್ಮಕ ಸೂಚಕಗಳ ಸಮತೋಲಿತ ಮಿಶ್ರಣ

ಸಂಖ್ಯೆಗಳು ಮುಖ್ಯ - ಆದರೆ ಸಾಂಸ್ಥಿಕ ಸುಧಾರಣೆಗಳು, ನೈತಿಕ ಆಡಳಿತ, ನೀತಿ ಸ್ಪಷ್ಟತೆ ಮತ್ತು ನಾಗರಿಕ ತೃಪ್ತಿಯೂ ಸಹ ಮುಖ್ಯ. ದೃಢವಾದ ಅಂಕಪಟ್ಟಿಯು ನಿರೂಪಣಾ ಸ್ವಯಂ-ಮೌಲ್ಯಮಾಪನಗಳು, ಮೂರನೇ ವ್ಯಕ್ತಿಯ ಮೌಲ್ಯಮಾಪನಗಳು ಮತ್ತು ಸಾರ್ವಜನಿಕ ಪ್ರತಿಕ್ರಿಯೆ ಕಾರ್ಯವಿಧಾನಗಳನ್ನು ಒಳಗೊಂಡಿರಬೇಕು.

3. ಅಂಕಪಟ್ಟಿಗಳನ್ನು ಸಾಮರ್ಥ್ಯ ನಿರ್ಮಾಣಕ್ಕೆ ಲಿಂಕ್ ಮಾಡುವುದು

ಕಾರ್ಯಕ್ಷಮತೆಯ ಮಾಪನವು ಸಾಮರ್ಥ್ಯದಲ್ಲಿ ವ್ಯವಸ್ಥಿತ ಹೂಡಿಕೆಗಳೊಂದಿಗೆ ಇರಬೇಕು - ದತ್ತಾಂಶ ವ್ಯವಸ್ಥೆಗಳು, ಸಿಬ್ಬಂದಿ ಬೆಂಬಲ, ತರಬೇತಿ ಮತ್ತು ಸಾಂಸ್ಥಿಕ ಬಲವರ್ಧನೆ.

4. ಹೊಣೆಗಾರಿಕೆಗಾಗಿ ಸಾರ್ವಜನಿಕ ಬಹಿರಂಗಪಡಿಸುವಿಕೆ

ಪ್ರಜಾಪ್ರಭುತ್ವಗಳಲ್ಲಿ, ಸೂರ್ಯನ ಬೆಳಕು ಅತ್ಯುತ್ತಮ ಸೋಂಕುನಿವಾರಕವಾಗಿದೆ. ಅಂಕಪಟ್ಟಿಗಳ ಸಾರಾಂಶವನ್ನು ಪ್ರತಿ ವರ್ಷ ಸಾರ್ವಜನಿಕಗೊಳಿಸಿದರೆ, ಸಂಸತ್ತು, ಮಾಧ್ಯಮ ಮತ್ತು ನಾಗರಿಕ ಸಮಾಜವು ಕಾರ್ಯಕ್ಷಮತೆಯನ್ನು ಮೌಲ್ಯಮಾಪನ ಮಾಡಲು ಅನುವು ಮಾಡಿಕೊಡುತ್ತದೆ.

5. ಒಂದೇ ಗಾತ್ರ, ಎಲ್ಲರಿಗೂ ಹೊಂದಿಕೆಯಾಗುವದನ್ನು ಮಾಪನಗಳಲ್ಲಿ ತಪ್ಪಿಸುವುದು

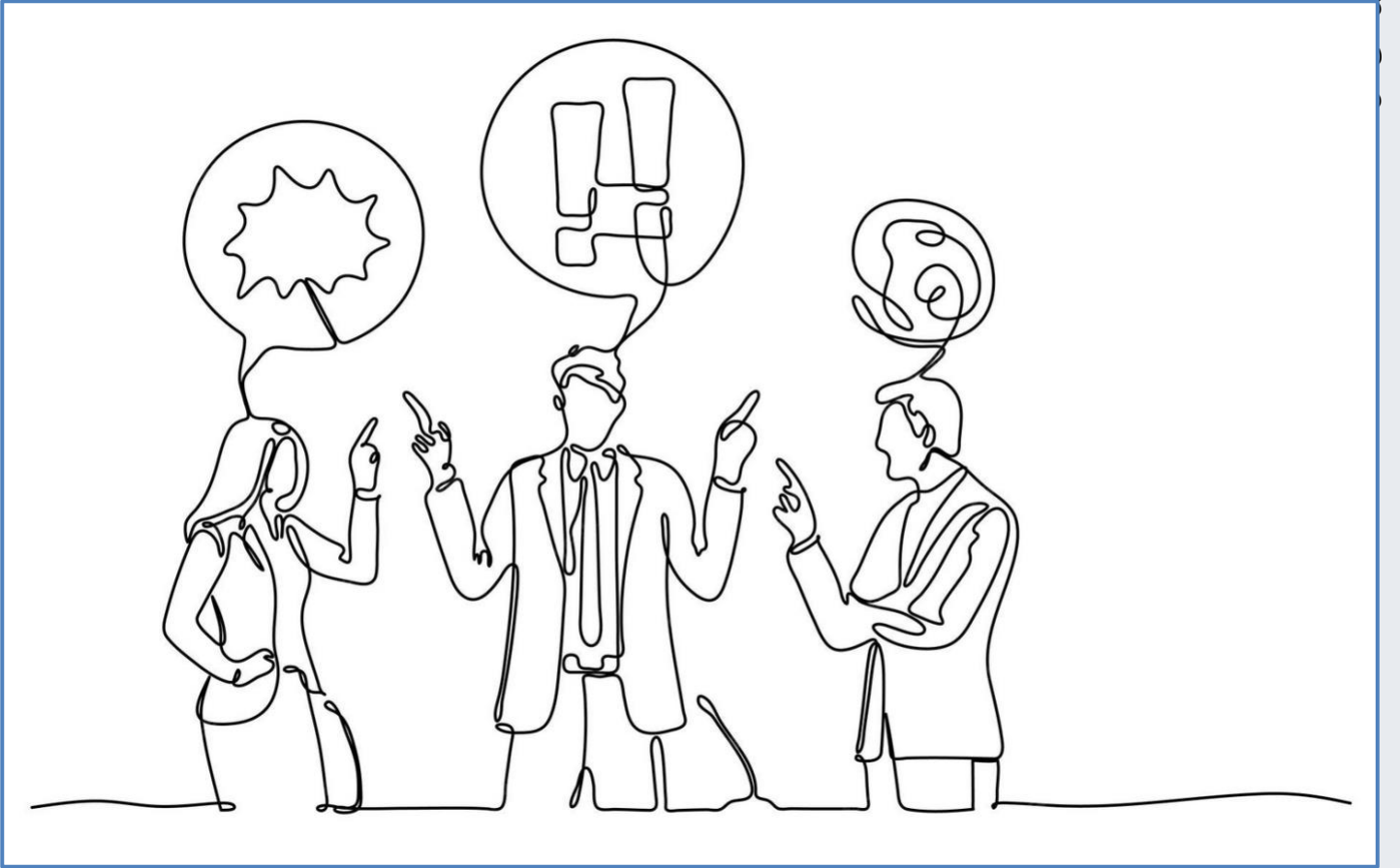
ಪ್ರತಿಯೊಂದು ಸಚಿವಾಲಯವು ತಾಂತ್ರಿಕ, ರಾಜಕೀಯ, ಹಣಕಾಸು ಮತ್ತು ಭೌಗೋಳಿಕವಾಗಿ ಬಹಳ ವಿಭಿನ್ನ ನಿರ್ಬಂಧಗಳ ಅಡಿಯಲ್ಲಿ ಕಾರ್ಯನಿರ್ವಹಿಸುತ್ತದೆ. ಕೆಪಿಐಗಳು ಸಂದರ್ಭೋಚಿತವಾಗಿರಬೇಕು, ಅದರ ಆದೇಶದ ಸ್ವರೂಪವನ್ನು ಪ್ರತಿಬಿಂಬಿಸಬೇಕು.

ತೀರ್ಮಾನ: ಭರವಸೆಯ ಸುಧಾರಣೆ - ಆದರೆ ಅಳವಡ ಚಿಂತನೆಯ  
ಅಗತ್ಯವಿದೆ

ಅಂಕಪಟ್ಟಿಗಳ ಪರಿಚಯವು ಆಡಳಿತ ಸುಧಾರಣೆಯಲ್ಲಿ ಒಂದು ಪ್ರಮುಖ ಪ್ರಯೋಗವಾಗಿದೆ. ಇದು ಹಿರಿಯ ಅಧಿಕಾರಿಗಳಿಂದ ಹೆಚ್ಚಿನ ಹೊಣೆಗಾರಿಕೆಯನ್ನು ಕೋರುವ ಸರ್ಕಾರದ ಇಚ್ಛೆಯನ್ನು ಪ್ರತಿಬಿಂಬಿಸುತ್ತದೆ ಮತ್ತು ಕಾರ್ಯಕ್ಷಮತೆ-ಆಧಾರಿತ ಆಡಳಿತದತ್ತ ಬದಲಾವಣೆಯನ್ನು ಸೂಚಿಸುತ್ತದೆ.

ಆದಾಗ್ಯೂ, ಎಚ್ಚರಿಕೆಯಿಂದ ವಿನ್ಯಾಸಗೊಳಿಸಲಾದ ಸೂಚಕಗಳು, ಪಾರದರ್ಶಕ ಮೇಲ್ವಿಚಾರಣೆ, ಸ್ವತಂತ್ರ ಮೌಲ್ಯಮಾಪನ ಮತ್ತು ವಲಯ ಸಂಕೀರ್ಣತೆಗೆ ಸೂಕ್ಷ್ಮತೆ ಇಲ್ಲದೆ, ಸ್ಕೋರ್ ಕಾರ್ಡ್‌ಗಳು ಭಾರತದ ದೀರ್ಘ ಕಾರ್ಯವಿಧಾನದ ಸುಧಾರಣೆಗಳಲ್ಲಿ ಮತ್ತೊಂದು ಪದರವಾಗುವ ಅಪಾಯವನ್ನು ಹೊಂದಿವೆ: ಸದುದ್ದೇಶದ, ಆದರೆ ಸೀಮಿತ ಪರಿವರ್ತನಾತ್ಮಕ ಪರಿಣಾಮದೊಂದಿಗೆ.

ಅಂಕಪಟ್ಟಿಗಳ ಭರವಸೆಯು ಅಧಿಕಾರಿಗಳನ್ನು ಅಳೆಯುವಲ್ಲಿ ಮಾತ್ರವಲ್ಲ, ಸ್ಪಂದಿಸುವ, ನಾಗರಿಕ-ಕೇಂದ್ರಿತ, ಪ್ರಜಾಪ್ರಭುತ್ವ ಆಡಳಿತದ ದೊಡ್ಡ ಸಂಸ್ಕೃತಿಯನ್ನು ವೇಗವರ್ಧಿಸುವಲ್ಲಿ. ಭಾರತವು





## Communication Pulse

*Probe, Reflect, Act*

### Are Think Tanks Builders and Brokers of Evidence?

#### Introduction

Broadly speaking, think tanks play a crucial role in not only building evidence but also act as brokers of evidence. They work as a nexus to bridge the gap between research, data, evaluation, and identifying gaps and insights, which helps as information in policy decisions. Think tanks also integrate existing analyses, corroborate findings, and build the use of evidence through monitoring and evaluation systems. They connect government and academic institutions by dissemination information through communication channels to include relevant publications, organising informed public debates and provide evidence-based knowledge which is accessible to all.

While there are several ways to do this, most think tanks adapt some key element to be builders and brokers of evidence. They generate knowledge by conducting independent research, analysing, and evaluating information on various issues. They do this by building analytical frameworks to interpret trends. In addition to this, think tanks strengthen the evidence-based studies by analysing data and evaluating programmes and providing valuable and actionable recommendations. They distribute this knowledge through various communication channels and publication to ensure that the right information reaches the right audience at the right time.

#### Advantages

It is a well-known fact that think tanks bring several key benefits in the space of the policymaking process in particular and the community in general. In doing so they support ecosystem of policymaking to ensure that it is strongly backed by evidence, transparent and most important easy to understand and accept by community at large. They follow these principles to ensure the same:

- Translate complex information into actionable insights to ensure that they bridge the gap between research and action
- Improve quality of policies by collecting, analysing, interpreting and dissemination information/data to help policy makers identify solutions

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- Encourage all stakeholders to be accountable and have a participatory approach by
- promoting open access to research and policy discussions
- Address challenges by connecting knowledge through insights and grassroots realities and developing innovative models
- Build capacity both at institutional and individual levels by introducing systems, building roadmaps and introducing robust monitoring and evaluation methods to control and address actions and snags.

#### Challenges

While there are benefits there are also challenges which broadly include the interests of a particular political party, relevance, lack of funds, mismatch between what a policy maker wants and what can be offered. Broadly the challenges include:

- Non-alignment of needs and wants due to pressure from Government, funders and other stakeholders which upsets the balance of being independent and innovative
- Lack of connection between evidence and policy decisions due to time, need and funds
- Dissemination of fake news and information due to technology and overload of information
- Non or limited accessibility to policy makers who are often “busy” with other important things or transferred to another department while the dialogue is still on
- Lack of appropriate finding based on the longevity and complexity of research.

#### Examples

- [Chatham House](#) (UK)-brings together all stakeholders to dialogue, discuss information and find solutions to challenges
- International Food Policy Research Institute ([IFPRI](#))-works on issues related to nutritional and agricultural policies and develops food security strategies in South Asia and South Africa

- [NITI Aayog](#) a government think tank in India, uses data analytics and research to identify India's development strategies
- Centre for Science and Environment ([CSE](#)) based in India, conducts evidence-based campaigns on environmental policies by using scientific research.

## Conclusion

Think tanks often serve as incubators of policy innovation by sharing new ideas and frameworks to focus on challenges faced by people and society through advocacy awareness and action. As brokers they channel and manage knowledge and information by conducting interdisciplinary research and providing insights on gaps and analyses. They provide evidence-based information to help expand perspectives on policymaking processes, with actionable recommendations.





## Branch Events

### Homage to Shri S. Ramanathan, IAS (Retd.)



**SHRI S. RAMANATHAN, IAS (Retd.)**  
(16 January 1928 – 7 March 2026)

### Report on Special General Body Meeting to condole the demise of Shri S. Ramanathan, IAS (Retd.), Chairman-Emeritus



*Shri T.M. Vijay Bhaskar (centre), Smt. Uma Mahadevan (at right) and Prof. Madhwaraj (at left) are seen holding the booklet on Shri S. Ramanathan which was released on the occasion*

The Karnataka Regional Branch of IIPA convened a **Special General Body Meeting** at the IAS Officers Association building on 23<sup>rd</sup> March 2026 to condole the demise of **Shri S. Ramanathan, IAS (Retd.)**, former Secretary to the Government of India, former Director of IIPA, New Delhi, and former Chairman of the Karnataka Regional Branch of IIPA, who left us all on 7 March 2026 at the ripe old age of 98.

The Condolence Meeting began with opening remarks by **Shri T.M. Vijay Bhaskar, IAS (Retd.)**, former Chief Secretary of Karnataka and current Chairman of the Branch, where he recalled Shri S. Ramanathan's chairmanship of the Branch from 1990 to 2022, during which he laid the foundation of a branch that is now recognized as one of the *Best Performing Branches* of the IIPA. From March 2022 till his demise at the age of 98, Shri Ramanathan served as Chairman Emeritus of the Branch, during which he rarely missed a single meeting or event organized by the branch.

**Dr. D. Jeevan Kumar**, Secretary of the Branch, threw light on Shri Ramanathan's life and achievements. This was followed by fond expressions of remembrance/condolence by serving and retired members of the Indian Administrative Service, as well as colleagues who worked with him in the branch. They included **Prof. Pandey, Prof. Madhwaraj, Shri Anil Gokak, IAS (Retd.), Prof. Priyanca Mathur, Smt. Uma Mahadevan, IAS, Dr. Annapoorna Ravichander, Shri M.R. Sreenivasamurthy, IAS (Retd.) and Shri Abhijit Sengupta, IAS (Retd.)**. References were made to his sterling qualities of head and heart, which included inspiring leadership traits, a razor-sharp intellect, impeccable integrity, deep empathy, and enduring interest in people.

His two daughters, **Smt. Sandhya** and **Smt. Sangeeta** who were present on the occasion, added a personal touch to the condolence meeting. They referred to him as a kind, patient father with a keen sense of humour and a lover of life. They recalled that there was nothing that did not interest him. He instilled in them the values of hard work, discipline, and integrity. He was thoroughly devoted to his wife, **Smt. Sumithra**, and played an enduring role in her quest for knowledge. His grandchildren adored him and looked forward to spending

quality time with him whenever they were together. Smt. Sangeeta spoke for everyone present when she stated that her father was a legend and that such legends are rarely found today.

In his concluding remarks, **Shri S.V. Ranganath, IAS** (Retd.), former Chief Secretary of Karnataka and former Chairman of the Branch, referred to Shri S. Ramanathan as an extraordinary human being, a crisis manager, a problem solver, and a *karma yogi*. He was a man of humility who did not seek publicity. He brought to the service a meticulous sense of dedication that was an inspiration to his colleagues and subordinates. His zest for life was unmatched and remained in him till the very end. The Karnataka Branch would truly miss his paternal, inspiring presence, he concluded.

A booklet on Shri S. Ramanathan, titled, “**A Life Dedicated to Service**”, edited by Shri T.M. Vijay Bhaskar and Dr. D. Jeevan Kumar, was released on the occasion. It contains a homage to him, the text of a citation presented to him by the Branch on his 90<sup>th</sup> birthday, a detailed transcript of the first **Oral History Project on Distinguished Civil Servants** featuring a conversation with him on 12 April 2025, his detailed CV, and some photographs from his album. Those interested in having a copy may contact our office.

### **Tribute to Shri S. Ramanathan by Dr. Priyanca Mathur**



We gather here today with deep sorrow to remember and honour Shri S. Ramnathan Sir, whose presence in our lives was truly invaluable. His passing is not only a personal loss but also a profound loss to the entire academic community.

Shri S. Ramanathan was a remarkable individual who embodied the spirit of lifelong learning. For him, age was never a limitation, it was merely a number. Even as a nongenarian, his enthusiasm to learn, to grow, and to engage meaningfully with students was truly inspiring. He connected effortlessly with young minds, always encouraging curiosity, dialogue, and intellectual exploration.

It was during his chairmanship that the association between IIPA-Karnataka Regional Branch and the Centre for Research in Social Sciences and Education (CeRSSE), JAIN (Deemed-to-be University) grew into a meaningful and enduring partnership. He strongly believed in bridging theory and practice and encouraged spaces where scholars, students, and

practitioners could come together to reflect on public issues.

What truly set him apart, however, was his remarkable personal commitment. Even as a non-academician, Shri Ramanathan remained actively engaged. With great enthusiasm, he attended nearly every event organized by CeRSSE. His presence was never merely symbolic; it was deeply encouraging. He listened with care, engaged with ideas, and inspired everyone around him through his humility and intellectual curiosity.

In him, we saw a rare example of lifelong dedication to public service, to learning, and to nurturing institutions. His quiet grace, thoughtful words, and steadfast commitment left a lasting impression on all who had the privilege of interacting with him.

At JAIN (Deemed-to-be University), our students deeply admired and cherished him. His interactions left a lasting impact, not just academically but personally. He was always approachable, warm, and encouraging—qualities that made him truly special to all of us.

What stands out most is his unwavering support and commitment. He never missed an opportunity to be part of our events. His presence meant a great deal to us; it gave us strength, reassurance, and a sense of direction. In many ways, he was the backbone of our Centre, offering guidance, wisdom, and constant encouragement.

Today, as we bid farewell, we do so with immense gratitude. We are deeply thankful for everything he gave us his time, his knowledge, his kindness, and his belief in our work. His legacy will continue to live on in the many lives he touched and the values he instilled in us.

He will always remain in our memories and in our hearts.

May his soul rest in eternal peace.

## Accolade for Branch Member

### Dr. Ranjini C. Raghavendra receives *India-UK Achievers Class of 2026 Award* at the House of Lords in London

Dr. Ranjini's inspiring journey, shaped by academic excellence and global vision, was supported by the distinguished Overseas Research Students Award (ORS) and bursaries from Lancaster University, culminating in a Ph.D. completed without corrections, an exceptional academic distinction.



**Dr. Ranjini C. Raghavendra**, Executive Director, Centre for Global Health and Development and Professor of Public Policy, R.V. University, Bengaluru has been recognized internationally in the category *Society, Policy and Law* after being honoured in the India UK Achievers Class of 2026, the prestigious programme celebrating Indian students and alumni of UK institutions whose work is shaping global leadership across politics, science, entrepreneurship, public policy, culture, and social innovation.

The **India-UK Achievers Honours** were unveiled at a special reception held at the **House of Lords in the Palace of Westminster/ UK Parliament in London**, followed by a gala ceremony attended by leaders from government, academia, and industry across the UK-India corridor.

From her research in public health information systems, to being a Mellon Sawyer Fellow at Cambridge University and then to establishing the Centre for Global Health and Development at RV University, Bangalore, Dr. Ranjini continues to translate knowledge into meaningful impact, strengthening the academic and policy bridge between nations. She successfully organized a Conference on *Reducing Maternal Mortality in Karnataka*, in collaboration with the Karnataka Regional Branch of IIPA.

The **India-UK Achievers Honours** programme brought together more than **700 leaders from over 350 universities, companies, and sector bodies across the UK and India**, making it the largest convening of the international education sector in the UK and the only one exclusively focused on the India-UK partnership.

The **India-UK Achievers Honours** recognize high-impact Indian students and alumni of UK institutions whose work is shaping global leadership across sectors including government, science, business, media, culture, and social impact. It is the most prestigious recognition that can be bestowed upon an Indian student who has undertaken a British programme of study. The ***Lifetime Achievement Honour*** is held by **Dr. Manmohan Singh**.



*Dr. Ranjini Raghavendra is seated at the extreme left.*



## Branch Members' Writings in the Media



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

**"Is there hope for peace in the midst of war?"**  
In *Newstrail* dt. 7 March 2026.



**Shri G. Gurucharan, IAS (Retd.)**  
Director, School of Social Sciences  
MS Ramaiah University of Applied Sciences  
Bengaluru

**Enough: A war where everyone loses**  
In *Deccan Herald* dt. 24 March 2026  
<https://www.deccanherald.com/opinion/enough-a-war-where-everyone-loses-3942054>

**History's ironies: When illegal wars get the silent vote.**  
In *Deccan Herald* dt. 15 March 2026  
<https://www.deccanherald.com/opinion/historys-ironies-when-illegal-wars-get-the-silent-vote-3932196>

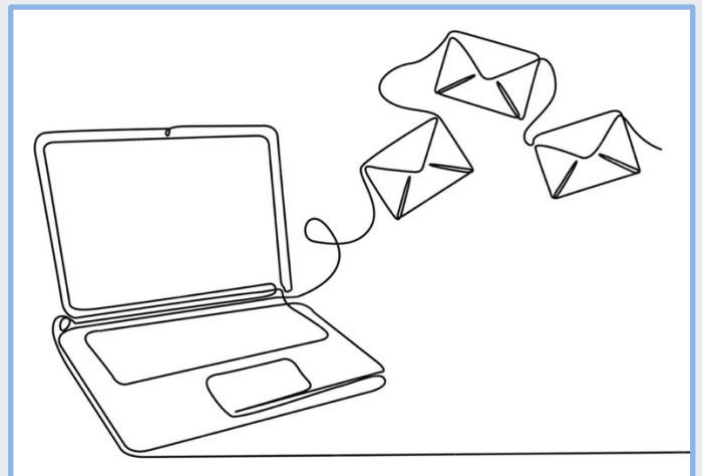
**Navigating growth in a fragmented world**  
In *Deccan Herald* dt. 4 February 2026  
<https://www.deccanherald.com/opinion/navigating-growth-in-a-fragmented-world-3885384>



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**Beyond Celebration: The Real Work of Women Empowerment**

In *Meghalaya Monitor*  
<https://meghalayamonitor.com/beyond-celebration-the-real-work-of-women->





### Remembering Dr. B.R. Ambedkar



Dr. Ambedkar's words remind us that democracy is not self-sustaining—it demands constant vigilance, ethical commitment, and a deep engagement with justice and human dignity.

#### On Democracy and Constitutional Morality

- *“Democracy is not merely a form of government. It is primarily a mode of associated living, of jointly communicated experience.”*
  - *“Constitutional morality is not a natural sentiment. It has to be cultivated.”*
  - *“However good a Constitution may be, it is sure to turn out bad because those who are called to work it happen to be a bad lot.”*
- 

#### On Equality, Justice, and Social Transformation

- *“Political democracy cannot last unless there lies at the base of it social democracy.”*
  - *“Social democracy means a way of life that recognizes liberty, equality and fraternity as the principles of life.”*
  - *“Turn in any direction you like, caste is the monster that crosses your path.”*
- 

#### On Education and Empowerment

- *“Cultivation of mind should be the ultimate aim of human existence.”*
  - *“Education is the milk of a tigress; whoever drinks it becomes a tiger.”*
  - *“Life should be great rather than long.”*
- 

#### On Liberty and Human Dignity

- *“I measure the progress of a community by the degree of progress that women have achieved.”*
- *“Freedom of mind is the real freedom.”*



## Editorial Board

### Chief Editor

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



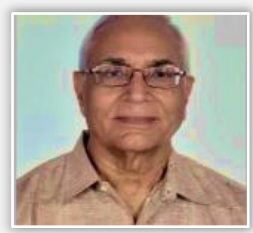
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