



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

**ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು**

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- Chief Editor



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A Note from the Chief Editor



Shri T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary,
Government of Karnataka
Former Chairman, Karnataka Administrative
Reforms Commission-II
Chairman, Indian Institute of Public Administration
– Karnataka Regional Branch

I am happy to place before our readers the **September 2024** issue of our **Virtual Newsletter**. This is our **50th issue**, since we began this initiative.

Our **Lead Feature** is on **Lateral Entry to the Civil Services**, which has been in the news recently. We present summaries of the following expert Commission/Committee reports on the subject: (1) The **2nd Administrative Reforms Commission**; (2) **NITI Ayog**; (3) **Ministry of Personnel, Public Grievances and Pensions of the Government of India**; and (4) **National Institute of Public Finance and Policy**.

Our **Lead Article** is by **Dr. A. Ravindra, IAS (Retd.)** on the same subject. According to him, *we need to focus on Civil Service reforms as a whole, instead of just Lateral Entry*.

In our regular column on **Communication Pulse**, **Dr. Annapoorna Ravichander** writes this time on *“Nudging a Toolkit to Communicate in the Space of Policy Making”*. She points out how **Nudging**, in the Public Policy space, helps improve the Decision-Making process and benefits both decision makers as well as communities.

In our **Reports of Karnataka Branch events**, we carry reports of the following:

- (1) Our Training Programme for KAS Officers;
- (2) The Valedictory of our Online Certificate Course on ‘Governance in Action’;
- (3) Exchange of MoU with Fiscal Policy Institute.

We carry a **Book Review** of the book edited by **Dr. Anil Kumar** and **Dr. D. Jeevan Kumar** titled, *‘Governance and Development in Karnataka’*. The reviewer is **Dr. Annapoorna Ravichander**.

In our section on **Branch Members’ Writings in the Popular Media**, we carry the links to thought-provoking articles penned by our **Life Members, Dr. A. Ravindra, IAS (Retd.)**, **Mr. Gurucharan Gollerkeri, IAS (Retd.)**, **Smt. Uma Mahadevan-Dasgupta, IAS** and **Dr. D. Jeevan Kumar** in the media recently.

We end the issue with our column on **Food for Thought**. To celebrate **Teachers’ Day** which falls on 5th September, we carry memorable quotes by **Mahatma Gandhi** and **Dr. Sarvepalli Radhakrishnan** on teachers.

I wish to add a disclaimer here that the views expressed by the contributors in this issue of the Virtual 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 Feature - LATERAL ENTRY TO CIVIL SERVICES

Summary of Recommendations of Expert Committee Reports

2nd Administrative Reforms Commission's Views on Lateral Entry

This summary captures the essence of the ARC's views on lateral entry, highlighting the rationale, recommendations, and expected impacts of such a reform in the Indian Civil Services.

Background

The **2nd Administrative Reforms Commission (ARC)**, established in 2005 under the chairmanship of **Shri Veerappa Moily**, was tasked with reviewing and recommending improvements to the Indian administrative system. One of its key areas of focus was the introduction of Lateral Entry into the Indian Civil Services. Lateral Entry refers to the recruitment of individuals with specialized skills or experience from outside the traditional Civil Service cadre, to bring new perspectives and expertise into the administration.

Rationale for Lateral Entry

The ARC recognized several shortcomings in the existing system of Civil Service recruitment and management. The traditional model, based on the Indian Administrative Service (IAS) and other services, often limit the infusion of fresh, diverse perspectives. The ARC observed that while the Civil Service system was competent, it lacked the agility and specialization needed to address rapidly evolving challenges in Governance and Public Administration.

Key Recommendations

1. **Introduction of Lateral Entry:** The ARC recommended that Lateral Entry be introduced in specific sectors where specialized knowledge or skills were necessary. This was seen as a means to enhance the capability of the administrative system by bringing in professionals with expertise in areas such as technology, finance, and public health.
2. **Selection Process:** To ensure that the Lateral Entry process is fair and transparent, the ARC suggested a robust selection mechanism. This mechanism would involve the formation of an independent body to oversee the recruitment process, ensuring that candidates are chosen based on merit and expertise rather than influence or favouritism.
3. **Role and Integration:** The ARC emphasized that lateral entrants should not merely be appended to the existing bureaucratic structure but should be integrated in a manner that leverages their unique skills effectively. Their roles should be well-defined, and they should be provided with the necessary support and resources to contribute meaningfully to the administrative processes.
4. **Training and Orientation:** To help lateral entrants acclimate to the Civil Service environment, the ARC recommended that they undergo a period of training and orientation. This would include familiarization with the Civil Service's ethos, procedures, and governance framework.

5. **Performance Evaluation:** Effective performance evaluation systems were suggested to monitor the contributions of lateral entrants. This would help ensure that their integration into the system is effective and that their performance aligns with the goals of enhancing administrative efficiency.

Impact and Benefits

The ARC anticipated several benefits from the introduction of Lateral Entry:

- **Enhanced Expertise:** By bringing in professionals with specialized knowledge, the quality of decision-making and policy formulation would improve, particularly in complex and technical areas.
- **Increased Efficiency:** The influx of new skills and perspectives could lead to more innovative solutions to governance challenges, potentially increasing the overall efficiency of administrative processes.
- **Modernization:** Lateral Entry could help modernize the Civil Services by introducing contemporary practices and ideas from various fields, thus making the administrative system more dynamic and responsive.

Challenges and Considerations

While advocating for Lateral Entry, the ARC also acknowledged potential challenges. These included the risk of creating tensions between career Civil Servants and lateral entrants, the need for clear role definitions to avoid overlaps, and ensuring that lateral entrants are effectively integrated into the existing administrative framework.

Conclusion

The 2nd Administrative Reforms Commission's recommendations on Lateral Entry into civil services were aimed at revitalizing the Indian administrative system by incorporating specialized expertise and modern practices. The focus was on creating a balanced and effective integration of these professionals into the Civil Service to enhance overall governance. The ARC's proposals were intended to address systemic weaknesses and prepare the Civil Services to better meet contemporary and future challenges.

NITI Aayog Report on Lateral Entry

This summary provides an overview of the key points from the NITI Aayog report on Lateral Entry into Civil Services, focusing on the rationale, recommendations, and anticipated benefits of such reforms.

Background and Context

The **NITI Aayog**, established in 2015 as a policy think tank of the Government of India, aimed to provide strategic and technical support to the central and state governments. The report "**Strategy for New India @ 75**" focuses on comprehensive reforms required to steer India towards a developed nation status by 2022, the year marking 75 years of India's' independence. One key area highlighted for reform was the Civil Service system, specifically through the mechanism of Lateral Entry.

Rationale for Lateral Entry

The report underlined several reasons for incorporating Lateral Entry into the Civil Services:

1. **Need for Specialized Skills:** The traditional recruitment system often lacks specialized expertise in rapidly

evolving fields such as technology, finance, and public health. Lateral Entry aims to address this gap by bringing in professionals with relevant skills and experience.

2. **Improving Governance Efficiency:** By introducing fresh perspectives and modern practices from outside the traditional bureaucracy, the report suggested that the efficiency and effectiveness of governance could be enhanced.

Recommendations

1. **Framework for Lateral Entry:** The NITI Aayog Report proposed a structured framework for implementing Lateral Entry. This included developing clear guidelines and criteria for recruitment, ensuring transparency and merit-based selection processes.
2. **Selection Process:** The Report recommended creating a rigorous and transparent selection process managed by an independent body or committee. This process should involve a thorough evaluation of candidates' expertise, experience, and suitability for the roles they are being recruited for.
3. **Integration and Orientation:** Effective integration of lateral entrants into the Civil Service was emphasized. This includes providing them with adequate orientation and training to understand the governance framework, procedures, and Civil Service ethos.
4. **Performance Monitoring:** The Report suggested establishing mechanisms for performance monitoring and evaluation of lateral entrants. This ensures that their contributions are aligned with the

objectives of improving administrative efficiency and governance.

5. **Addressing Challenges:** Recognizing potential challenges, such as resistance from career Civil Servants or issues related to integration, the Report recommended measures to mitigate these risks. This includes fostering a collaborative environment and ensuring clarity in the roles and responsibilities of lateral entrants.

Expected Outcomes

1. **Enhanced Expertise:** By bringing in individuals with specialized knowledge, the report anticipated an improvement in policy-making and administrative functions.
2. **Increased Innovation:** Lateral entrants could introduce innovative approaches and practices, contributing to more effective governance.
3. **Modernized Administration:** The infusion of new skills and perspectives would help modernize the Civil Service and make it more responsive to contemporary challenges.

Conclusion

The **NITI Aayog Report** advocated for the strategic introduction of Lateral Entry into the Indian Civil Services as a means to enhance governance and administrative efficiency. By integrating professionals with specialized skills, the Report aimed to address existing gaps and modernize the Civil Service to better meet the demands of a rapidly evolving society.

Report by the Ministry of Personnel, Public Grievances and Pensions, GoI on Lateral Entry (2018)

Context

In line with the NITI Aayog's recommendations, the Ministry of Personnel, Public Grievances and Pensions of the Government of India issued a detailed report focusing on the implementation of Lateral Entry into Civil Services.

Key Points

- **Rationale:** The report highlighted the need to address specific skill gaps and bring in domain experts to enhance governance in specialized sectors.
- **Implementation Strategy:** It proposed a framework for Lateral Entry, including the creation of a robust recruitment process overseen by a high-level committee.
- **Integration:** Recommendations were made for a structured orientation program to help lateral entrants adapt to the Civil Service environment.
- **Challenges:** The report identified potential challenges, such as resistance from the existing bureaucracy, and suggested measures to address these issues.

The National Institute of Public Finance and Policy (NIPFP) Report on Lateral Entry

Context

The NIPFP, a think tank specializing in Public Finance and Policy, has examined various aspects of Civil Service reform, including Lateral Entry.

Key Points

- **Need for Reform:** The report underscored the importance of integrating lateral entrants to bring in expertise, especially in sectors needing financial and economic acumen.
- **Recruitment Process:** It emphasized the need for a transparent and competitive selection process.
- **Performance Metrics:** The report suggested developing clear performance metrics to evaluate the effectiveness of lateral entrants in the Civil Services.

Academic Papers on Lateral Entry

Several academic researchers have also addressed the topic of Lateral Entry. These often focus on specific aspects such as:

- **Legal and Administrative Framework:** Exploring the legal implications and administrative requirements for implementing Lateral Entry.
- **Case Studies:** Analyzing the impact of Lateral Entry in other countries and drawing parallels for India.
- **Empirical Analysis:** Assessing the effectiveness and outcomes of Lateral Entry initiatives based on empirical data.

Public Discussions and Media Reports on Lateral Entry

There have been numerous discussions and analyses in the media and public forums regarding the implementation and impact of Lateral Entry into Civil Services. These discussions often highlight:

- **Public Perception:** Insights into how Lateral Entry is perceived by the public and existing civil servants.
- **Implementation Challenges:** Practical challenges encountered during the implementation phase, including resistance and administrative hurdles.
- **Impact Assessments:** Evaluations of the outcomes of Lateral Entry initiatives, including success stories and areas needing improvement.

Summary

The above reports and discussions collectively emphasize the potential benefits of Lateral Entry such as bringing in specialized expertise and modernizing the Civil Service. They also address various implementation challenges, including the need for a transparent recruitment process, effective integration strategies, and mechanisms for performance evaluation. The reports reflect a broad consensus on the need for reform while also recognizing the complexities involved in executing such changes.





LATERAL ENTRY TO CIVIL SERVICES

Address Systemic Reforms



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

The Central Government's advertisement of August 17, 2024 inviting applications for recruitment to 45 positions of Joint Secretaries (10) and Directors/Deputy Secretaries (35) triggered an intense debate amongst politicians, bureaucrats and others. The advertisement was, however, abruptly cancelled after an outcry against such appointments by opposition parties.

The scheme introduced in 2018, known as '**Lateral Entry**' to positions traditionally held by IAS officers, is aimed at bringing "domain experts from private sector into government departments at senior levels" with a view to: (a) Infuse fresh talent and perspective into the bureaucracy, and (b) Address shortage of IAS officers in the Central Government. It is open to anyone working in private sector companies, consultancies, international organizations and government departments, with 15 years' experience.

The main argument in favour of Lateral Entry is that it is a step towards modernizing the Civil Services, make it more responsive to contemporary challenges by incorporating professionals with diverse experience outside the traditional bureaucratic framework.

The positions to be filled include domains ranging from emerging technologies, semi-conductors and digital economy to environmental policy and law, renewable energy and disaster management, which would require technical and professional knowledge and experience.

The **contentions against the scheme** are: (a) The system of recruitment lacks transparency and accountability and could lead to a 'spoils system' by inducting persons with preferred ideology and loyalty to the government and (b) It would make way for persons without any experience in government and they would find it difficult to adjust to the existing political and bureaucratic environment. (c) Another criticism that has now cropped up is the one relating to social justice or the absence of reservations.

In order to appreciate the different viewpoints, a **brief historical background** about the Civil Services in India would be useful. The creation of a Civil Service for India was proposed by the Macaulay Committee in 1854 which emphasized the need for merit-based appointments at a time when patronage played a big part. Following this report, the Indian Civil Service (ICS) was established in 1858 and recruitment to the Service was based on merit based competitive examination. After independence, the ICS was replaced by IAS (Indian Administrative Service) and the system of merit based competitive examination continued.

A major change in the composition of the Civil Service came with introduction of reservations based on the principle of **affirmative action**. While initially the reservation was confined to Scheduled

Castes and Tribes, it was extended to OBCs in 1991, and subsequently to EWS (Economically Weaker Sections) and PwD (Persons with Disabilities). The current opposition to Lateral Entry stems essentially from exclusion of reservations. In a rare display of sensitivity, the government responded reaffirming its faith in affirmative action: *"For the Prime Minister, reservation in public employment is a cornerstone of our social justice framework, designed to address historical injustices and foster inclusion"*.

The Lateral Entry scheme is not new and had been resorted to much earlier. **V. Krishnamurthy**, who turned around the fortunes of BHEL and other PSUs, was inducted as Secretary of Industries in 1977 for his expertise in management. Economists like **Manmohan Singh**, **Vijay Kelkar** and **Bimal Jalan** functioned as Finance Secretaries. However, for the first time, appointments are sought to be made at the level of Joint Secretaries and Directors/Deputy Secretaries annually after calling for applications, prescribing qualifications and job description. This amounts to regular recruitment without following the prescribed rules.

In the din and bustle on the merits and demerits of Lateral Entry, we seem to be missing the wood for the trees. ***The real issue is how effectively is the bureaucracy functioning?*** Are senior Civil Servants rendering impartial advice to the political leaders in policy making and are they delivering timely public services to the people at large? **We need to focus attention on Civil Service reform as a whole, instead of just Lateral Entry.**

While the country has undergone tremendous transformation politically, economically and socially, the pattern of Civil Services Examination has remained more or less the same. Some questions arise. ***What exactly is the purpose of the***

civil service? If it is considered a Generalist Service as originally conceived and required to perform functions relating to maintaining law and order, district administration, local governance, collection of taxes, advising the political executive in policy making and assisting in matters relating to parliamentary/state legislature functions, do we need professionals at the recruitment stage and should engineers and doctors be eligible to write the exam? The government invests a lot of money in engineering and medical education for the specific purpose of serving technical and health needs of the country.

Secondly, if specialists are to be roped in at some stage, why recruit them along with those with those meant to be Generalists? Selection of candidates is now based on an examination that tests their competence in a subject of their choice and General Knowledge but does not test their aptitude. **Today, the Civil Service is associated more with power, prestige and perks rather than as an avenue to serve the people.** The case of Puja Khedkar who managed to qualify for IAS producing false certificates and demanding privileges even as a trainee, is a glaring example of the expectations from what is considered an elitist service. Hence, it is essential to conduct tests which would throw light on their expectations and the values they cherish. **More than technical excellence, what is required of a Civil Servant is a humane approach and an ability to deal with people.**

The systems prevalent in UK and USA present interesting contrasts. The former has a permanent Civil Service structure based on the principle of protecting the officers from political or personal influence, enabling it to serve as an efficient instrument to give effect to the policies of the government of whatever political complexion. On the contrary, in USA, which has a

Presidential form of government, the top-level officials come and go with the President. The Secretaries of various departments function more like Ministers and they have their own Deputy/Assistant Secretaries.

We have adopted the UK model where officers enjoy protection under Art. 311 and 312 of the Constitution, ensuring security of tenure. **Sardar Vallabhbhai Patel**, India's first Home Minister, argued for a non-party, non-political Civil Service, and said that "*the service must be above party and we should ensure that political considerations, either in its recruitment or in its discipline or control, are reduced to the minimum, if not eliminated altogether*".

While recruitment continues to be above party and political considerations, in matters of discipline and control, politics has made its way. While some have argued for adopting the American system to overcome conflicts or collusion between the politician and bureaucrat, it is a moot question if such a system would suit Indian conditions where there is need to ensure stability and continuity in administration in view of Coalition Governments and political

instability we witness from time to time, particularly in states. **It is, however, important to review the security of tenure and introduce an exit system in case of non-performance.**

Lateral Entry is prevalent in developed countries like UK, US, Belgium, Australia and New Zealand. They have flexible age limits, with different selection criteria, depending on the requirements of a particular post. **In an age where technology plays a significant role in human affairs, we do need specialists with technical skills, and Lateral Entry eminently serves the purpose. However, the approach has to be flexible, depending on the needs of the situation and need not be confined to the level of Joint Secretary.** Even in the present system, persons with technical qualifications serve as Directors in central ministries. Specialists must serve a specific purpose and need not perform the functions of a Joint Secretary, the domain of generalists.

Civil Service reform is the need of the hour and the time is opportune to throw open the subject, including the issue of creamy layer in reservations, for a public debate.





Nudging a Toolkit to Communicate in the Space of Policy Making



Dr. Annapoorna Ravichander

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Introduction

Nudging is a technique that involves policy makers and public in making certain decisions or even adapting behaviours without impinging on freedom and personal choices. In fact, the term *nudging* is derived from behavioural economics. In the space of Public Policy, it helps improve the decision-making process and benefits both communities and decision makers.

Nudging was introduced in 2008 by Richard Thaler and Cass Sunstein in their book titled [*Nudge: Improving Decisions about Health, Wealth, and Happiness*](#). Typically, the theory was based on the idea that by moulding environment (which is also known as Choice Architecture) people can be influenced. A key factor of Nudge Theory is the ability for an individual to maintain freedom of choice and to feel in control of the decisions they make.

Today it is considered a core part as a Policy Toolkit in several countries. Think Tanks can also adapt nudging when they discuss Policy Making or want to actively engage with Policy makers.

Nudge Theory has three key elements:

1. Does not force people to engage in a particular behaviour

2. Encourages freedom of choice,
3. Does not suggest large economic incentives.

How does it help Policy Decision-Making?

Think Tanks and policy makers often try to get positive results when policies are introduced and want to see that it works and meet expectations. This is where nudging can play a significant role in managing the behaviour of individuals towards socially desirable outcomes without heavy-handed regulation. Some of the benefits are as follows:

Cost Effective

Requires low-cost interventions and can be used as a cost-effective strategy. For example, nudging can provide timely reminders.

Augments Decision Making

Helps counter biases by encouraging better choices rather than irrational choices by structuring it to help people move towards optimal outcomes. Thus, it promotes decisions which lead to better societal outcomes.

Encourages Acceptance of Policies

Due to the nature, it allows people/stakeholder to accept policies which invariably leads to higher acceptance.

Respects Individual Freedom of Choice

It can be particularly effective in helping individuals who might struggle to make decisions in their best interest due to lack of information or cognitive limitations. It serves as an inclusive tool since it can be customised based on the needs and audience.

Key Features of Nudging

- Respects freedom of choice and does not force individuals to make a decision but guides them towards making better choices
- Presents choices and alternatives which are framed by choosing the right architecture where policymakers can influence the behaviour of people in a desired direction
- Does not warrant penalties or offer rewards but relies on changes that are required.

Nudging Example

Since healthcare is an important factor for almost all countries in the world Government can use the Nudge Theory to bring awareness to people by nudging them to adapt healthy habits. For example, give up smoking, engage in physical exercises, eat healthy, to name a few. By doing so, a government can create an individual who is "nudged" towards a healthier lifestyle, while still maintaining her/his autonomy.

In an article titled [Applying Nudge to Public Health Policy: Practical Examples and Tips for Designing Nudge Interventions](#), the authors have defined three steps to design Nudge Practice. It includes:

1. Identify the target behaviour

- a. Identify target population and degree of behaviour
- b. Significant to improve policy outcomes
- c. Measurable to gauge the impact of nudge intervention.

2. Identify the friction and fuel of the behaviour

- a. Review if the process can be broken further, hence microscopic approach
- b. Developed from the standpoint of the target population and not a policymaker
- c. Include relevant stakeholders to ensure that important information is not missed

3. Design and implement Nudge

- a. Promote the target behaviour
- b. Overcome barriers
- c. Take advantage of the enablers identified in the second step.

Conclusion

If used well, nudging theory can play a vital role in the area of policy decision-making. As an important Public Policy Toolkit, it helps in influencing behaviour in a positive manner. As a behavioural science it helps in structuring policies and programmes to encourage and not to compel choices. Today, it has become an increasingly popular approach in Policy design across various sectors.





Reports of Karnataka Regional Branch Event

Training Programme for Officers of the Karnataka Administrative Service

The **Karnataka Regional Branch** of the IIPA, in collaboration with the **Karnataka Administrative Service Officers Association** and **E-Governance Department, Govt. of Karnataka** organized a day-long **Training Programme**

for officers of the **Karnataka Administrative Service (KAS)** on **'Major E-Governance Applications'** on 19 August 2024 at the IAS Officers

Association Building, Infantry Road, Bengaluru. The programme was inaugurated by the **Chief Secretary of Karnataka, Smt. Shalini Rajneesh, IAS**. **Mr. T.M. Vijay Bhaskar, IAS (Retd.)**, Chairman of the Branch presided over the programme. **Mr. Ujjwal Kumar Ghosh, IAS**, Secretary, DPAR (E-Governance), Govt. of Karnataka, graced the Inaugural function.



Qualified Resource Persons delivered lectures on the following E-Governance applications:

1. E-Office;
2. Khajane II;
3. Human Resource Management System;
4. SAKALA; and
5. E-Procurement

About 40 KAS officers benefited from the Training Programme. Based on the enthusiastic response from the participants and the request for more such programmes, the Karnataka Regional Branch will be organizing similar training programmes on themes which would be beneficial for the officers.

Online Certificate Course on 'Governance in Action'

The **Centre for Research in Social Science and Education (CeRSSE)**, JAIN (Deemed-to-be University) and the **Karnataka Regional Branch of the Indian Institute of Public Administration, (IIPA-KRB)**, conducted the First Edition of a 36-hour

online **Certificate Course** on **'Governance in Action'** from 22nd July to 5th August 2024. This intensive programme featured sessions by eminent officials and provided participants with a comprehensive understanding of various aspects of governance.

Resource Persons



The **Online Certificate Course on Governance in Action (CCGA)** culminated in a **Certificate Distribution Ceremony** held online on August 27, 2024. The event brought together participants, Faculty, and distinguished guests to celebrate the successful completion of the course by 68 participants from various institutions across India. The course, designed and conducted by the **Centre for Research in Social Sciences and Education (CeRSSE) of Jain (Deemed-to-be) University**, in collaboration with the **Karnataka Regional Branch of the Indian Institute of Public Administration (IIPA-KRB)** aimed to empower participants with theoretical and practical insights into governance, and prepare them to apply their knowledge in real-world contexts.

Dr. Priyanca Mathur, Head of CeRSSE, Jain University provided a comprehensive overview of the CCGA course. She explained that the course was meticulously designed to cover the theoretical foundations of governance, while also integrating practical modules aimed at fostering critical thinking and

problem-solving skills in real-life governance scenarios.

The **Keynote Address** was delivered by **Mr. T. M. Vijay Bhaskar**, former Chief Secretary of Karnataka, and Chairman of IIPA-KRB. He gave invaluable insights into governance and the complexities of public service. His address focused on the evolving nature of governance in India and the importance of ethical leadership in navigating the challenges of Public Administration. Mr. Vijay Bhaskar encouraged participants to apply their learnings from the CCGA course to their professional endeavours, stressing the need for a proactive, solution-oriented approach in governance.

The **Guest of Honour** was **Prof. Sridhar Murthy**, a renowned figure in the Indian Space Programme and an expert in Space Policy and International Relations. Prof. Murthy spoke about the role of interdisciplinary approaches in addressing global governance challenges, emphasizing that governance in the 21st century demands collaboration across various sectors.

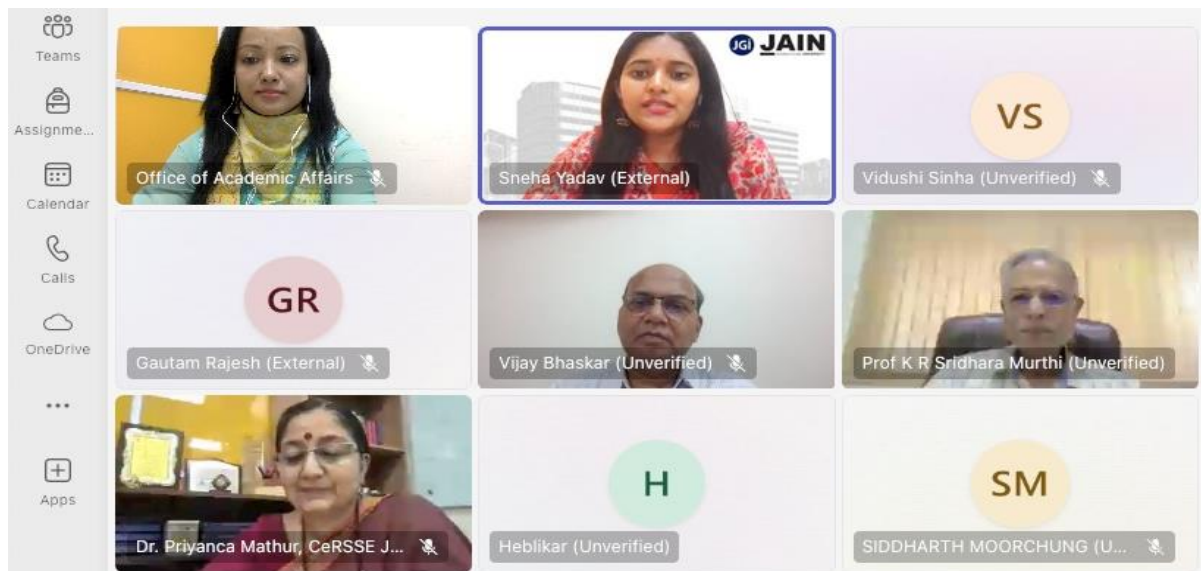
The Certificate distribution was anchored by **Dr. Sneha Yadav** and **Dr. Rubina Pradhan**. The participants, drawn from diverse academic and professional backgrounds, were commended for their hard work and dedication throughout the course. This moment symbolized the culmination of the 13-day learning and engagement for the participants.

After the certificates were distributed, the floor was opened for an **Open House session**. Participants spoke about the practical applications of the course in their professional lives, expressing

gratitude for the opportunity to engage with senior Civil Servants with rich experience and expertise in various sectors of governance. The feedback provided further testament to the course's positive impact, particularly in enhancing participants' understanding of governance frameworks and their real-world implications.

Dr. Sneha Yadav, Assistant Professor at CeRSSE welcomed those present, and compered the event. **Mr. Gautam K Rajesh** delivered the concluding remarks.

Below: Screenshot of closing event.



Memorandum of Understanding with Fiscal Policy Institute

Mr. T.M. Vijay Bhaskar, IAS (Retd.), Chairman, IIPA-KRB and **Dr. Vishal**, IAS, Secretary, Planning Department and Director, Fiscal Policy Institute, Government of Karnataka exchanged MoUs on 6th September 2024 in the IIPA-KRB office. **Mr. S.V. Ranganath**, IAS (Retd.), former Chief Secretary of Karnataka (*second from right*) and **Dr. D. Jeevan Kumar**, Secretary, IIPA-KRB (*extreme left*) were present.





Book Review

Governance and Development in Karnataka *One State, Many Worlds*

Edited by Anil Kumar & D. Jeevan Kumar
Writers Choice Publications, New Delhi
Pp. 335. Rs.1495 (HB) 2024

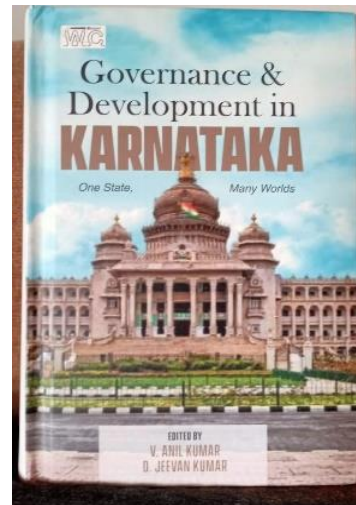


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Fifteen authors, two editors and two eminent persons who have written the Forewords is what brings value and relevance to the book titled *Governance and Development in Karnataka: One State, Many Worlds*. The book has been categorised into four sections which brings relevance to the topics and most important making reading useful for the readers. The categories include:

1. **Regional Disparities** (five authors)
2. **Politics of Data** (two authors)
3. **Ecological and Economic Governance** (two authors)
4. **Welfare and Social Justice** (six authors)

The history of Karnataka from modernity to a Reformed Development has been traced and presented by the various authors based on their expertise and experience. The authors have discussed succinctly on the economic growth and industrial development, governance and administration, land reforms, **regional equalities** to name a few. This section is a very important feature for the book, since it sets the tone for the flow of the book.



Referring to complexities and surrounding interpretation, usage and management of data the section on **Politics of Data** focusses on the role of stakeholders in Karnataka refers to the complexities and controversies surrounding the collection, management, interpretation, and use of data by the government, political parties, and other stakeholders in the state. *What makes this section important is that the issues raised are relevant due to the increasing role of data in governance, political strategy, and public policy.*

Broadly the author describes that the challenges underscore the need for a multifaceted approach to data implementation in Karnataka, involving better infrastructure, capacity building, legal reforms, and a focus on inclusivity and transparency. He also stresses on the quality and accuracy of data where the methods to collect data needs to be synchronised and systematic. Data should also be fresh and not redundant and old. Another key challenge is privacy and security in data collection and management. In his conclusion the author has very nicely stated, "*Karnataka is well poised to realise the benefits of a digital economy with its well-established information technology and communication infrastructure and*

multiple digital ecosystems like digital identity and digital payment systems”.

The section also has an interesting topic on **“Data Base for Enabling Development”**. In general, creating a comprehensive database for enabling development in Karnataka involves collecting, organising, and analysing various types of data across multiple sectors. This database would serve as a crucial tool for informed decision-making, policy formulation, and effective governance. The author concludes by stating that there should be a scientific approach in allocating funds and not just based on the needs of a ruling political party.

The category on **Ecological and Economic Governance** has contributions from two authors who focus on Conservation Planning on Bannerghatta Road National Park and challenges and the second article focusses on initiatives in E-Governance and Land Administration.

The author elicits the importance of *“collaborative or adoptive governance which places a strong emphasis on bottom-up participation and group learning from varied and experienced stakeholders...”*

The second article is on **E-Governance in Land Administration: Initiatives in Urban and Rural Areas of Karnataka**. The author traces the historic background of what is a city survey and then moves on to the various elements that include stages of collecting and maintaining property records. The readers are also introduced to the rural experience and the approach and process that was followed to address various facts. Moving on to key concerns the author concludes by stating, *“Interventions in policy and implementation process mechanism will make it a fool proof system”*.

The last category **Welfare and Social Justice** has contributions from six authors. In the first article, the authors have assessed Governance of Welfare Schemes in Andhra Pradesh and Karnataka. They have covered a wide spectrum of areas to elicit their analyses. The chapter also includes the various schemes initiated by the State Governments and the authors have supported their points with relevant Tables. They conclude the Chapter by stating, *“...in an atmosphere of party-politics the welfare measures are determined more by party considerations than by their intrinsic growth”*.

An interesting article is analysing the **Rajiv Gandhi Chaitanya Yojana (RGCY)** from a gender lens. The author has crafted the article by stating the objectives of RGCY and clearly brings out the gaps in the scheme, with reference to transgender. The chapter is supported by interactions with Project Supporting Agencies (PSAs). An important factor is that the PSAs do not have a strong role in selecting beneficiaries at the Gram Panchayat levels and is solely motivated politically. As a result, no *“principles are laid down by the Operational Guidelines”*. *Despite the RGCY being an important and much-needed initiative, it failed to make an impact due to several administrative and implementation challenges.*

The authors in the next chapter deal with **Political Participation and Representation of Religious Minorities in Karnataka**. They argue that a democratic government is guided by its Constitution to understand the role of administration and the relationship with the State and citizens. The chapter then moves on to explain the processes in representation of religious minorities in Lok Sabha and in Karnataka. Using data from the Tables presented, the authors state, *“...the real pressing social-economic-educational and political deprivations of minorities are not taken*

up: instead, emotional and sensational issues are deliberated”.

The next chapter, ***A Critical Analysis of Laws Relating to Human Trafficking: With Special Reference to Marginalised Communities in India*** discusses the prevalence of human trafficking in India and the laws and policies related to it. Hailing the role of India on being a signatory of international conventions the authors has resulted in setting up various laws and policies to deal with this serious issue. The concluding remarks in this chapter sums up stating, “*Human trafficking is classified as a crime against humanity...hence the Government should also make the much-needed changes in its approach to dealing with the trafficked victims*”.

The next chapter focusses on ***Women Empowerment in Karnataka with reference to Government Welfare Schemes***. As a way of introduction and to set the context, the author explains basic concepts, definition and the schemes related to women empowerment. An interesting aspect is the discussion on **Gender Budget** where the Government of Karnataka has taken major efforts to

promote gender equality. In fact, it is one of the three States in India that has implemented **Gender-Based Budgeting**. The author concludes by stating that “*Women’s empowerment is a critical component and the programmes have become increasingly important in society.*”

The last chapter titled ***Gender Inequality Among Muslims: Myths and Realities*** explores the subject of gender inequalities existing in Muslim society. It traces the historical evidence of emergence of Islam in India and succinctly puts forth the Quran version of equality. With a good comparison and in-depth understanding of the subject, the author explains some of the popular myths associated with the subject. To quote the author, “*The socio-economic profile of Muslim women in India shows that the participation of women in household economic decisions is relatively slow*”.

The book provides a 360-degree approach to important aspects in Karnataka which has been well-researched and presented by the authors.





Branch Members' Writings in Popular Media



Paper Leaks a result of Flawed Education, Growing Unemployment

Dr. A. Ravindra, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
in *Deccan Herald* dt. 9 September 2024

Healthy competition aimed at promoting quality and excellence is yielding place to unscrupulous and unethical competition; maximising profit being the sole motive and means gaining priority over ends. The entire issue needs to be addressed seriously...

Read more at: <https://www.deccanherald.com/opinion/paper-leaks-a-result-of-flawed-education-growing-unemployment-3181879>



A Deep Philosophic and Ethical Crisis

Mr. Gurucharan Gollerkeri, IAS (Retd.)
Director, School of Social Sciences
M.S. Ramaiah University of Applied Sciences (MSRUAS), Bengaluru
in *Deccan Herald* dt. 27 August 2024

The normalisation of violence against women, the lack of moral leadership, and the failure of education to instil ethical principles have contributed to the crisis.

Read more at: <https://www.deccanherald.com/opinion/a-deep-philosophic-and-ethical-crisis-3165185>



Review of Aruna Roy's The Personal is Political — An Activist's Memoir

Smt. Uma Mahadevan-Dasgupta, IAS
Additional Chief Secretary & Development Commissioner
Government of Karnataka

Aristotle famously said the purpose of knowledge is action, not knowledge. And in the words of Perumal Murugan, "There are many who speak, but very few who act." Aruna Roy has spent her entire lifetime engaged in constructive action. She looks back at her years of social activism after she resigned from the IAS in 1975 to work for the rural poor

In *The Hindu* dt. 26 July 2024

Read more at: <https://www.thehindu.com/books/book-reviews/review-of-aruna-roys-the-personal-is-political-an-activists-memoir/article68425376.ece>



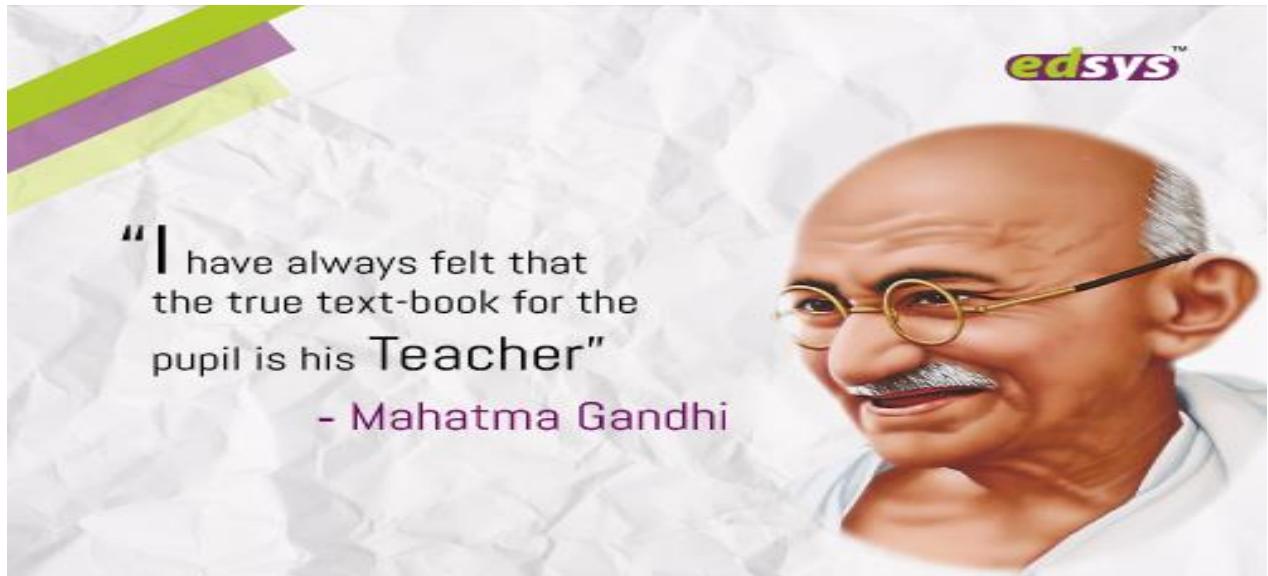
Outsourced but not to be Forgotten

D. Jeevan Kumar
Hon. Professor
Karnataka State Rural Development & Panchayat Raj University, Gadag

Do contract employees working for the government have constitutional and legal rights concerning their service conditions? A recent judgement by Justice M G S Kamal of the Karnataka High Court addressed this issue.

In *Deccan Herald* dt. 26 August 2024

Read more at: <https://www.deccanherald.com/opinion/outsourced-but-not-to-be-forgotten-3162531>



**Inspirational quotes by Dr. Sarvepalli Radhakrishnan
on Teachers and Teaching**

- ✓ "The true teachers are those who help us think for ourselves."
- ✓ "Teachers should be the best minds in the country."
- ✓ "The teacher's mission is to ignite the spark of curiosity in young minds."
- ✓ "A good teacher is a master of simplification and illumination."
- ✓ "The greatest sign of success for a teacher is to be able to say, *'The children are now working as if I did not exist.'*"
- ✓ "Teachers are the custodians of the highest values of civilization."
- ✓ "The teacher's role is to encourage, inspire, and kindle the fire of knowledge in young minds."
- ✓ "A teacher's influence never dies; it goes on forever."
- ✓ "The best education is that which teaches us to think, not what to think."
- ✓ "The greatest teachers are those who inspire us to become better versions of ourselves."



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