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Civil Services Day

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भारत सरकार

Department of Administrative Reforms & Public Grievances

Ministry of Personnel, Public Grievances & Pensions

Government of India

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DAY 1: 20TH APRIL 2017

INAUGURAL SESSION

WELCOME ADDRESS BY SECRETARY, DARPG



Shri C. Viswanath, Secretary, Administrative Reforms and Public Grievances

Hon'ble Union Home minister, Hon'ble Minister of State for Personnel, Public Grievances & Pensions and the Prime Minister's Office, Respected Cabinet Secretary, Respected Addl. Private Secretary for Prime Minister, former Cabinet Secretaries, Addl. Secretary ARPG, distinguished guests, colleagues, ladies & gentlemen. It is indeed my honour and privilege to welcome the Hon'ble Union Home Minister for the inaugural session for the 11th Civil Services Day celebrations today. We thank you Sir, for graciously agreeing to be the Chief Guest for today's function. It is on this very day in 1947 that Sardar Vallabhbhai Patel addressed the first batch of Civil Servants. We have been celebrating the Civil Services Day since the year 2006. I also extend a very warm welcome to the Hon'ble Union Minister of State for Personnel, Public Grievances and Pensions. Sir, your constant guidance and encouragement has been a great source of strength for all of us. I welcome respected Cabinet Secretary, who has mentored us throughout the journey of awards culminating at the Prime Minister's awards which will be given away tomorrow. Sir, I am grateful to you for your continued guidance and support. I would also like to welcome the Addl. Principal Secretary to Prime Minister, who has been a great source of strength to me as well as the entire Department of Administrative Reforms. All its activities

is due to his endeavor, specially in organizing the CSD. I welcome the former Cabinet Secretaries, distinguished guests and all those who are viewing these proceedings of the Civil Services Day live across the State and Districts of the country. In fact the whole program is being telecast and made available through webcast. Recipients of the Districts are also connected. I am glad to inform you that already those who have come here told me that they are celebrating it in a very very big way in their State and District also.

The theme for this year's Civil services Day is Making New India. This marks the beginning of a new era which takes forward the dreams and aspirations of the people and we as public servants have great responsibility in realizing this vision of the Hon'ble Prime Minister. The inaugural session will followed by sessions on creating values through Human Capital Management, Agriculture, Energy and Skill Development and Entrepreneurship. Eminent personalities from diverse fields are invited for the panel discussions and adequate time has been allotted for interactions with the panelists. As per the direction of the Hon'ble Prime Minister, we have called for papers on creating value through Human Capital Management from all the District Collectors and District Magistrates. In addition to this, IAS officers of batches from 2013 to 2016 were asked to respond to questionnaires based on 55 shortlisted initiatives of this year's priority programme and innovation. The best 55 shortlisted initiatives were put on a portal on which we called for their responses. I am please to inform you that very large number of officers, 533 District Collectors and Magistrates submitted their papers on human capital management and 615 officers out of 690 officers of the batches 2013-16, responded to the questionnaires. I thank all these officers for responding at a very short notice and for their useful input and inform that they would set the context for the discussion in the ensuing sessions that we would be having today. This year the Prime Minister award for excellence are being given for implementation of priority programs namely Pradhan Manti Krishi sichaai Yojana, Pradhaan Mantri Fasal Bima Yojana, e-National Agricultural Market, Deen Dayal Upadhyay Gram Jyoti Yojana, Startup India, and Standup India as well as for excellence in innovations. To ensure a level playing field, States UT,s are grouped into three categories North East and Hill States, Union Territories and the remaining States. Hon'ble PM at the previous CSD function desires a wider participation of districts in the award scheme. I am happy to mention that we received 1515 applications from 599 districts under the priority program category and 830 applications under the innovations category totaling to 2345 applications. I wish to thank all officers who have overwhelmingly participated in the award process. Committees at various levels were involved in screening applications based on parameters of the scheme, presentations by District Collectors and other officers, 8.5 lakh citizen feedback calls, and on spot study conducted by fifty five, two members teams. Empowered committee chaired by Cabinet Secretary made its recommendations for kind approval of the Hon'ble Prime Minister. These awards will be presented tomorrow by the Hon'ble Prime Minister. It is my privilege and pleasure to once again welcome the dignitaries on the dais and the distinguished guests and the colleagues who have gathered here to celebrate the 11th Civil Services Day. I hope there would be a

very useful and meaningful discussion in today's session and all Civil servants should renew their commitment to the service of the people of the Nation. Thank you.

FILM ON JOURNEY OF PRIME MINISTER'S AWARDS 2017



Film on journey of Prime Minister's Awards 2017

The film started with a quote of Sardar Vallabhbhai Patel taken from his address to probationers of all India Administrative Services at Metcalf House Delhi on 21st April 1947.

Film depicts short clip of address of honorable Prime Minister Shri Narendra Modi on 10th Civil services Day emphasizing on participation of all the districts for Prime Minister's Award.

The Film then showcased journey of Prime Ministers awards presented on 11th Civil Services Day on 21st April 2017. This journey covered the entire selection process right from online registration by the district /organization to the final selection through citizens feedback, spot study and evaluation by the Committees at different levels.

Film can be viewed at : <http://darpq.gov.in/sites/default/files/films/Journey-to-Pm-awards.html>

ADDRESS BY HON'BLE MINISTER OF STATE (PMO & PP)



Shri Jitendra Singh, Hon'ble Minister of State (PMO & PP)

Hon'ble Home minister, Shri Rajnath Singh ji, Cabinet Secretary Shri P.K. Sinha ji, Additional Principal Secretary Dr. P.K. Mishra ji, Secretary ARPG Shri Vishwanath ji, Addl Secretary ARPG Mrs. Usha Sharma, elite Civil Servants present in this hall on the occasion, friends, Ladies & Gentlemen. As was being mentioned it was exactly 69 years ago in 1948 around the same time, same month that the then Home Minister of India, Sardar Patel, addressed the first batch of IAS Officers, within a few months soon after the Independence and therefore, to me it is a great sense of pride and great sense of indication that we have over the years successfully carried out the legacy from one generation to the other, from one batch of Civil Services to the other and once again today, Ladies and Gentlemen, the ambience is the same the sense of pride is the same and occasion is the same, once again we have a galaxy of IAS officers seated before us, to be addressed by our most illustrious Home Minister Shri Rajnath Singh ji, who enjoys the reputation of being an able administrator having left a mark in whatever position he was in the Government. Therefore with a great sense déjà vu and pride I commemorate and dedicate this occasion with a considerable degree of gratitude to the present Home Minister Shri Rajnath Singhji, because we would'nt have had a better person to commemorate the first occasion which was addressed by Sardar Vallabhbhai Patel.

Over the years the Civil Service Day has emerged as an occasion for collaborative learning, for a change of experiences, for a change of best practices, for a platform for change of innovation, which you have seen in the film which was screened right now. It is an occasion to reorient ourselves to the changing needs of an evolving nation to reorient

ourselves to the making of new India. At the same time we also to agree and adapt ourselves to the vision of contemporary political leadership. Over the years the IAS has also come a long way ever since it is re-incarnated from its earlier avatar of the ICS and the civil service officers graduated from being kings messenger to a public servant from being a feudal collector to the district development commissioner. This being a long journey on both sides, political leadership as well as the bureaucracy of the country. But in the last three years as you would have realized from the presentation made by Shri Vishwanath followed by the film, there is a remarkable difference, there has been a conscious effort to bring in more of transparency, more of accountability in governance and at the same time a series of new incredible public welfare schemes ranging from Jan Dhan to Mudra. Six of them are also being considered for the awards which would be presented tomorrow. Needless to say, If we have succeeded in achieving success in the implementation of these schemes of the Modi Government and also succeeded in achieving the target that we have set before us, I have no hesitation to say that the single most important factor guiding us has been the unflinching commitment and single minded focus on public services. I think you all deserve a louder clap. Usually under our bureaucratic discipline we are very enthusiastic to clap for the Ministers but when there is a compliment for ourselves then we are bound by protocol discipline, but I think you all really deserve a clap.

Under this government, we have laid before us the target of Minimum Government and Maximum Governance and it is my considered view that in order to achieve good governance, the essential tool is the civil servant, a bureaucrat and you cannot achieve the target of good governance without a good civil servant. Therefore I am glad to share with the honourable Home Minister that in the last two to three years we in the Ministry of Personnel have cautiously tried to create an atmosphere, which is conducive for our officers to put in their best, by providing a work friendly environment where they could put in best of their ability without feeling intimidated on any account from any quarter. At the same time, I have observed D/o AR&PG as part of this Ministry is more of a Research and Development wing of the Government of India. Often it is not said so, many be the officers, don't feel comfortable being posted here but had it been in the corporate sector Sir, it would have been the most sought after department. But we are privileged that we are approached by officers when they are aggrieved. Such as when their empanelment is delayed, their promotion is delayed. When I came into the Ministry, I was told that this is one department where any officer who seeks an appointment with you would come moaning, lamenting, complaining but I am glad that we have tried to change that scenario and while taking upon ourselves the responsibility of being a true R & D wing of the government, we are constantly innovating, experimenting, researching, evolving in order to, as being popularly said, to perform, reform and transform. Therefore even for the observance of the Civil Services Day, we have tried to be innovative.

From last year the format was changed. Whereas last year it was linked to the priority programs of the Government, this year it's more wide based, as is being said, we have almost 90% of the districts participating for PM's Awards, which in my political

learning, as it is easier for me to understand, sounds like a two third majority. This is a compliment for all of us.

Even today, following immediately after the inaugural session, we have different sessions devoted to different subjects, which would actually be devoted to the understanding of various areas of Governance to enable us to improve our future road map and I am sure by tomorrow, by the end of this event, all of us would go back wiser than before and would also be better equipped and more confident to live up to the Government's vision of Making New India, which incidentally happens to be the theme of today's event. Thank you once again.

ADDRESS BY HON'BLE UNION HOME MINISTER



Shri Rajnath Singh, Hon'ble Union Home Minister

भारत सरकार के कार्मिक राज्यमंत्री, श्री जितेन्द्र सिंह जी, Addl. Principal Secretary to Prime Minister, Dr. P.K. Mishra ji, Cabinet Secretary Shri Pradeep Kumar Sinha ji, Secretary Department of Administrative Reforms & Public Grievances, Shri C. Vishwanath, Addl. Secretary Administrative Reforms and Public Grievances, Smt. Usha Sharma, केन्द्र तथा राज्य सरकारों के वरिष्ठ अधिकारीगण एवं अन्य देवियों एवं सज्जनों । सबसे पहले Civil Services Day के अवसर पर मैं आप सभी लोगों को अपनी तरफ से हार्दिक शुभकामनाएं देता हूं। पर आज जब मैं आपको सम्बोधित करने के लिये आप के समक्ष खड़ा हुआ हूं तो बैठे बैठे मैं ये सोच रहा था कि इस सभागार में जिन लोगों के सामने मैं बैठा हुआ हूं वो भारत के कितने सौभाग्यशाली लोग है।

जिन्होंने कि 21, 22, 23, 24, 25 साल की उम्र में उस मुकाम को छुने में कामयाबी हासिल की, जहां पर अधिकार भी है, जहां पर अच्छा-खासा वेतन भी मिलता है, रूतबा भी है, काम करने का अवसर भी है और जो न्यूनतम आवश्यकताएं होती हैं जो न्यूनतम सुविधाएं मिलनी चाहिए काम करने के लिए, वो न्यूनतम सुविधाएं भी उपलब्ध होती है। विरले लोग ऐसे भारत में हैं जिनको ये अवसर इतनी कम उम्र में हासिल होता है। इतने कम उम्र में अवसर हासिल करने वाले आप जैसे लोग ही आज यहां पर बैठे हुए हैं। और देश को मैं जानता हूं आप सबसे बहुत बड़ी उम्मीद हैं, उसमें कहीं दो मत नहीं है। आज हमारा भारत आजादी के इतने वर्षों के बाद पूरी दुनिया में एक अपनी हैसियत रखता है। आज दुनिया की जो योग्य important economy है उनमें आज हमारा भारत गिना जाता है, उसमें एक major contribution civil services के officers का भी है। आज हमारा भारत विश्व के fastest growing economy के रूप में इमर्ज कर चुका है, सभी स्वीकार करते हैं। Investment के बारे में भी सोचना होता है तो लोग सोचते हैं कि दुनिया का कौन सा

देश है जहां पर कि investment करना चाहिए, जहां पर मुनाफा हो, लाभ हो। स्वाभाविक रूप से लोगों की नजर पड़ती है किसी देश के ऊपर वो भारत के ऊपर पड़ती है और आजादी के इन 70 वर्षों में लगभग हम सभी इस सच्चाई को स्वीकार करेंगे कि लोगों के जीवन स्तर भी पहले से कुछ improve किया है, बढ़ा है।

स्वाभाविक है उसके परिणामस्वरूप लोग better quality services की अपेक्षा लोगों से करते हैं और better quality services लोगों की अपेक्षा के अनुरूप कौन provide करे, मैं समझता हूँ कि वो provide करने की सबसे बड़ी जिम्मेदारी यदि किसी के ऊपर है तो आप जैसे civil servants के ऊपर है जोकि उनकी अपेक्षा के अनुरूप better quality services provide कर सकती है। भारत के पहले गृह मंत्री सरदार बल्लभ भाई पटेल ने 21st April, 1947 को administrative services training स्कूल में probationers को सम्बोधित करते हुए कुछ guiding principles उन्होंने दिये थे और मैं समझता हूँ कि उस समय वो सारे guiding principle जितने relevant थे, आज भी सारे guiding principles उतने ही relevant हैं। और Indian civil services के बारे में उन्होंने कहा था कि यदि मैं इसे steel frame की संज्ञा दूँ तो, steel frame की संज्ञा देना अतिशयोक्तिपूर्ण नहीं होगा, यह सरदार बल्लभ भाई पटेल ने कहा था और आज भी मैं यह महसूस करता हूँ। जिस Services को उन्होंने steel frame कहा था, आज वहीं steel frame आजादी के 70 वर्ष गुजर जाने के बाद भी कमजोर नहीं पड़ा। आज थोड़ी मुझे चिंता हुई। 9.45 से यह कार्यक्रम प्रारंभ होना था तथा हम लोग कार्यक्रम में भाग लेने के लिए 5 minute पहले ही यहां मौजूद हुए। लेकिन कार्यक्रम प्रारम्भ हुआ 9.57 पर। कारण बहुत सारे हो सकते हैं, कारण सही भी हो सकते हैं, लेकिन मैं समझता हूँ यह एक अवसर है हमको introspect करना चाहिए कि ऐसे हालात क्यों पैदा हुए, और अच्छा होता कि न पैदा हुए होते, क्या कहीं न कहीं कोई हमारी commitment में कमी आ गई है क्या? क्या हमारा यह steel frame कहीं से कमजोर पड़ने लगा है क्या? और यह बात मैं इसलिए कह रहा हूँ क्योंकि हम सबको इस संबंध में गम्भीरतापूर्वक विचार करना चाहिए। पर यह बात मैंने इसलिए कही, मैं जानता हूँ कि कुछ अटपटा भी लग रहा होगा कुछ लोगों को, लेकिन इसलिए कही है क्योंकि मिनिस्टर के रूप में भी कई बार काम करने का इस देश में अवसर मुझे प्राप्त हुआ है। Chief Minister के रूप में मैंने काम किया है, Chief Minister के रूप में यदि किसी कार्यक्रम को सम्बोधित करने के लिये जाना होता तो स्वाभाविक है कि 10 मिनट पहले से लोग मौजूद रहते थे, लेकिन मिनिस्टर के रूप में भी मैंने देखा है, जब भी किसी कार्यक्रम को address करने के लिए मुझे जाना हुआ 3 मिनट, 4 मिनट, 5 मिनट पहले से लोग कार्यक्रम में बराबर मौजूद रहते थे। लेकिन यह पहली बार मुझे देखने को मिला है और मैंने समझा कि यह उचित forum है कि मुझे अपने इस विचार को लोगों के सामने रख देना चाहिए ताकि, यह Civil Services Day का एक ऐसा forum होता है जिस पर कि हम introspect करते हैं, हम विचार करते हैं, हमने जो यात्रा तय की थी, उस यात्रा के दौरान हमने क्या किया, हमारा performance कैसा रहा है, आगे हमें और क्या करना है, और किस टारगेट को अचीव करना है, इसलिए मैंने इसकी चर्चा यहां पर की।

मैं यह भी मानता हूँ कि Civil Services की continuity ने इस देश की quality में कभी Vacuum नहीं आने दिया और इसका भी श्रेय अगर जाता है तो Civil Services को ही जाता है। यह administrative continuity भारतीय लोकतंत्र की सफलता का एक महत्वपूर्ण कारण है। Civil services के बारे में हमारी एक सोच है कि Civil Services में काम करने वाले लोगों का काफी multidimensional रोल है, इसमें कहीं दो मत नहीं है। लिंच पिन का रोल भी Civil Services में काम

करने वाले लोग निभाते हैं, जैसे पूरे सिस्टम को बांध के रखना और पूरे सिस्टम को जोड़कर रखना यह आप जैसे अधिकारी ही करते हैं, और जहां तक Civil Servants के मौजूदगी का प्रश्न है, कोई ऐसा क्षेत्र नहीं है जहां पर हमारे Civil Servants मौजूद ना हों। आप भी यह सच्चाई जानते हैं कि हमारे Civil Servants को काफी अधिक powers, बहुत अधिक शक्तियां भी मिली हुई हैं, लेकिन इस हकीकत को भी हमें स्वीकार करना पड़ेगा कि जब किसी के पास शक्तियां आती हैं, powers आते हैं तो अकेले नहीं आते हैं, बल्कि साथ में responsibility भी लेकर आते हैं, powers comes always with responsibility. और पावर यह केवल responsibility के साथ नहीं आता है बल्कि responsibility के साथ साथ accountability भी आती है। बोल चाल की भाषा में लोग responsibility और accountability में इन दोनों में भेद नहीं करते। भई, आपकी जवाबदेही थी, आपको करना चाहिए था। बोल चाल की भाषा लोग बोलते हैं लेकिन मैं यह मानता हूं कि responsibility जो होती है, वो कई लोगों के साथ share की जा सकती है, लेकिन accountability केवल एक की होती है। कोई टीम लीडर है, टीम लीडर के रूप में, एक Civil Servant अपनी responsibility share तो कर सकता है परन्तु accountability का जहां तक सवाल है, वो accountability से कभी मुक्त नहीं हो सकता। और जहां तक आपका सवाल है, आप Government के permanent part हैं, जबकि political setup तो बदलता रहता है समय के साथ। इसलिए आपकी जवाबदेही आपकी जिम्मेदारी किसी भी सूरत में कम करके नहीं आंकी जाती। नहीं आंकी जानी चाहिए और ना आंकी जाती है। ऐसा मैं मानता हूं।

मैं यह भी मानता हूं Civil Servants को हमेशा यह प्रयास करना चाहिए कि he or she should become a part of the solution. They should never be a part of problem. और मुझे कई अधिकारियों के साथ काम करने का अवसर मिला है, और ऐसा महसूस किया है, लेकिन कभी कभी ऐसा भी अवसर प्राप्त हुआ है, जिस responsibility के साथ अपनी जिम्मेदारी का निर्वाह करना चाहिए कुछ लोग कभी कभी मिलते हैं, रेयर ऐसा होता है, लेकिन अधिकांश को मैंने देखा है Civil Service में काम करने वाले officers को, पूरी responsibility के साथ अपनी जिम्मेदारी का निर्वाह करते हैं। इस हकीकत को भी समझते हैं कि हमारे ऊपर responsibility है, हमारी accountability भी बनती है। मैं समझता हूं इसके प्रति भी हम सबको सजग रहने की भी आवश्यकता है। Responsibility, accountability के साथ एक तीसरी चीज है जो महत्वपूर्ण है वो है impartiality. Civil Services में यदि impartiality नहीं होगी, निर्णय लेने की क्षमता प्रभावित होगी। अगर हम निर्णय करेंगे भी तो आवश्यक नहीं है कि वो निर्णय सही हो। Impartial नहीं रहेंगे तो निर्णय गलत भी हो सकता है और समस्या के समाधान के बजाय समस्या का हिस्सा बनने का खतरा ज्यादा पैदा हो जाता है। इसके प्रति हम सबको सजग रहने की आवश्यकता है। मौजूदा केन्द्रीय सरकार, development और good governance के प्रति पूरी तरह से committed है और आप केन्द्र सरकार की योजनाओं और policy implementation से भी अच्छी तरह परिचित हैं। आप यह भी जानते हैं इस government ने क्या क्या टारगेट्स निर्धारित कर रखे हैं, लेकिन इन सब सारी चीजों से जो आप बेहतर जानते हैं। जहां तक सरकार का प्रश्न है, यह सरकार जिस चीज के लिये जानी जाती है, विगत ढाई, पौने तीन वर्षों में वो है डिग्री of commitment और strong conviction। सरकार की एक identity, सरकार की जो पहचान विगत ढाई, तीन वर्षों में हमारे प्रधानमंत्री के नेतृत्व में बनी है, वो पहचान बनी है degree of commitment से और strong conviction के कारण। मैं समझता हूं Civil Services में चुने गये हर व्यक्ति को इसकी जानकारी होगी, और नहीं होगी तो इसकी जानकारी होनी

चाहिए। हमारे प्रधानमंत्री ने 2022, यानि आजादी का अमृत महोत्सव देश में मनायेंगे, तब तक के लिए कुछ टारगेट भी उन्होंने निर्धारित किये हैं। उन्होंने कहा है साफ तौर, 2022 तक भारत के हर परिवार में रोटी, कपड़ा और मकान के साथ भी बेहतर शिक्षा और स्वास्थ्य की सुविधाएं लोगों तक पहुंचनी चाहिए यानि **development** और **good governance** की रोशनी जो समाज की सबसे अंतिम सीढ़ी पर बैठा हुआ है, उस तक भी 2022 तक पहुंचनी चाहिए। यह हमारे प्रधान मंत्री का लक्ष्य है। समाज की अंतिम सीढ़ी पर जो बैठा हुआ, व्यक्ति भी उदय होना चाहिए। और पंडित दीन दयाल उपाध्याय ने अंतोदय का **concept** दिया था लेकिन इस हकीकत को समझना चाहिए कि हम सबके लिए, जो भी इस सरकार में काम कर रहे हैं, कि अंतोदय हमारे लिए केवल एक शब्द नहीं है, बल्कि अंतोदय हमारे लिए शपथ है। अंतोदय हमारे लिए पथ भी है, अंतोदय हमारे लिए प्रण भी है, और अंतोदय हमारे लिये लक्ष्य भी है, इसलिए पूरे **commitment** के साथ इस अंतोदय की अवधारणा को हमें व्यावहारिक धरातल पर उतारना है। स्वभाविक है इस शपथ को पूरा करने के लिये **Civil services** को और अधिक **active** और **effective** रोल प्ले करने की जरूरत है, और एक बात और, जिस चीज की मैं यहां पर चर्चा करना आवश्यक समझता हूं कभी कभी जनता के बीच आप काम करते हैं लोगों को लगता है कि **system** में हमारी **say** नहीं है, हमारी इस **system** में जैसी सुनवाई होनी चाहिए वैसे नहीं है। लेकिन जिले स्तर पर भी हम लोगों ने राजनीतिक क्षेत्र में काम किया है, और मैं अपने बारे में बतला सकता हूं कि 21 साल में मैं **college** में **lecturer** बना और उसके बाद मैं, उसके पहले भी स्टूडेंट लाइफ में, मैं राजनीतिक गतिविधियों में हिस्सा लेता रहता था, लेकिन छोटी उम्र में भी ऐसे अधिकारियों को हमने देखा है कि उस जिले का बड़े से बड़ा कोई नेता भी कोई रहता, उससे भी अधिक भले ही, कोई मंत्री भी उस जिले का क्यों ना हो, लेकिन लोगों के दिल में सम्मान यदि रहता था तो उस जिले के **District Magistrate** अथवा उस जिले के एस पी यहां तक कि एडीएम और एसडीएम के प्रति। उनको यह लगता था कि यह शख्स ऐसा है कि जिसके पास मैं जाता हूं तो वह मेरी बात सुनता है, और हमारी समस्या का समाधान करने की कोशिश करता है, और ऐसे हालात तभी पैदा हो सकते हैं जबकि हमारे वो अधिकारी संवेदनशील, **sensitive** हो, तभी होगा। और मैं तो यह मान कर चलता हूं कि **Civil Servant** को दो आइडिया भले ही कम आए, या ना आये तभी भी चलेगा, लेकिन सुनने का **patience** होना चाहिए। जिसके अंदर सुनने का **patience** होगा वो बेहतर चीजों को समझ भी सकेगा ऐसा मेरा मानना है। आपने सुना ही नहीं, किसी को झिड़क दिया, और वो उपेक्षित होकर वहां से चला गया तो जो **common masses** में आपको **reputation command** करना चाहिए वो **reputation common masses** में आप किसी भी सूरत में **command** नहीं कर पायेंगे। इसलिये इस ओर विशेष ध्यान देने की आवश्यकता है। एक बात मैं नये अधिकारियों को भी कहना चाहता हूं क्योंकि मैं सामने देख रहा हूं कि इनकी सर्विस 8 साल या 10 साल, 12 साल, 14 साल की है ऐसे भी **officers** यहां मौजूद हैं, उनसे कहना चाहूंगा जैसे हमारा **administrative structure** है **political executive** और **civil services** को मिलकर काम करना होता है। लेकिन जब हम **political executive** के साथ काम करते हैं तो मैंने कभी कभी यह देखा है कि **political executive** यदि कोई गलत आदेश देता है, उसके बावजूद सामने का अधिकारी जल्दी बोलने की हिम्मत नहीं करता है। मैं आप लोगों से **from inner core of my heart**, ये अपील करना चाहता हूं कि **political executive** से आपको डरने की जरूरत नहीं है। आपको लगता है कि हमारे मंत्री ने, हमारे **political executive** ने हमसे कोई गलत बात कही है, विनम्रतापूर्वक, शालीनतापूर्वक आप उसे बतलाइये कि सर कानूनन ये बात सही नहीं है। जरूरत हो तो आप वो एक्ट दिखाइये, **rules and regulations** दिखाइये, लेकिन उनको **convince** करने की कोशिश कीजिये। अगर फिर भी वो बात नहीं करते उनको सीधे **file** पर **order** करने दीजिए। आप

गलत order file पर मत करिये। हां में हां मिलाने के चक्कर में आप अपनी नीयत के साथ धोखाधड़ी मत करिये। मैं तो यह मानता हूं कि political executive को, कभी कभी इंटरवीन करने की जरूरत होती है, इंटरवीन करना चाहिए लेकिन हर समय interfere नहीं करना चाहिए। मैं वही बातें लोगों में कह रहा हूं जिसका कि निर्वाह अपने पूरे राजनीतिक जीवन में भिन्न-भिन्न जिम्मेदारियों को निभाते हुए मैंने किया है। मैं policy implementation की चर्चा करना चाहता हूं। Policy implementation की जिम्मेदारी भी हमारे civil servants के ऊपर है। इन policies के माध्यम से जो बदलाव आने वाला है उसका संदेश भी आम जनता तक लेकर यदि कोई जाता है तो आप ही जाते हैं। इसलिए मैं मानता हूं कि आपकी भूमिका एक agent of exchange की भी होती है।

आजादी हम लोगों को 1947 में मिली। उसके बाद कई बदलाव देश में आये और मैंने देखा है, अनुभव किया है, देश में जब बदलाव आता है तो हमारे civil services से जुड़े हुए लोग, हमारे civil servants, वो अपनी भूमिका और अपनी शैली को, उनको लगता है upgrade करना चाहिए, upgrade समय समय पर उन्होंने किया है, उसमें भी बदलाव लाया है, यानि समय के साथ कदम ताल करने में भी उन्होंने कभी संकोच नहीं किया है। और यह आवश्यक है और होना भी चाहिए। जैसे आज की दुनिया में काफी हद तक technology oriented और technology driven इस समय समाज हो गया है अधिकांश। अब ऐसे हालात में हमें नयी opportunity तलाशने की जरूरत है। और आजकल हर तरफ development और good governance पर focus किया जा रहा है और हमारे प्रधान मंत्री जी तो विशेष रूप से development और Good Governance पर focus करते हैं। और मैं मानता हूं कि Civil servants की भूमिका इन दोनों focus areas में technology के सहारे और अधिक efficient and effective हो सकता है। और आप स्वयं भी महसूस कर रहे होंगे कि जब से technology का application आपने सबने प्रारम्भ किया है, आपकी भूमिका पहले से कहीं ज्यादा efficient हुई है और पहले से कहीं ज्यादा effective हुई है। और Good Governance के commitment को पूरा करने के लिए, JAM जनधन, आधार, mobile strategy जो भारत सरकार ने अपनाया है और आप देख सकते हैं कि जन धन योजना के अंतर्गत यह प्रधानमंत्री जी का एक firm conviction था। हम लोग पहले कहा करते थे कि हमारी सरकार कभी बनेगी तो हर परिवार का अकाउंट बैंकों में खोलेंगे। लेकिन बहुत सारे लोग यह कहते थे कि यह सम्भव नहीं है, लेकिन हमारे प्रधान मंत्री ने इसे कर दिखाया है, और आज 28 crore हमारे बैंक अकाउंट खुल चुके हैं। मैं कहूंगा कि शत प्रतिशत बैंक अकाउंट परिवारों के खुल चुके हैं तो कहना भी यह exaggeration नहीं है। और वैसे ही finger prints का जहां तक सवाल है, biometrics का जहां तक सवाल है, उस पर 113 crore लोगों के biometrics capture किये जा चुके हैं। मोबाइल का जहां तक सवाल है, मोबाइल तो आजकल हर घर में है, और केन्द्रीय सरकार इन तीनों JAM के conversion से good governance को smart governance के रूप में तब्दील कर रही है। और वो दिन दूर नहीं है कि जब भारत में सर्विस delivery mechanism काफी हद तक यह डिजिटल हो जाएगा सभी लोग यह मानने लगे हैं। अब तो दुनिया के दूसरे देश के लोगों ने भी यह स्वीकार कर लिया है। दुनिया के किसी देश में सर्वाधिक तेजी के साथ डिजीटाइजेशन का सिलसिला प्रारंभ हुआ है तो भारत में प्रारंभ हुआ है, दुनिया के दूसरे देश के लोग भी मानने लगे हैं। अब स्वाभाविक है कि सर्विसेज की Delivery में जो भ्रष्टाचार की शिकायतें मिलती थी वो भ्रष्टाचार की शिकायतें कम हुईं और काफी हद तक कम हुईं भी हैं। एक बात और यहां पर मैं चर्चा करना

चाहूंगा कि एक सिविल Servants के रूप में आपको Rules और Regulations का interpretation और implementation बहुत खुले दिमाग और progressive सोच के साथ करना चाहिए ।

कभी-कभी मैं देखता हूँ कि Rules और Regulation के implementation के बारे में जिस खुले दिमाग और progressive सोच के साथ उसे करना चाहिए उसमें कहीं-कहीं विरले ही ऐसे अधिकारी होते हैं जिनके स्तर पर यह देखने को मिलता है और decision की कसौटी केवल एक ही होनी चाहिए, राष्ट्रहित । इस देश का हित और लोकहित यानी जनता का हित यही जो है decision की कसौटी होनी चाहिए । इसके अतिरिक्त कोई दूसरी कसौटी नहीं हो सकती किसको खुश करना है, किसको नाराज करना है, यह कसौटी नहीं बन सकती । इस राष्ट्र का हित, इस लोक का हित, यही decision की हमारी कसौटी है । मैंने यह भी देखा कभी-कभी कुछ अधिकारी निर्णय लेने से बचना चाहते हैं, मैंने ऐसा अनुभव किया, इसके चलते बहुत बड़ा नुकसान होता है, क्षति होती है । Progress और process काफी हद तक ठहर जाते हैं । इस संकट से कैसे निपटारा मिले । मैं मानता हूँ कभी अफसर नया हो सकता है यदि किसी भी ऐसे clause को लेकर अथवा किसी rules के provision को लेकर यदि कहीं पर कोई confusion है तो अपने senior के साथ, colleague के साथ maximum जितना deliberation, discussion जो कर सकते हैं, करिए, लेकिन decision लीजिए । उसमें कहीं किसी प्रकार का संकोच नहीं होना चाहिए और आपकी image एक decisive officer के रूप में emerge होकर आनी चाहिए, जनता के सामने कि हम decision लेने में कभी पीछे नहीं हैं । और मैं कहना चाहूंगा कि हम सेवा, केवल सेवा में सिविल सर्विसेज में काम करने वालों के ही नहीं, बल्कि मैं तो कहता हूँ कि सारे समाज, जीवन के किसी भी क्षेत्र में काम करता हो, मनुष्य की सबसे बड़ी भूख यदि कोई होती है तो मान, सम्मान, स्वाभिमान की सबसे बड़ी भूख होती है ।

हर मनुष्य चाहता है यदि मैं लंबे समय तक काम कर रहा हूँ भले ही मैं बैठकर काम कर रहा हूँ, लोगों के द्वारा हमको सम्मान प्राप्त हो, इज्जत हासिल हो, सबकी यही इच्छा रहती है । लेकिन आप सब ने यह महसूस किया होगा जो व्यक्ति छोटे मन का होता है, उसे जिंदगी में लोगों का सम्मान प्राप्त नहीं हो पाता जो बड़े मन का व्यक्ति होता है उसे ही जिंदगी में सम्मान प्राप्त होता है । काम करते समय, फैसले करते समय हम बराबर इस बात का ध्यान रखें । कहीं हम छोटे मन से कोई फैसला तो नहीं कर रहे । फैसला यदि करना है तो बड़े मन से ही करना चाहिए और बड़े मन से यदि आप फैसला करेंगे, भले ही वो फैसला कठोर क्यों न हों, आपको सुख की प्राप्ति होगी, आनंद की प्राप्ति होगी । और मेरा मानना है कि बड़े मन से यदि कोई फैसला करता है जितने बड़े मन से वो फैसला करेगा, जितने बड़े से वो काम करेगा magnitude of sukh, magnitude of Aanand, सुख की मात्रा और आनंद की मात्रा अपने आप बढ़ जाती है । यदि मैं थोड़ी देर के लिए कहूँ आपका मन एक circle है तो circle का circumference जितना बढ़ाते चले जाएँ उसी ratio में magnitude of Aanand, बढ़ता चला जाएगा । अब जैसे मैं mathematics और physics का student रहा हूँ तो इसे formula में कहना हो तो मैं कह सकता हूँ circumference of मन is directly proportional to the magnitude of sukh- यानी मन जितना बढ़ा करते चले जाएँ, उसी ratio में सुख और आनंद की मात्रा बढ़ती चल जाएगी । और मैं बता दूँ आप बड़े से बड़े philosopher, बड़े से बड़े संत महात्मा से भी आप पूछिए जो आध्यात्मिक होता है जो spiritual होता है उसका मन बड़ा होता है । छोटे मन का व्यक्ति कभी आध्यात्मिक नहीं हो सकता, कभी spiritual नहीं हो सकता । इस हकीकत को भी हमको समझना चाहिए । positive attitude का जहां तक सवाल है, इसके बारे में मैंने चर्चा की है । लेकिन डॉ. जितेन्द्र सिंह जी विचार व्यक्त कर रहे थे तो उन्होंने minimum government और

maximum governance की बात कही है । इस सिद्धांत को हमारी सरकार ने अपनाया है । और कई Area से हमारी government ने अपने को withdraw किया है । लेकिन कई Area से हमने अपने को withdraw किया है, तो इसका मतलब यह नहीं होता कि सरकार का role वहां से पूरी तरह से समाप्त हो गया है । वहां भी सरकार का role है । private enterprise और healthy competition को तभी बढ़ावा मिलेगा जब हम system एक enabling और regulatory authority के रूप में अपनी जिम्मेवारी निभाएं तभी इसका लाभ मिलेगा । किसी भी policy का implementation इस बात पर depend करता है कि उसके enabling elements तैयार करने के लिए जो rules और regulations है, बने हुए हैं, वह कैसे हैं । rules and regulations बनाते समय इस बात का निश्चित रूप से ध्यान रखा जाए कि लोगों को काम करने में इन rules और regulations के कारण सहूलियत हा। कभी-कभी देखने में मिलता है कि rules और regulations बनाते समय हम इस चीज का अधिक ध्यान नहीं रखते कि लोगों को जो encouragement मिलना चाहिए वह encouragement नहीं मिलता है बल्कि discouragement मिलता है । बातें बहुत सारी है इसलिए बातों को और बहुत ज्यादा लंबी न करते हुए अंत में मैं यह कहना चाहूंगा कि सिविल सर्विसेज डे का यह मंच discussion, deliberation करने और साथ ही साथ explainable points को explore करने के लिए हम सब को एक opportunity प्रदान करता है। स्वाभाविक है सरकार को, maximum benefit मिलेगी । यहां आप discussion करेंगे, , deliberation करेंगे और explainable points को explore करेंगे । उसका लाभ यदि किसी को मिलना है, उसका लाभ देश को मिलना है, सरकार को मिलना है । मैं केंद्र और राज्य सरकार के उन अधिकारियों को बधाई देता हूं जो public administration के विभिन्न क्षेत्रों में excellence के लिए सम्मानित होंगे । सम्मानित तो प्रधानमंत्री जी उनको करेंगे, लेकिन आज ही मैं उनको अपनी तरफ से अग्रिम बधाई देता हूं । और अभी हमने जो फिल्म देखी साफ तौर पर उन efforts को दर्शाती है जो administrative reforms और grievances department ने awardees के चयन के किया । बहुत ही मैंने गौर से देखा और सिविल सर्विसेज डे यहीं नहीं कई जगह जिलों में भी मनाया जा रहा है, यह जानकारी मुझे दी गई है और कई training institutes में भी यह सिविल सर्विसेज डे मनाया जा रहा है और मुझे बताया गया है कि जितने स्थानों पर इस बार सिविल सर्विसेज डे मनाया गया है शायद इसके पहले इतने स्थानों पर पहले नहीं हुआ है जितना कि इस बार हुआ है ।

मैं समझता हूं कि इस प्रकार के कार्यक्रम अपने-आप को review और reorient करने में काफी मददगार साबित होते हैं । उनसे काफी मदद मिलती है और आगे जो आपका session चलेगा relevant issues पर session होंगे और human capital management, agriculture, energy, skill development, entrepreneurship पर यहां पर चर्चाएं भी होंगी और मेरा विश्वास है सार्थक चर्चा होगी । और प्रधानमंत्री की making new India की जो अवधारणा है, making new India का जो स्वप्न है मुझे विश्वास है इस देश में यदि कोई साकार करेगा तो आप सभी साकार करेंगे । आपके द्वारा ही वह साकार होगा, ऐसा मेरा पूरा विश्वास है और आज के अवसर पर इससे ज्यादा कुछ न कहते हुए आप सबको शुभकामनाएं देते हुए मैं अपना निवेदन समाप्त करता हूं ।

VOTE OF THANKS BY ADDITIONAL SECRETARY, DARPG



Ms. Usha Sharma, Additional Secretary, Administrative Reforms and Public Grievances

परम श्रेष्ठ गृह मंत्री जी, परम सम्माननीय राज्यमंत्री जी कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय, सम्माननीय Cabinet Secretary महोदय, सम्माननीय Additional Principal Secretary to Prime Minister, सचिव, प्रशासनिक सुधार और लोक शिकायत विभाग, उपस्थित वरिष्ठ अधिकारीगण, व साथियों ।

प्रशासनिक कौशल को बुलन्दियों पर ले जाने की विभाग की इस सतत् प्रयास में जुड़ी हुई संस्थाओं व अधिकारियों ने भरपूर सहयोग दिया है । सभी सहयोगियों को मेरा हृदय से आभार ।

सम्माननीय गृह मंत्री जी ने अपना अमूल्य समय देकर हमें अनुगृहीत किया, आपका हार्दिक अभिनन्दन । माननीय राज्यमंत्री जी ने समय समय पर अपने बहुमूल्य सुझाव देकर हमें इस पूरी प्रक्रिया में जो मार्गदर्शन दिया है उसका सादर आभार ।

राष्ट्र के प्रशासनिक तंत्र के मुखिया व मार्गदर्शक श्रीमान Cabinet Secretary महोदय ने इस यात्रा में निरंतर मार्गदर्शन देकर हमें प्रशासनिक कौशल का स्वरूप निखारने में guide किया है, आपका हृदय से आभार । Additional Principal Secretary to Prime Minister को भी उनकी उपस्थिति के लिए मेरा कोटि-कोटि आभार ।

हमारा लक्ष्य है कि सम्पूर्ण प्रशासनिक मशीनरी चाहे वे राष्ट्रीय स्तर, राज्य स्तर, जिला स्तर या ग्राम पंचायत स्तर की हो एक सामान्य जन के लिये सहयोगी व मित्र की भूमिका अदा कर सके ।

अन्त में, मैं पुनः आप सभी को, सभी संस्थाओं को, साथियों को जिन्होंने अपनी भूमिका इस आयोजन को सफल बनाने में दी है, मैं उनका हार्दिक अभिनन्दन करती हूँ । धन्यवाद । जय हिंद ।

PANEL DISCUSSIONS

PLENARY SESSION

Creating value through Human Capital Management in Government



Creating Value through Human Capital Management in Government

Panel Discussion

—
20th April, 2017



Issue 1: Annual Performance Appraisal Report based evaluation of employee is subjective and not motivating

Lack of clear job profile/ job charts leading to lack of clarity of goals and accountability		No linkage of performance to outcomes
No differentiation in evaluating performance of individuals		Permanence in civil service often leads to complacency



How do we effectively measure and reward performance for enabling efficiencies and accountability?



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Issue 2: Current work environment does not support creative problem solving and fostering innovative ideas

- Work environment does not enable leveraging the full potential of human capital
- Does not promote risk taking / implementation of innovative ideas
- Limited lateral entry of professionals from industry who can bring in new thoughts



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Creating a Healthy & Positive Work Environment



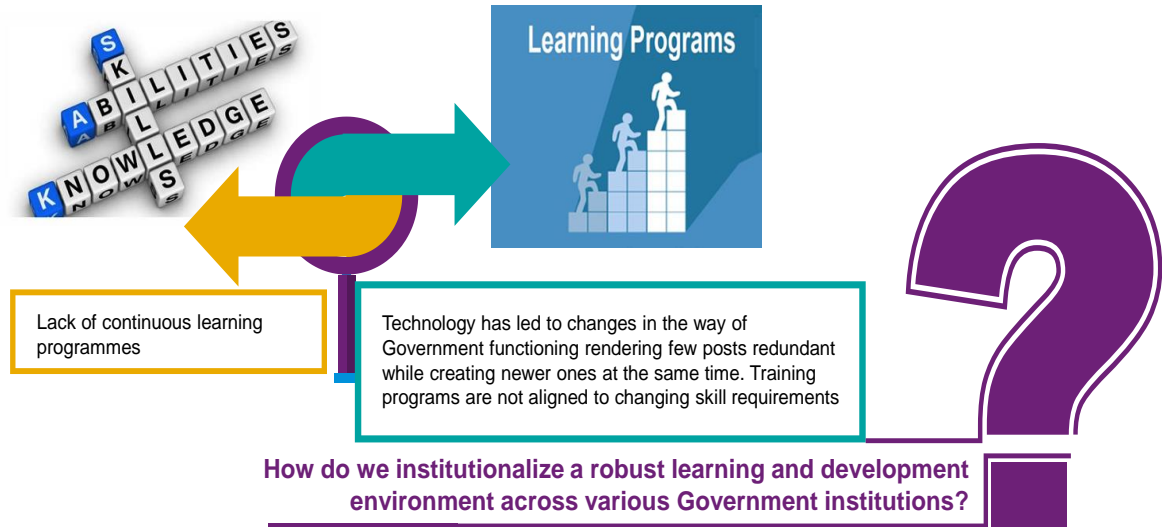
How do we maximize human capital potential and foster creativity and innovation?



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Issue 3: Limited upskilling/ re-skilling opportunities for middle and ground level Government functionaries



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INTRODUCTION

The topic for discussion was 'Creating value through Human Capital Management in Government'.

EMINENT SPEAKERS

Chair

Dr. Jitendra Singh,

Hon'ble Union Minister of State (Independent Charge)
for Ministry of Development of North Eastern Region,
Minister of State in the Prime Minister's Office, Minister of State of Personnel
Public Grievances & Pensions, Atomic Energy and Space

Moderator:

- **Shri Arun Kumar**
Chairman and CEO, KPMG India

Panelists:

- **Mr. B. P. Sharma**
Secretary, Department of Personnel and Training, Gol

- **Ms. Aruna Sundararajan**
Secretary, Department of Electronics and Information Technology, GoI
- **Ms. Roopa Kudva**
Managing Director of Omidyar Network India Advisors
- **Mr. Sandeep Chaudhary**
Chief Executive Office India of Aon Hewitt

OUTLINE OF THE SESSION & OPENING REMARKS

Mr. Arun Kumar, Chairman and CEO, KPMG in India, introduced the agenda of the session. Worldwide Governments have been asked to change the way they legislate, deliver critical services to the public, manage internal operations, interact with multiple constituents, introduce new regulations, technologies, and enhance focus on citizen-centricity. To enable the same, it is imperative to focus on personnel development, revamp the administrative structure, and leverage changing technology to improve Government processes. Some of the questions that the panel explored upon over the course of the discussion, were ‘How do we undertake the task of personnel development and institutional strengthening in Governments that are so complex?’, ‘What are the areas where we seek an urgency for change?’, and ‘How do we work towards the objective of Minimum Government, Maximum Governance which will bring us closer towards the objective of making New India’.

The session revolved around discussion on key following issues.

1. Annual Performance Appraisal Report based evaluation of employee is subjective and not motivating
2. Current work environment does not support creative problem solving and fostering innovative ideas
3. Limited upskilling/ re-skilling opportunities for middle and ground level Government functionaries

DISCUSSION

Issue 1: Annual Performance Appraisal Report based evaluation is subjective and not motivating

Through an audio-visual, Mr. Adil Zainulbhai, Chairman at QCI highlighted that while all the civil servants are above-average, in terms of intellect, it is important to have a mechanism to differentiate the performance of individuals so that people who are working really hard should be rewarded and underperformers can be culled out.

Mr. B. P. Sharma, Secretary DoPT, initiated the discussion on the issue by articulating how the system of Annual Confidential Report (ACR) had served the purpose of annual appraisal, empanelment and career progression of personnel in the Government. The

major issues in performance assessment cropped up because of the inherent disconnect that existed between the ACRs and the career progression decisions by the Government. Also the placement decisions were majorly taken based on the reputation of the civil servants concerned. With little importance being given to ACRs, it eventually went down in its importance. ACRs did no longer remain confidential. As per the Devdutt judgment of the Hon'ble Supreme Court, while taking any decision on promotion, empanelment, or other benefit to the personnel on the basis of his/her ACRs, no adverse action against him/ her can be issued without formal communication of the ACR to the personnel concerned, which eventually led to the over assessment of the subordinates by the officers. Additionally, the individual work plans in a Department are not aligned to the organizational action plan that should encompass all the activities being performed by the Department concerned. It is imperative, therefore, that the individual work plans should flow from the organizational action plan which in turn should be congruent with the organizational objectives. It would also be rationale to tweak the numerical weightage to work attributes and personality traits to 60:40 to accommodate a better performance assessment. The gradation system of performance evaluation may be revamped into a percentile system (Top 30%, 30-90%, bottom 10%), and the same may be overseen by a committee of secretaries of interlinked Departments. The online database of performance evaluation can further be used to normalize the ratings given by the evaluators to ensure that over assessment could be mitigated from the system of performance assessment.

Mr. Sandeep Chaudhary, CEO, AON Hewitt, stressed on the 3 important points. One is to have a clear understanding of the organizational vision and objectives by every individual within the organization. Two significance of the clarity on how an individual's performance across the hierarchical levels, can make an impact on the accomplishment of the objectives of the organization and third is a clear articulation of the returns of performance management, including the financial rewards, career progression, and training and development.

Ms. Aruna Sundararajan, Secretary, M/o Electronics and Information Technology, pointed out that, today, one of the major challenges that the Government is facing is that there is no interlinking between organizational performance and individual performance. Under the circumstances, an individual is often evaluated on the basis of his/ her attributes. While the performance of all individuals within an organization are strongly interrelated and correlated to the performance of the organization, the evaluation of the performance of an individual so to say in a vacuum or in an isolation will not help the cause.

Dr. Jitendra Singh highlighted the fact that the mechanism of evaluation over the years has changed. He emphasized that the assessment should be carried out in the light of assignment given to the personnel and its complexities. While an institutionalized mechanism for performance management is mandated in the long run, performance appraisal may include a mechanism to incorporate the inputs by the civil society that would majorly include the youth aspirations of the country.

Issue 2: Current work environment does not support creative problem solving and fostering innovative ideas.

Through an audio-visual, Mr. A. K. Nigam, Former Advisor (Additional Secretary) Indian Railways highlighted that a lot of efforts are made while recruiting excellent people in Government but their performance is below expectations because the organizational structure is such that they become risk averse believing that more work would mean more mistakes, less work less mistakes and no work would mean no mistake. To this Ms. Shelly Singh, Co-founder and Chief Business Officer at People Strong asked whether the employees are being appropriately incentivized to come up new ideas and perform more than their mandate. Mr. Rai Mahimapat Ray, Deputy Commissioner of Bokaro also highlighted that the motivation to outperform is low as the opportunities of job advancement are negligible in the organization.

Ms. Roopa Kudva, divided her comments into 2 parts to find solutions for the new India. One is what can we learn from private sector and secondly, what does it really take to foster innovation. Her comments were primarily from technology and digital lense, which in her view would play a defining role in human capital management agenda for the government over the next ten to twenty years. The private sector is also today in the midst of assessing digital trends and trying to figure out how they can either cope with them or how they can take advantage of them.

Technology change is accelerating, industries are getting disrupted and dramatically reshaped. The way the work gets done is going to change, the types of job roles are going to change, some jobs are going to disappear because of automation while other new jobs are going to come up. In India today we are therefore in a situation where on the one hand the government is gearing up to come up with appropriate regulations and policies for a society and an economy that is becoming increasingly digital and on the other hand the government itself trying to become a digital with initiatives like Adhaar or the Jan Dhan Adhaar or even the very ambitious digital India program. This will eventually requires a massive exercise of change management and upgrading human capital in Government.

She looked forward innovation in Government in three critical areas. One, in re-imagining government work particularly in the areas where the Government is delivering services to the public by leveraging data and analytics in the way that have never been done before and by actually engaging with citizens in a far deeper manner than that has happened in the past. Second in attracting and retaining the top quality talent in the government which is needed for digital government and the third is to figure out organization structures that break down silos that existed across departments, enables people to work together and also enables government to work with more flexibility, provide more flexibility to the government employees and also provide more flexibility for itself in placement of employees resources where it is more needed.

While the demand for a Government job is expected to soar over the years, it is important for the Government positions itself to attract and retain the best talent of the country and to assess the kind of skills that are going to be required in government over the next 10 to 20 years. Government itself is going to be affected by automation. The routine task like data collection, data processing, predictable physical tasks are going to be automated and therefore the demand for skills to manage top end technology, data scientists, behavioral experts or human centered design experts and very high level of citizen facing skills, is going to increase.

So the skills that are required in the government to operate in a digital area and become a digital government are going to be very different. In order to attract these skill sets, the government will have to tune itself to what workers want and what workers value. People want greater flexibility, they want facilities like remote working, an opportunity to have many multiple experiences in their careers. When they feel that they have reached a limit of learning or they don't see opportunities to grow, they would like to see a change. One must remember that the youth are interested in having wider social impact and therefore in the past they naturally attracted towards government service, but today there are many more opportunities to have such impact. Finally, she highlighted that innovation can only be achieved once we are able to tap the knowledge of our human resources, organize them in a more robust manner, and draw meaningful insights from them.

Mr. Sandeep Chaudhary stressed on the importance of continuously questioning the status quo, rather than following the process, and the significance of the creation of a mechanism of incentives within the Government to foster innovation and creativity. The biggest disconnect in the Government, today, is between where the time and efforts actually get consumed at an individual entity level, versus what gets actually measured and what are the incentives or rewards that eventually come in the hands of the people on accomplishment of the assigned tasks. While the largest amount of training budget in the country gets consumed by the Government, deployment of resources, too often, has no link between the job assigned and the training imparted.

Ms. Aruna Sundararajan, pointed out three major compelling obstacles before innovation in Government. First we have single point expenditure orientation assessment. She said the performance of somebody having spent 100% of the resource which was given to him can not be assessed with what he has done to solve certain big problems. Second, we insist on process and precedent. We have an over whelming culture of risk aversion because should there be the slightest deviation from precedent, the penalties could be very harsh. Therefore, the whole system is geared up to ensure that somebody just keeps things moving along. We are not actually looking for great problem solvers to come in the Government. Lastly, we certainly believe that Government knows best. We actively have policies which discourage fresh thinking coming into government, and even when windows are available, we immediately encourage to close them down so that we work within the resources that we have inside the Government. It is therefore imperative to

move towards a more dynamic outcome oriented approach, rather than following the status quo.

Mr. B.P. Sharma, spoke about intricacies in lateral entry into the Government. He said that as per provision in General Financial Rules we can hire experts on contractual basis and we can take benefit of their experience and educational qualification for assistance in Government Projects. In many areas exchange of ideas or the sharing of experience between the private sector and the government are extremely useful. But it also has to be seen in view of certain facts. Firstly, the environment under which the civil servants work is somewhat different from the environment where a private sector executive is working. The political environment, the interplay of judiciary, the need for transparency and all these make the job of a civil servant quite difficult. So while taking somebody from the private sector as a lateral entrant, then their experience should be watched over a period of time. It cannot be directly inducted at the highest level, because wrong choice at that level can be disastrous also. So if at all lateral entry is to be made at policy making level, there should be a time over in which government should have an option to watch his/her performance and decide to continue or dispense with his/her services. The question of conflict of interest also has to be looked into in such cases because one would come to the government in the Ministry/Dept. being specialized in the same industry, which that particular Min./Dept. handles. Now in such cases, even if the officer is extremely impartial, the perception about his impartiality is also needs to be established. He mentioned that the regular recruitment to the Indian Administrative Services and other central services was very low between 1995 to 2005, in fact against the normal take of 120 -130 officers, only 40-50 officers were being taken in those period. An option which Group of Secretaries on Governance had made before the Honorable Prime Minister was that, at the Joint Secretary level some lateral entry through the UPSC on a contract basis may be made and give them a contract for 5 years. In case they are found suitable then Govt. can elevate them to higher position and the offices so desire, they could also be inducted into some central services including All India Service. So lateral entry can be useful but then it has to be seen in the context of the points highlighted by him.

Dr. Jitendra Singh, in this context, reiterated the fact that the biggest challenge of the Government would be to attract and retain the best talent, and hence, lateral entry has emerged as a compulsion, rather than a privilege, to mitigate the same. He also stressed on having an inspiring political leadership that will help uproot the tendency to defer decision-making or a tendency to 'let go' and will encourage the civil servants to adopt an out-of-the-box thinking approach.

Issue 3: Limited upskilling and reskilling opportunities for middle and ground level Government functionaries

Through an audio-visual, Ms. Shelly Singh, Co-founder and Chief Business Officer at People Strong asked if the qualification and pedigree at Government organizations are

being complemented with the enough opportunities to re-skill which will propel the organization and motivate the employees to perform their roles better.

Mr. B.P. Sharma initiated the discussion on the third issue by highlighting the types of training programmes undertaken by the Department of Personnel and Training, referring it as a herculean task. While the annual Government intake, including all levels, departments and ministries, is approximately three lakhs, there is currently hardly any short or long term training programme for the Group B, C, or D level Government functionaries. DoPT has a total annual capacity of around 10,000 candidates, which is only about 5% of the target beneficiaries, for 12-day training programmes that cover training on soft skills and domain areas. DoPT has conceptualized a blended training programme with 20 hours of e-learning and 8 hours of classroom training to be given to the three lakhs entrants and to be started from the first week of June. However, this programme is meant to address only the new entrants, and hence similar initiatives are required for the existing resources. In order to create a baseline, it is therefore rationale to undertake a skill-assessment of around 15% of the existing resources in the Government, considering the fact that an exhaustive survey would entail higher cost and time. More of motivational talks, games, group activities, role plays, storytelling, experience sharing etc. are being leveraged to provide a holistic training programme. 'Train the Trainer' programmes are also being designed to enable trainers to give meaningful trainings to public servants. There is a possibility to interlink the Administrative Training Institutes (ATIs) across the country, international agencies and universities on an online platform to impart trainings. DoPT is also organizing workshops where all these agencies and ATIs can showcase their best practices.

Ms. Aruna Sundararajan conceded that training middle and ground level Government functionaries is, too often, neglected and considered as a wasteful expenditure and not integral to the performance of the agency. She also highlighted that as a paradigm change is happening in the skilling arena, the ability to unlearn has emerged as equally important as the ability to learn. Given that there is a vast diversity of situations to respond to, gone are the days to lean back on the typical classroom type training ecosystems. As a result, 'Just-in-time' resources and 'Just-in-time' knowhow have grown in importance. Social learning over YouTube, WhatsApp, Massive Open Online Courses (MOOCs) etc. should be used more for training and dissemination of information. She also highlighted that civil servants are also a huge repository of knowledge that has been hardly leveraged. It is therefore imperative to manage these resources into a robust knowledge management platform. The platform may also provide access to human resources who could be on call to help civil servants know about a particular area of technology. Periodic trainings on areas of the trainees' choice should be made mandatory for continuous upgradation of skills of the public servants.

SUGGESTIONS

1. In the age of super-specialization, it would be rational to add a degree of specialization, based on the employee's interest, capability and prior experience in the APAR. Secondly, it would always be pragmatic to involve the civil society in many activities in industry development and social sector, as these activities can never be done by the Government in isolation of the civil society. So the APAR should have mechanisms to assess the extent of civil society support sought by a civil servant in accomplishment of the tasks assigned to him/ her. Team building initiatives should also be ingrained in the ethos and culture of Government functionaries. Ethics of government employee is also an important factor which needs to make a part of APR. Finally, lateral entry of tech-savvy research interns and college graduates should be encouraged in every Department with necessary funds allocation to the Ministries of dept. to enhance creativity and problem solving involving through technology.
2. Performance assessment of personnel should be on an online platform that should be integrated with e-Office, so that the objectivity of evaluation can be integrated by mapping the performance of the individual against the targets achieved and the contribution made by the personnel in achieving those targets. Secondly, fostering innovation in public services can be promoted by introduction of a mechanism of competition through awarding civil servants for innovation in public services.
3. Lateral entry at the high level Government positions would be difficult to sustain due to differentials in pay structure between public and private sector jobs. Innovative mechanisms, like keeping the differentials as variable, have already been attempted but without much success. It would be practical, therefore, to minimize the differential to promote lateral entry and fresh thinking at all levels in the Government.
4. Fostering innovation and promoting creativity can only be encouraged if the civil society is tolerant of mistakes made in the process, rather than harping on the consequences or ramifications of the mistakes made.
5. At present human capital engaged in the Government sector does not have the stability of tenure, and get transferred as soon as a new post is created or where the competent authority is satisfied that the transfer is essential due to special reasons or exceptional circumstances. This adversely affects quality and delivery of services provided to the common masses, as the officer does not get enough time to be acclimatized to his/ her responsibilities. The ever-present threat of arbitrary and frequent transfers also affects the morale of the officers that may adversely affect their outcome.

CONCLUDING REMARKS

Hon'ble Dr. Jitendra Singh, MOS, PP and PMO, conceded that arbitrary and frequent transfers and deployment misaligned with the type of training, are some of the systemic lapses in the Government that need to be addressed. It is high time that stability in tenure should be institutionalized in the Government while transfers or reshuffling government officials. Dr. Singh further highlighted the difference between a mistake by default and a mistake by design and stated that one should not feel intimidated or his/ her initiatives should not be deterred or killed out of the fear of making mistakes. The emoluments in the public sector cannot match those in the private. Hopefully, demarcations will thin down over the years to come.

BREAKAWAY SESSION 1

Agriculture-Doubling Farmers' Income



Contents

- 01 Fragmented agriculture value chain
- 02 Low agricultural productivity due to limited access to quality inputs and new technologies/ information
- 03 Limited market access
- 04 Insufficient risk management and insurance coverage for farmers



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Issue 1: Fragmented agriculture value chain

• Missing critical linkage between farms and markets

• Lack of diversification to cash crops/ subsidiary occupations

• Failure to include all vulnerable groups

• Insufficient agriculture start-ups to integrate the value chain



How can we strengthen and diversify the farmer value chain to enable doubling of farmer income?



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Issue 2: Low agricultural productivity due to limited access to quality inputs and new technologies/ information

- Significant portion of India's crop area is completely dependent on monsoon rains as they are not equipped with methods of manual irrigation
- Non-availability of good quality seeds, pesticides etc.
• Exorbitant prices of inputs
- Lack of affordable modern technologies such as robots, drones, cloud and data analytics
- Inadequate information to take right cropping/ sowing decisions
• Lack of knowledge on farming practices

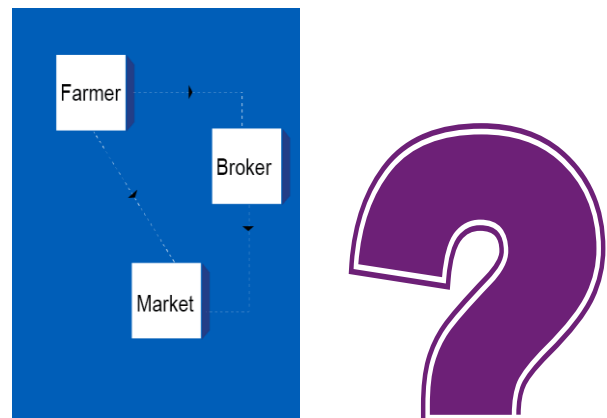


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Issue 3: Limited market access

- Significant portion of India's crop area is completely dependent on monsoon rains as they are not equipped with methods of manual irrigation
- Large dependency of farmers on local aggregators and commission agents leading to significant losses and escalated prices of the produce



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Issue 4: Insufficient risk management and insurance coverage for farmers

• Difficulties in recovering claim amounts

• All risks to agriculture (such as damage to crops due to wildlife) are not covered under insurance

• Insufficient insurance coverage due to lack of awareness, procedural issues etc.



Pradhan Mantri Fasal Bima Yojana (PMFBY) aims to bring 50 per cent of the farmers under insurance coverage by 2019.



What steps could be taken towards realization of this ambitious goal?



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INTRODUCTION

The topic for discussion was 'Doubling farmers' income'.

EMINENT SPEAKERS

Chair

- **Prof. Ramesh Chand**
Member, NITI Aayog

Moderator:

- **Shri Utkarsh Palnitkar**
National Head – Infrastructure, Government & Healthcare
National Head – Life Sciences practice
KPMG India Private Limited

Panelists:

- **Mr. Anil B. Jain**
Vice Chairman and Managing Director, Jain Irrigation System Ltd.
- **Mr. R.B. Singh**

Eminent agriculture scientists
Chancellor, Central Agricultural University, Imphal

- **Mr. Genabhai Dargabhai Patel**
Patel Progressive Farmer
- **Mr. Pravesh Sharma**
Co-founder and CEO, Sabziwala.com
- **Mr. Rabi Narayan Das**
Chairman, National Commodity and Derivatives Exchange Limited (NCDEX)

OUTLINE OF THE SESSION

Mr. Utkarsh Palnitkar commenced the session by quoting Brenda Schoepp, “*My grandfather used to say that once in your life you need a doctor, a lawyer, a policeman and a preacher but every day, for three times a day, you need a farmer*”. Farmers are the largest constituent of population in India. We have been facing some challenges in farm produce and its contribution to the economy.

Discussion on the session on ‘Doubling farmers’ income’ was on the following four pillars, covering each element of the topic.

1. Strengthening and Diversification of the Value Chain
2. Improving productivity through technology and resources
3. Enabling Direct Access to Markets for better price realization
4. Risk management and increasing insurance coverage

OPENING REMARKS

Prof. Ramesh Chand, Member, NITI Aayog, initiated the session with his opening remarks highlighting the rationale behind the Hon’ble Prime Minister’s initiative of doubling farmers’ income by 2022. He mentioned that over the years the absolute level as well as the relative level of farmers’ incomes have remained stable. As per NITI Aayog estimates, the average monthly income of a cultivator is only Rs. 10,000. Estimates also suggest that a worker involved with non-farming activities earns more than three times the income of a farmer. 22% of the farmers are still living below the poverty line. If the farmers depend solely on the agriculture earnings for their income, then 53% of them would fall below the poverty line. It is a ‘depressing factor’, that in some states the scenario of institutional debt has reached to such a limit that even 100% payment of agriculture income by farmers will not suffice to mitigate his insolvency. In many of these states, every year the increase in overdue is much more than the increase in farmer income. The average growth rate in the contribution of the agriculture sector to the GDP of the country is a meagre 2.8% over the last fifty years. Likewise the growth rate of value added by the agriculture sector has remained below 3%.

Doubling farmers' income is therefore a challenging initiative requiring approximately 10% growth in farmers' income every year. NITI Aayog has identified seven sources of income enhancement, namely increase in productivity, increase in crop intensity, improvement in resource efficiency, reduction of cost of agriculture produce, diversification from low valued crops to higher valued crops, shifting of farmer to non-farming activities, and enabling the farmers to realize a better price than before.

In countries in the South East Asia, the share of farmers in consumer prices is around 50%, while in India it varies between 20 to 30%. If this share increases from 30% to 40%, the impact on farmer's income, will not be restricted to 10 percentage point. It will be much larger, because when output price increases, the effect on income is much higher than increase in the prices. That is the power of prices, and how it can make a difference is a very big factor. The recent data from ministry of Agriculture shows that on an average area of cultivation of high yielding varieties of rice is only 68%, whereas in case of wheat it is 90%. In some of the states it is less than 40%. These indicators show that still lot of scope of improvement. In order to achieve target of doubling farmer's income by 2022, our achievement in last 10-15 years need to be accelerated by 33%.

DISCUSSION

Issue 1: Fragmented agriculture value chain

Through an Audio-visual, Mr. Sanjay Kaul, MD & CEO at NCML, highlighted that while the Central and State Governments are focused on doubling farmers' income, it will be unrealistic to think that it can be achieved solely by doubling the farm produce or doubling farm yield prices. The farmer's community or organizations can forge commercially extensively with agri business entities in supply chain and export houses in an institutional manner so that both private sector and farmers community can benefit mutually. Another focus area should be value added agriculture through better variety of produce, better grading and assaying facilities etc. so that better quality gets better price.

Mr. Pravesh Sharma, cofounder and CEO, Sabziwala.com, initiated the discussion by highlighting that India has, perhaps, the largest vegetarian population in the world. As the Western countries got industrialized, cereals got converted into animal proteins and then it was used for human consumption. In China, for example, 500 million tonnes of cereals are produced and a further 200 million tonnes are imported, to be converted to beef or pork before human consumption. Whereas, in India, with the production of approximately 270 million tonnes, to be sold primarily as cereals and not for conversion into animal proteins. Storage is a major bottleneck, given the highly fragmented and not well organized warehousing and storage facilities. Several key strategic decisions need to immediately taken up to improve and derive values from the agriculture value chain. Firstly, our country is yet to deliberate on the level of food inflation that is acceptable. It is often perceived that food inflation is overemphasized, given that the cascading effects of inflation in other major items, like fuel, is much more than that of food inflation. Secondly,

decision needs to be taken on whether the Government is going to control agriculture markets as has been traditionally done, or let them operate like the industries. While among the pillars of economy of the country, agriculture is the most globally competitive segment, the Indian law mandates the farmers to sell their produces in the mandi closest to the area of production at a price quoted by the buyer. Because of these controls imposed, industry estimates suggest that Indian farmers get at least 15% less value of their commodities than in a free trading environment. Studies of Prof. Ramesh Chand, and others like Ashok Gulati show that on an average, farmers in India have received around 15% less value for their commodities, than they would have in a free trading environment. So doubling farmer's income is not possible without taking some very clear headed, and clearly stated decisions at a strategic level, which could allow our farmers to earn more. That will come from a combination of factors. It won't come through just a few government schemes, or putting out more subsidy or making the cost of credit zero.

Prof. Ramesh Chand , highlighted that in order to streamline the agriculture value chain to a more seamless and interlinked form, it is imperative that adequate reforms are taken to liberalize the agriculture market and enhance competition by inviting more private investors and players. Resultantly, one kind of value chain will emerge for cereals, staples, pulses, and another kind will emerge in processing, value addition, and vegetables and fruits. Necessary reforms in the logistics sector and assurance by the Government of procurement at the Minimum Support Prices (MSPs) will ensure that farmers grow more and enjoy a better price realization. Mr. Chand also highlighted the importance of the role played by the individual State Governments in the framing and the implementation of the reforms and policies.

Mr. Anil B Jain, congratulated the Hon'ble Prime Minister for undertaking the noble initiative of doubling farmers' income by 2022. However, realization of the initiative would need different action plans to be drawn for farmers with low value crops in small holding areas and without access to irrigation, and farmers with better value crops and with access to irrigation, whose production can be increased by additional knowledge, technology, and access to the market. Private players may be encouraged to support farmers in enhancing their productivity and quality and assume a minimum floor price for procurement, while in return for a sustained supply chain. Mr. Jain highlighted examples of mango value chain, onion value chain, and banana value chain, exemplifying the importance of a minimum floor price for having a sustained supply of quality products. Mr. Jain highlighted that doubling farmers' income would not be difficult to achieve if a holistic approach is taken. Strategic decisions need to be taken on ensuring the supply of planting and seed materials, irrigation facilities, and connecting the production areas with the markets with a robust network of storage and logistics facilities.

Issue 2: Low agricultural productivity due to limited access to quality inputs and new technologies/ information

Through an Audio-visual, farmers highlighted the issue of dependency on rainfall for irrigation, higher prices of inputs such as fertilizers and chemicals and adulteration in chemicals.

Mr. R.B. Singh highlighted that technology, as has always been, will continue to play pivotal role in the transformation of agriculture and enhancement of farmers' income. Emphasizing the importance of biotechnology, Mr. Singh mentioned that approximately 200 million hectares of land worldwide are under biotech crops production, and around 18 million farmers, most of them being small holder farmers, are involved with them. Taking the example of BT cotton, Mr. Singh mentioned that 90-95% of the cotton production in India is based on BT cotton, with 11-11.5 million hectares of land dedicated to the production of BT cotton. He also emphasized that these products, being commercialized under biotechnology, have nowhere been rendered by science as unsafe. It has been observed that the investments in biotechnology has somewhat decelerated in the recent few years and the same needs to be revived through necessary policy and regulatory measures. He also emphasized strongly on crisper technology that can be leveraged for enhancement of farm productivity and enhancing farmers' income. Nowhere in the history of scientific publications has there been as many publications on crisper technology to help a biotechnology-led transformation or retransformation of the economy. Mr. Singh also emphasized the importance of precision agriculture to enhance productivity and quality.

Mr. Genabhai Dargabhai Patel shared his experience of how he had drawn inspiration from 'Krishi Mahotsav' organized by Sri Narendra Modi, the then Chief Minister of Gujarat, and started pomegranate cultivation in Banaskantha district of north Gujarat, which has been traditionally a water scarce district, using drip irrigation. In this context, Mr. Patel talked about the importance of drip irrigation in enhancing water use efficiency, access to market place for farmers to have an assured sale of their produces and the use of indigenous methods of production of inputs to enhance quality and productivity of crops.

Water is considered as the most critical input for augmenting agricultural productivity, and hence enhancement of water supply through irrigation facilities has been the key strategy to development of agriculture in the country. Mr. Anil B Jain reiterated the importance of irrigation and mentioned that India accounts for approximately 4% of the world's fresh water resources and 17% population of the world, clearly leading to a wide supply gap of water. The agriculture industry currently accounts for 80% of water consumption through irrigation, implying that the share of water use other than for agriculture is only 20%. Industry estimates suggest that more than 60% of the cultivable land still has no irrigation facilities, and the projected demand for water for approximately 500 million tonnes of grains and vegetables is likely to double in the next ten to fifteen years. Hence, the present scenario necessitates making agriculture in the country more drought resistant, while enhancing agricultural water use efficiency. For irrigated farmers, the use of technologies such as drips and sprinklers will not only save water by 50-60%, but can

enhance productivity by 50-100% as well. For rain fed farmers, water can be stored in a dam, from where it can be channelized to fields using pipe conveyance, rather than the conventional open canals, using drips and sprinklers to enhance water use efficiency to 85-90%. Additional investments to the tune of Rs. 500,000 Crore would be entailed for the realization of the ambitious initiative of 'Har khet mein paani' by the Hon'ble Prime Minister. Better implementation of reforms and policies in this sector should also mandate an institutional linkage between the water resources, agriculture, ground water, irrigation and food processing Departments to ensure synergies of their operations. Finally, rain fed farmers may also be encouraged to grow solar crops using solar panels, which can significantly increase their productivity and ensure better price realization.

Prof. Ramesh Chand on being questioned on the extent of mechanization in agriculture, conceded that the level of mechanization in agriculture is still suited to large land-holding farmers alone and not the smaller farmers. A traditional 30 HP tractor would be suitable for a holding size of at least 18-19 acres of land. Technology needs to be tailored for small holding farmers in the form of smaller tractors, hand-pulled tillers etc. Technology needs to be explored on the optimum use of water for irrigation, use of fertilizers. Policy changes will also be required for mechanization that is suitable for small holder technology and inspiration can be drawn from the best practices adopted by China.

Issue 3: Limited market access

Through an Audio-visual, farmers highlighted the issue of under compensation or low prices for their produce.

Mr. Rabi Narayan Das, Chairman, NCDEX, mentioned that the average monthly income of farmers in India is still around Rs. 6000 only and almost 89% of the farmers in the country are small and marginal farmers. Lack of proper infrastructure, limited handling and storage capacities, and presence of a number of intermediaries in the agri value chain restricts price realization of farmers whose share in consumers' price is marginal. Focus is required on modernizing mandis, providing access to e-platforms, and access to markets for small and marginal farmers of the country. Adequate deliberations need to be given to the development of Farmer Producer Organizations (FPOs) and involving NGOs which will at the same time reduce the disadvantages of small/ fragmented holding, enabling farmers to have professional retainers, increasing their bargaining capacity, and taking care of at least the first and second level of aggregators, and also enabling them to invest in processing and storage infrastructure resulting in a seamless and streamlined value chain. Aggregating farmer produces will on one hand reduce the cost of inputs being procured and on the other hand will ensure sale of produces as corporates prefer buying in bulk. Mr. Das narrated the success story of NCDEX with 41 farmer collectives involving 34,527 farmers as on date and 23 farmer collectives who have even opened trading accounts. Industry estimates suggest that aggregation of farmer produces can lead to an escalation of prices by 15-25%. Enhanced price realization can boost the confidence of the farmers to develop further facilities like warehousing, processing

technologies etc. Mr. Das also promoted the model of farming led by a lead farmer as another emerging model and urged the Government to deliberate on the level of food inflation that is acceptable.

Conceding that fragmentation of holding size as a cultural and social issue, Mr. Pravesh Sharma mentioned that intermediaries in the agriculture value chain can be eliminated through aggregation of producers at the back end. However, while aggregation of producers will result in reduced cost of inputs being procured in bulk, the access to markets is still not assured. In this context, Mr. Sharma mentioned that the intermediaries in the value chain are like necessary evils, adding to the cost and deteriorating quality of produces on one hand, while ensuring access to markets on the other. Unless large scale public investments are made in streamlining the value chain or the private sector is incentivized through tax breaks or giving 'infrastructure' status to the back end infrastructure, these intermediaries are here to stay in the agriculture value chain for long. Therefore, like many other countries like in France, farmers should be encouraged to be a part of cooperatives with centralized facilities of state-of-the-art storage infrastructure that will minimize spoilage of perishables and therefore result in better price realization. Mr. Sharma also talked about the possibility of replication of the Green revolution across the country that took a holistic view at the value chain, from research to marketing. Mr. Sharma concluded by saying that unless the larger ecosystem of agriculture of the country is not addressed and farmer is not allowed to sell his produces anywhere in the world, the piecemeal tinkering initiatives like e-NAM or Soil Health Cards will not be fruitful.

Issue 4: Insufficient risk management and insurance coverage for farmers

Through an Audio-visual, farmers highlighted that issues of claiming insurance coverage in case of damage to crops. Even after making so many efforts, they don't get the claim amount as promised to them. Also, the insurance does not cover damage done to crops by wildlife or animals.

The ambitious Pradhan Mantri Fasal Bima Yojana (PMFBY) envisages to bring at least 50% of the farmers of the country under insurance coverage by 2019. In this context, Mr. Ramesh Chand mentioned that while it is natural for loan holding farmers to avail of insurance, the increase in the number of non-loan holding farmers who have taken insurance during Kharif season has grown by seven times since the last year. Competition in the insurance sector has also enhanced with the entry of private insurance players. Focus needs to be given on quick and objective assessment of agricultural losses and quick disbursement using advanced state-of-the-art technologies like drones, data mining etc. At the same time, Mr. Chand highlighted a few instances of illegitimate practices by the farmers where the insurance has been taken to protect against losses to a particular crop, while the claim has been made against some other crops grown in the same plot of land.

Mr. Anil Jain talked about the focus that is required on standardization and gradation of farmer produces for a better price realization. While focus is required on integrated facilities for aggregation of agricultural produces, post-harvest infrastructure for storage, sorting and grading at the farm level to reduce post-harvest losses, along with strengthening cold chain systems for perishables, all these initiatives would also need financing solutions and seamless energy connectivity to ensure a better fruition.

SUGGESTIONS

1. It is now well-understood that enhancing production of crops alone will not lead to doubling of farmers' income, as this will bring down the prices at which they are sold. The Government must ensure that the farmers should get the Minimum Support Prices (MSPs) to sustain farming and production. It is seen that while the MSP of paddy is Rs. 1550, in Bihar it is still being sold at Rs. 1100. The rice that is sold at Rs 15-20 per Kg in Bihar, the same is being sold in Delhi at Rs. 90 per Kg. So, there is now a dire need to reduce this gap between what the consumer is paying and what the farmer is actually getting. Secondly, it is now strongly felt that farmers should be given the freedom to sell their produces wherever they wish to sell. Also, requesting the panel to share some insights as to how much money has been paid as insurance premium to insurance companies and what amount has been disbursed by them till date to farmers.

It is strongly felt that private sector participation is imperative in the betterment of the agriculture value chain despite apprehensions that privatization may lead to deprivation of the smaller and marginal players. In the context of insurance, in terms of the data collated over the last six seven years since 2007, when the private insurance players were allowed to enter the market on a pilot basis, the premium to claim ratio is approximately 1. Industry estimates suggest that Rs. 16,000 Crores were collected as premium last year and the claim made for Kharif is around Rs. 6,500 Crores.

2. It is hereby suggested that Government should work towards assuring farmers of the Minimum Support Prices (MSPs) as has been frequently experienced that farmers are not getting adequate value of their produces. MSPs may not be restricted to cereals and vegetables only and may be extended to fruits as well. Enhancement of water use efficiency may also be done by proper crops planning, like planting medicinal plants with little water requirement in dry and arid regions of the country. Likewise, rain water harvesting can be a good option of enhancing water efficiency. Adequate initiatives in skilling and capacity building of farmers is also required to enable farmers to move up the value chain.

As mentioned by Mr. Genabhai Patel, in order to ensure information dissemination and capacity building of farmers in irrigation, committees may be set up for

handholding and educating them in every village. Gram Panchayat, Sevak, Patwari, Anganwadi workers should all help farmers in enhancing their awareness on the procedures of availing Government schemes. Common facility centers may be set up where need-based facilities or infrastructure may be made available with the contribution made by the farmers of the area. Adequate subsidies may be given for setting up processing units in each farm. Strict adherence to MSPs should be followed, so that the Government will procure unsold produces at MSP in case the market price falls below the MSP. Finally, water for irrigation and energy for processing are two basic ingredients for agriculture. Due deliberations should be done by the Government to ensure their access to the farmers of the country. Additionally, linkage with organic universities will help proliferation of organic farming in the country.

3. **Mr. Pravesh Sharma** commented on roadblocks that he faced in realizing his dream project Sabziwala.com and how he managed to overcome them. He stated the agriculture business needs to have a focus on three 'I's as the pillars of development – Institution, Investment, and Incentive. It has already been discussed that mapping the existing institutional mechanism that support agriculture will show that it already has major gaps to be addressed. A lot of gap-filling is required in the institutional mechanism to uproot the challenges in agriculture. In the incentives sector, the Government has gone over-board on the short term subsidy side, and have underfunded the investments side in agriculture. The ratio of subsidies to investments is currently 4:1. In the 11th Five-Year Plan we had a 20% growth in investments in agriculture which fell to 16% in the 12th Five-Year Plan. Agriculture is the only sector that is mostly driven by the private sector and ironically is also the mostly controlled by them. While most of our sectors are highly competitive in the international markets, in agriculture we are still in the pre-modern era. It is, therefore, high time that the lacuna in the three 'I's be fixed for an improved agriculture ecosystem in the country.

CONCLUDING REMARKS

Prof. Ramesh Chandra started his concluding remarks by expressing his heartfelt gratitude to all the panelists for making valuable contribution towards having a fruitful discussion. He mentioned that the need of the hour is to liberalize agriculture. Unless the Government agrees to decontrol and deregulate the agriculture sector, as was done for the manufacturing and services sector in 1991, the sector will continue to grapple with the existing challenges. Another major actionable for the Government is to enhance the public funding for R&D, something that has been gradually shrinking over the years. Majority of the agricultural universities have become non-functional over the years. Mr. Chand also stressed on the importance of the livestock segment. While the contribution of the livestock segment to farmer's income is only 30% against a 70% contribution by the crops segment, the percentage increase in the growth of income from the livestock segment is much more than that from the crops segment. In addition, promotion of allied

activities like beekeeping, pisciculture, and poultry farming should be adequately done, as these segments have the potential of giving much higher returns per acre of land used.

Highlighting the examples of Madhya Pradesh and Uttar Pradesh, Prof. Chand mentioned that doubling farmers' income will need the Government to ensure that procurement happens at a price at least equivalent to MSP and the farmers should have the liberty to decide the price at which the produces should be sold after forming a farmer producer organization, similar to what happens in the manufacturing sector. Since 2005 it has been observed that the absolute number of cultivators and agricultural laborers has been declining, and we expect that the drift would continue for the next fifteen years, so that the percentage of people involved in agriculture comes down from 45% to around 25%. This in itself will result in an increase in share of income by the farmers by a large extent and will relieve the agriculture sector that is currently too overburdened.

BREAKAWAY SESSION 2

Promoting Energy Access and Adopting Efficient Technologies

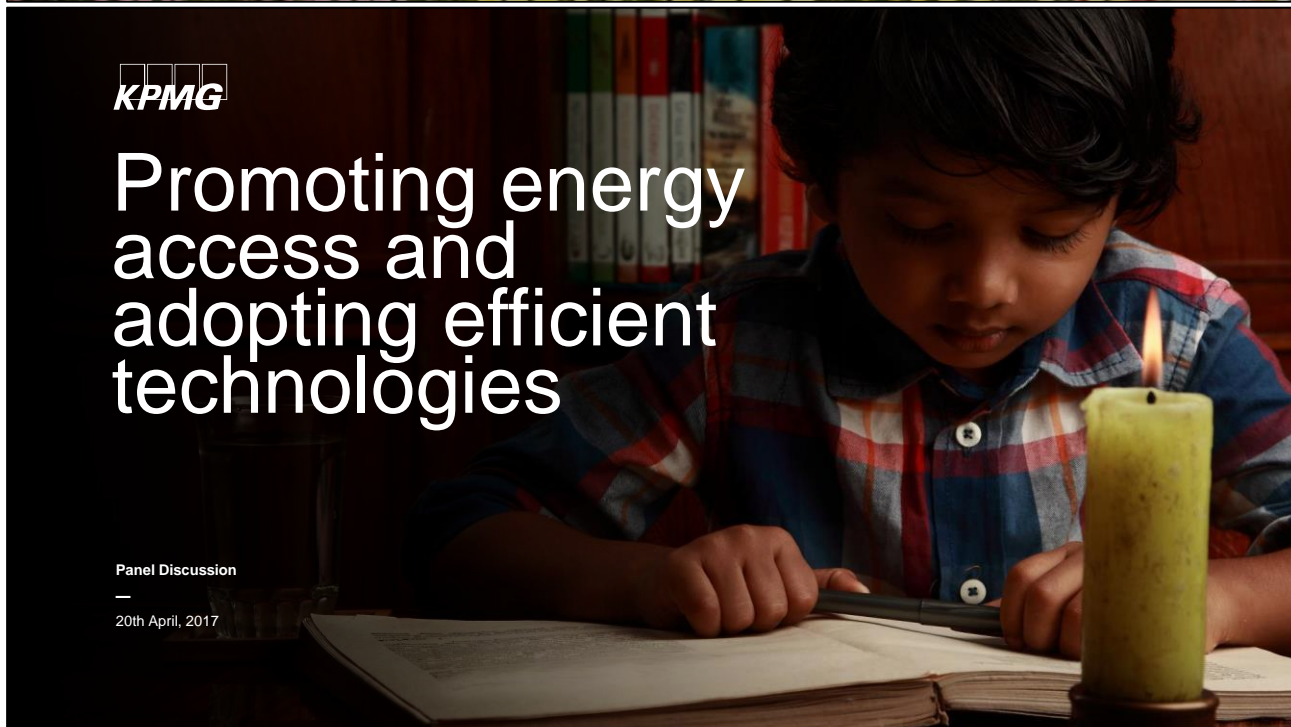


KPMG

Promoting energy access and adopting efficient technologies

Panel Discussion

20th April, 2017



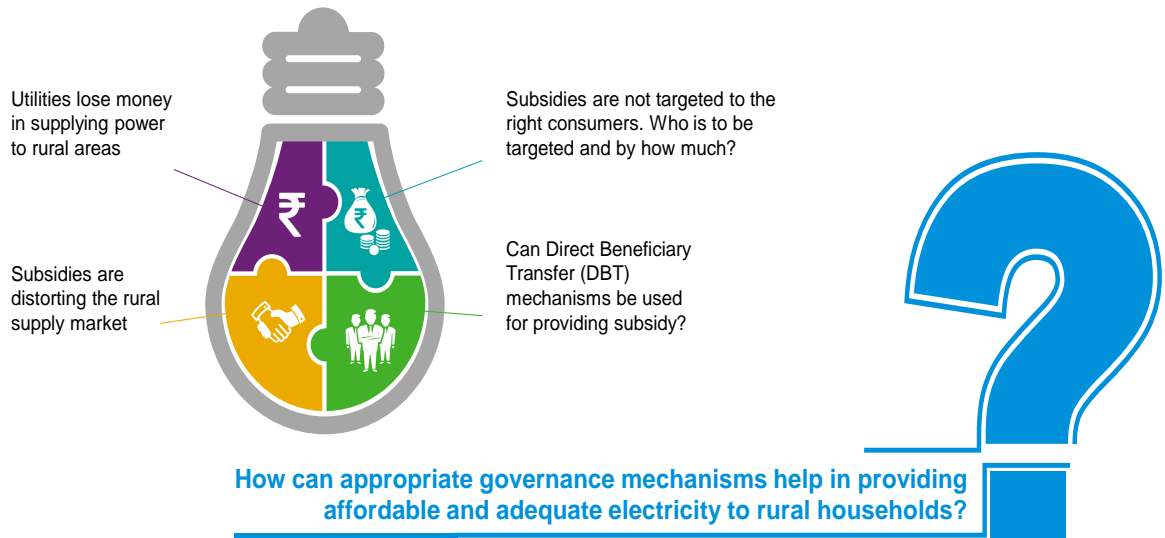
Contents

- 01 Rural electricity supply not profitable for DISCOMs
- 02 Intermittent nature of RE results in grid integration issues
- 03 Distributed Renewable Energy faces scale up challenges
- 04 Poor financial health of the utilities presents commercial risks
- 05 Innovation lacking in adoption of energy efficient appliances



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Issue 1: Rural electricity supply not profitable for DISCOMs



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Issue 2: Intermittent nature of RE results in grid integration issues



- Intermittent supply of RE reducing reliability
- Need for better coordinated approach between Central and State Governments
- Need for capacity building in utilities to integrate RE into the grid
- Possible challenges of destabilization with increased penetration
- Need for financing mechanisms and storage facilities to ensure firm supply of RE



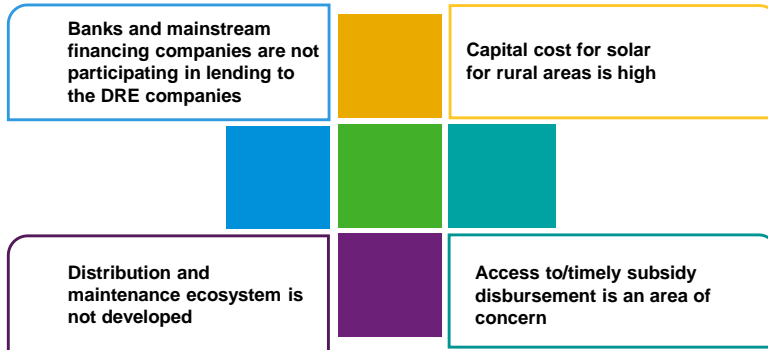
How can challenges pertaining to reliable supply of Renewable Energy be addressed?



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Issue 3: Distributed Renewable Energy faces scale up challenges



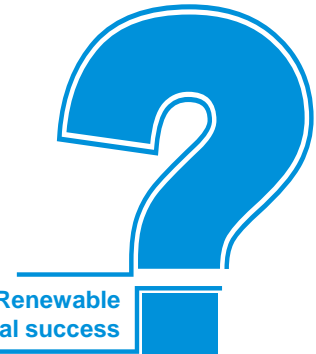
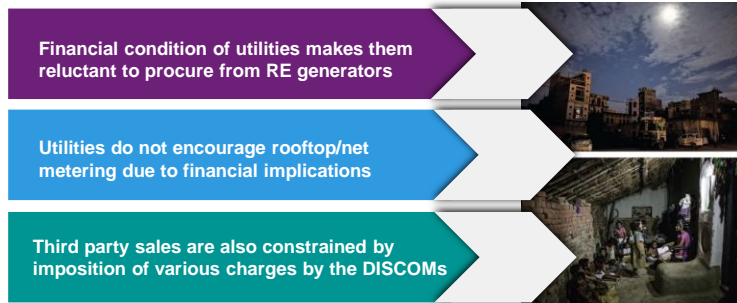
How do we promote adoption of Distributed Renewable Energy solutions?



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Issue 4: Poor financial health of the utilities presents commercial risks



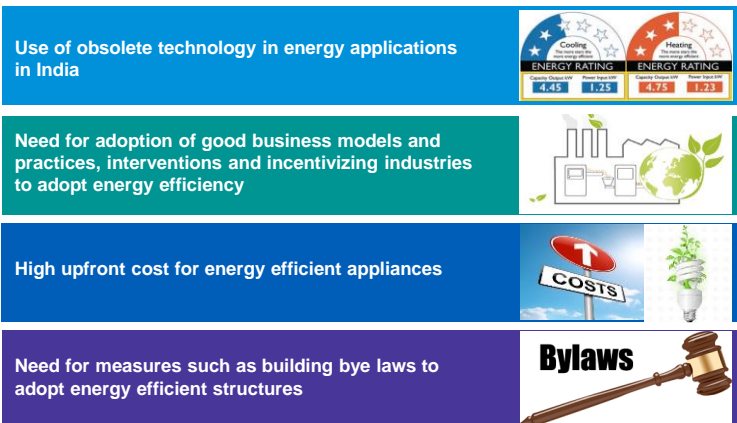
What measures should be undertaken so that Renewable Energy solutions can be made a commercial success



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Issue 5: Innovation lacking in adoption of energy efficient appliances



What innovative measures should be taken to ensure promotion of energy efficient appliances in India?



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INTRODUCTION

The topic for discussion was 'Promoting Energy Access and Adopting Efficient Technologies'.

EMINENT SPEAKERS

Chair

- **Mr. Bibek Debroy**
Member, NITI Aayog

Moderator:

- **Mr. Anish De**
Head, Infrastructure Government and Healthcare (IGH) - Strategy & Operations,
KPMG, India

Panelists:

- **Mr. P.K. Pujari**
Secretary, Ministry of Power, Government of India
- **Mr. Upendra Tripathy**
Director General, International Solar Alliance
- **Dr. Harish Hande**
Managing Director, SELCO-India
- **Dr. Arunabha Ghosh**
Founder and Chief Executive Officer, Council on Energy, Environment and Water
- **Prof. Ashok Jhunjhunwala**
Professor, Department of Electrical Engineering at IIT, Madras

OUTLINE OF THE SESSION

Mr. Anish De commenced the session. The session aimed to discuss the methods and energy efficient appliances for energy access, innovative financing structures for DRE operators, improving governance mechanism for DISCOMs, etc.

The session revolved around following key issues:

1. Rural electricity supply not profitable for DISCOMs
2. Intermittent nature of RE results in grid integration issues
3. Distributed Renewable Energy faces scale up challenges
4. Poor financial health of the utilities presents commercial risks
5. Innovation lacking in adoption of energy efficient appliances

OPENING REMARKS

Dr. Bibek Debroy in his opening remarks raised some additional points for discussion. He mentioned that the transformation of State Electricity Boards (SEBs) to DISCOMs hasn't made life simpler for the DISCOMs. There are some key areas on which further transparency is required from DISCOMs, viz. accounting system, staffing, asset

registration, Vendor Ratings, performance rating of vendor equipment etc. Going forward, broadly there are two questions which need to be looked at and answered:

- i. Is it possible to link the funding of the union government to the DISCOMs based on the DISCOM's performance in the above areas?
- ii. Is it time to re-look at definition of rural electrification which goes back several decades?

DISCUSSION

Issue 1: Rural Electricity Supply is not a profitable avenue for DISCOMs

Through an audio-visual, Mr. Manoj Upadhyay, Founder and Chairman at ACME said that providing power to rural area is a problem from commercial point of view. Selling power to industrial and commercial customer is profitable, however when they sell power to rural areas they don't make money they lose money. Until we solve this problem there will be hesitation from utilities to provide 24hr power to rural areas. How do we solve this problem? A research associates of Prayas pointed out that a distribution company loses about Rs.4 per unit in supplying power to rural house hold and despite tariff increase this problem persists because of high cost of power supply.

Shri P. K. Pujari, Secretary Power, mentioned that rural supply has broadly two sets of consumers, agriculture and domestic. The 17-20% consumption is done by agriculture, 20-30% by domestic both urban and rural. The remaining 50% is by industry and commercial together. In the rural agriculture sector, in most of the states, either it is highly subsidized or free. It is expected that the state govt. gives a subsidy to the discom for supplying the power to rural agriculture sector. The issue he pointed out was how to estimate the correct supply to the agriculture sector and then the acceptance of quantum of supply to the agriculture sector by the State Govt. and then release of exact quantum of subsidy by the State Govt. to discom on time. if the quantum is estimated and the State Govt. accepts it, and releases the subsidy to the full extent on time , this issue will more or less be addressed.

In rural domestic sector there are slabs, which is a losing proposition and has no track of how much energy is consumed by rural domestic consumer. So large part is unaccounted for, where the losses take place. When the regulator fixes the tariff, ideally, they look at the procurement of the power and then they set the tariff depending on which the govt. or the discom supply power to the domestic sector. The problem arises when the tariffs are not revised, number one and second when the supply that is given to the rural domestic area is not accounted for. He did not agree with the observation that there is lose of Rs. 4 per unit in domestic rural supply. It is required to be distinguished very clearly what actually is the correct cost of delivery and what the accepted tariff is and what is the leakages that takes place, because power supply is not metered. He concluded that if all

the consumers have meter and the losses are within the norms to operate, probably this issue will be addressed to a large extent.

Shri Upendra Tripathy had said that in villages demand is always there and that can be met also particularly in power surplus States like Odisha. Some issues which need to be addressed, like maintaining grids for power transmitting, check misuse of power while transmitting through grids particularly in dense forest area, pricing incoherence with demand, quality of power and tariff regulation. He pointed out that in India the domestic tariff is the lowest and perhaps the industrial tariff is the highest. Balancing equilibrium has to be restored between policies and pricing incoherence with demand and supply. The challenges are there, but unless and until we bring this variables into a proper shape, the problem will continue. The consumers, the customers will blame us, we will blame the customers, they will blame the regulators, this blame game will go on. He said that apart from the points, Mr. Pradeep has pointed out, the related issues of demand, supply, price and tariff are also important.

Shri Ashok Jhunjunwala, considering low affordability by people, had cited technological solutions to reduce losses and cost of electricity. He said subsidy is not the long term answer. What we need is to find the right tech solutions to reduce cost and dependence on conventional power. He gave examples of using DC appliances at his own home with solar power, which resulted into reduction of losses and cost reduction in terms of total consumption. Electric appliances working on DC power systems are manufactured in India. There are 2-3 established companies, which are making such system. We need to design things like this with open mind. We have very good technologies and very good implementation people. We have the ability. He said using DC appliances would mean less power drawn from the grid. Discom would avoid losses. The question is do we have the will to implement.

Dr. Arunabha Ghosh said we need new revise rural electrification definition. At the Council of Energy and Water (CEW) we used a multi dimensional framework. Accessing power means electricity access based on having the connection, the duration of power supply, the reliability, the quality of power in terms of the voltage, the affordability of power in terms of tariff imposed on consumer and even the legality of the connection. We did the largest survey in the world, collecting 2.5 million data points, in our 6 most energy deprived States. It is found that the bulk of rural households in India, end up in what is called Tier 0, when we are in this multi dimensional framework, we have Tier 0, 1, 2, 3, 4. More than 60% of the households end up in Tier 0. Now, the interesting thing is even out of those households, 50% already had connection. If we have to target this problem, then we have to break down the problem in terms of what is it that is depriving the household from electricity? For instance if connection is a major problem in bulk of districts in Uttar Pradesh, that might not be the case in West Bengal. In West Bengal, the bulk of districts might be facing a different problem. May be the quality of the power that is supplied in Jharkhand might be the reliability of the power that is supplied. if we want to solve the

problem, the data is there and we can begin to target it once we adopt a more expansive, novice and more realistic definition of electricity access.

Dr. Arunabha further commented on amount of subsidy, that the Government is giving to rural power supply. He said that nearly 78% of the households, expressed a preference that they were willing to give up their kerosene subsidy, in lieu of some other more reliable electricity system including decentralized solar. If we give them something better, which is more reliable, they can quit kerosene subsidy. We have 30 million irrigation pump sets in the country. About 20 million of them are running on poorly delivered electricity and 10 million on Diesel. Conversion of 15% of those pumps to solar electrification, we get 20,000 MW of solar there itself. That sounds great when we are talking in MW. However, the system costs between 4 -5 times, so no farmer is going to get rid of a pump of Rs 80,000 and buy a pump worth Rs. 5,00,000. Therefore what we currently need is a 90% capital subsidy. No govt. in the world has unending resources. One can imagine that 90% capital subsidy means 4 lakhs from the Govt. coffers, which is unlikely to reach 5 million pumps. Then we have again calculated and we are now beginning to do surveys of farmers that the same electricity subsidy that we would give to a electricity pump using farmer, over a 15 year period of the pump's life. If we calculate it and brought it in terms of upfront capital subsidy, we can reduce the govt.'s outlay in terms of capital subsidy of about 40-50% depending on the State and depending on the subsidies that each State gives. So without any extra paisa going out of the Govt.'s coffers, we can actually expand to far more pumps in a more directed, targeted and more cost effective manner.

Dr. Harish Hande said that a financing product actually made the system affordable for these households. When people don't pay for electricity supply in the rural areas, it is noticed that it is because there is no real value that has been attached to their extra income. We need to create an ecosystem where electricity becomes part of the input for generating extra income. For this purpose there has to be cross setting between different departments, like ministry of power, health, agriculture, together to come with a coherent policy to make electricity attached with the agriculture livelihood and everything else. So as a policy makers, we have to create the ecosystem, for people to actually create extra livelihood, better health, better education, where electricity becomes one part of it and then people will start paying for it.

Mr. Tripathi informed about the International Solar Alliance (ISA). He said that legally ISA doesn't exist today. Although 5 countries signed, we need 15 countries to ratify it and then one month thereafter, it will come into legal existence. But yet, it has launched two programs, and as Honorable Prime Minister said, it should be mostly for energy access. The unique thing about the ISA is that it has promised that by 2030, it will pump in more than 1000 billion dollars. ISA is trying to persuade the multilateral banks to create a global financial mechanism, to take care of the hedging cost. 300 billion dollars will come to the solar sector alone and that will take care of the funds, the home lighting systems, it's parts and many other solar products that are coming in the way. He said in rural areas if

you want to go for electrification, DC will actually be more useful. International solar alliance, which is a platform for co-operation in the solar space, influence in terms of getting more capital to the sector and helping the farmers. It is also said that it is for promoting Indian exports but that is not the main aim, this will create a market in the world, most probably china will benefit the most because 73% of panels are coming from China. But ISA is concerned about that. ISA is concerned about the poor, about the energy access, and how to make solar popular, more affordable at lesser cost and how to integrate the demand pattern etc.

Issue 2: Intermittent supply of RE is resulting in grid integration issues

Through an audio-visual, Dr. Ajay Mathur, Director General at TERI raised questions that how do we get electricity when sun is not shining? It would be very important how we can get firm electricity from renewables and storage devices as combination. What are the policies, funding and pricing mechanisms that help deliver firm renewable electricity?

Mr. Pujari, said that the share of the renewable in the energy mix is going up and next 2-3 years. Grid in Indian system has to adjust to this disruption. The problem that we face in India is our mix of energy is very peculiar in the sense that predominantly we have only the thermal power, which has very limited flexibility. Technology is available to make that thermal power more flexible but it has a cost, both in terms of efficiency and in the life span but we don't have option. So one issue is, how to balance the grid and second is we have to develop the capacity and technology for forecasting wind. Third is the pricing, in the sense that if you have excellent services, how do you price it for regulations. So these are the three challenges that broadly are faced with and are being addressed.

Prof. Jhunjhunwala commented on balancing of grid to renewable sources. Basically renewable are intermittent. Whereas conventional is largely constant particularly coal. Since demand also fluctuates, the question is how do you really meet demand and supply on instant to instant basis. Gas based generation could have been very good because that could turned on and turned off on requirement basis. Thermal is not so easily turn off, turn on facility. If we do that essentially we would loose money. So the answer in some manner is storage. Storage is also a big problem, as it increases the input cost and make the electricity costlier. We have to look at the increase the option of storages with low cost or no cost on power companies. Electric Vehicles, domestic inverters with good lithium battery are examples of such storage. The buildings having major consumption can have storage. Together we will have to create some 25-30% third party storage and incentivize them. That is one of the very good way of balancing and it is possible for us to do that if we plan today.

Dr. Arunabha Ghosh added further and said that the challenge is how do I get my electricity when the sun is not shining or when the wind is not blowing. How can solar be programmed so that it meets the fluctuating demand? We are still not thinking sufficiently about demand side efficiency and demand side management. So when you are looking at

demand side management, at a household level or in a commercial building which has a much larger load than my house. Solar power can serve commercial building, as it actually shuts down at night. We need to give tariff based price signals for the household or the commercial entity to adopt. So we need to think of this aggregated market for storage. We have missed, as Mr. Tripathi mentioned the bus of making solar panels, because china has captured 90% of the world's exports. However, we have still not missed the bus on storage. If we began to think of storage fit to purpose for India, we have a massive market for storage, which can drive both innovation and manufacturing the startups that are being incubated by IIT Madras, but it requires a re-imagination of how we think about the interface between human and technology

Issue 3: Distributed Renewable Energy Solutions have not been able to successfully scale up

Through an audio-visual, Mr. Arun Nagpal, Co-founder and MD Mrinda Group highlighted that as of today, there are 46 million households which depend on kerosene for basic lighting requirements and are located in harijan basti's or remote hamlets which are located at distance from the grids. The challenge is to extend the grids to the remote hamlets.

Dr. Harish Hande emphasized on empowering banks especially NABARD and rural banks and at the same time consistency in Government policy. The deeper we go economic start off of our society, people spend more on energy. Like we say solar is expensive for the rich and affordable for the poor, because it is the rich actually ask for subsidies. The poor, average street vendor in Bangalore spends Rs. 15 a day on kerosene that is Rs.450 a month, if he is financed for a solar system that is equivalent to a Rs.30,000 system over 5 years. She doesn't need a Rs 30,000 system. She might just need, if financed, Rs. 6 a day, for which she is paying Rs.15. So catch is not technology, not affordability, but a system to collect Rs.6 a day from street vendors. If we are able to create financing that matches the cash flow, of a street vendor on a daily basis, a paddy farmer on a yearly basis, a peanut farmer on twice a year, a school teacher and a rural doctor on a monthly basis, automatically lot of these rural industries will succeed and the financing these products will enhance as long as we have consistent policies. He also suggested pre-paid mechanism of financing that Banks can adopt, wherein if people don't pay the benefit of electricity will automatically stop.

Dr. Arunabha commented on renewable energy access beyond the household. He talked about the community energy access. The community has energy needs in terms of powering a bank, a rural primary health centre, a school and then there is what I have talked about solar pumps. We can have decentralized renewable energy in all of those and save the Discom losses. We have about 50,000 primary health centres in the country and every second primary health centre, has either no power or very poor quality power. Means all the money that you are spending on storing the vaccine or buying the vaccines is going out in the drain. 750,000+ primary schools in the country. Every second primary school has

no connection at all. Now again going back to demand side management, storage, etc, community infrastructure can be used to take on a new kind of energy source. Surplus power, can then be transported across to nearby vendors or to household. Also the energy provider or the system provider will be in a slightly better position to get his money. It is a more predictable source of revenue in an established infrastructure.

Issue 4: Financial health of the utilities results in commercial off take risks

Through an audio-visual, Dr. Anshu Bhardwaj, Executive Director of CSTEP, flagged the issue that the utilities financial conditions often make them reluctant to procurement from RE resources. Therefore for RE generation, it is important that policies are in place which assures them payments of utilities on time.

Mr. Pujari spoke about UDAY (Ujjwal Discom Assurance Yojana). He said that UDAY aims to address legacy issue. The total debt burden on the DISCOMS were more than 3.5 lakhs crores by end of 2015 and average rate was about 12.5%. Now that interest pay out, and the likely principal repayment, was weighing heavily on the general finances of the discom and it was basically acting as a deterrent for them to either go for further investment in the distribution sector or buy power. UDAY basically addressed the legacy issue by asking the State Governments to take 75% of the debt on official accounts. The loans were not really restructured, but in the true sense, the loans got substituted by the low interest cost debt. Immediately debt burden has come down. Other fundamental issue that we aim to address is governance issue through use of technology. Work is in progress, the issues is not going to be resolved even in next one year because it is slow process. But the early signs that has come out in the last year, is very encouraging. Many of the discoms, are showing reduction in losses and few discoms are at break even point and will turn into profits. Our main concerns still remains how do we going to account and audit energy, each unit of power that is flowing into the system. The biggest challenge is accounting for that energy and billing. We are doing broadly 2-3 things as Govt. of India. The flexibility of swapping of coal is given to the generating companies so that unnecessary transportation of coal doesn't take place. The coal ministry has done a very good job in improving the quality of coal, which resulted into reduction of cost of power. Average energy loss at national is about 22- 20%. There are discoms which are operating in single digit. It means it is possible to reduce the losses to less than 9-10%. But if average also comes down to 15% the benefit of 7-8% will come into the system and it will greatly help in improving the rural power. In Uday we never said that it is mandatory to revise the tariff but if we look at the revision of tariff that has taken place by the discom last year, large number of discoms have revised their tariffs. Revision has taken place which probably many of the discoms have not revised for last 5-7 years.

Prof. Jhunjunwala added that the high cost of electricity i.e. Rs. 7-8 per unit hurts our industry. It hurts our economic growth. When we try to get industries to come to India, high cost of electricity is a big issue. Can we aim at bringing down that.

Dr. Arunabha said replication of Reva model of solar power plant is possible when condition is same. Reva in Madhya Pradesh, we got to Rs. 3.30. In 2010 when we had the solar mission started, the benchmark tariff set at by that time regulator was Rs.17, plus. The lowest bidded tariff was Rs.10.95. Since then we have been regularly dropping it and in 2017 we have got Rs. 3.14. if we have to replicate anything, lets replicate what was the confidence that the developers had from the Reva bed. We need to sort out land issue, the State Guarantee etc. That makes Reva both a success and a outlier. That doesn't mean we will automatically get that kind of low rates everywhere. The second point he made about the pace at which the technology cost will fall and should we rely on cost of technology or should we rely on something else? He pointed out that the cost of finance is 70% of the tariff in solar energy. So if we are interested in renewable with driving down prices, the solution is trending towards innovative financial mechanisms. If we can do that then a lot of the problems across the power sector, not just in renewable, begin to more solvable.

Issue 5: There has been lack of innovation in adopting energy efficient devices and appliances

Through an audio-visual, Dr. Ajay Mathur, Director General at TERI raised questions that Can LED be used for other appliances where largest growth is likely to occur? Is it politically current if any kind of discounts are provided? Can we see super efficiency program bring in devices that are much more efficient? What will it take for every municipality in the country to adopt by laws that require energy efficiency building? What are the kind of interventions that would help in energy efficiency in small and medium industries?

Prof. Jhunjunwala on the question raised by Dr. Mathur said that by using more and more DC appliances we can reduce loss of energy and it will be available to the consumers also at lower cost. He said in 30-40 years down the line the world in large scale will start using DC appliances. Can India take lead to that initiative, without waiting for the world to change. Cost will reduce with the increase in volume, as in case of LEDs. So the volume is important not the subsidy.

Mr. Pujari added that taking lessons from the LED bulbs, we are piloting the energy efficient fans. That is picking up. Today the fan that we have introduced is slightly costlier, so we have introduced the installment. But hopefully the price will come down with the increase in demand. Secondly, the pumps that runs in urban areas both for water pumping and sewage is to be changed to energy efficient. Local bodies are not much interest, due to high cost. Min. of Power with the urban development department have mandated ESL and DSL auditing all those bodies to see what is the efficiency of those pumps. if we look at the energy use, in the next few years, it will be the space cooling and that is the most important. The space cooling has two dimensions one is building code to become energy efficient building and second is technology. So at the moment we are looking at building code, space cooling, getting into the fans which is next to bulbs we will directly intervene

the market. Other thing is the standard leveling in energy in use of fridge and other appliances are the standard thing we are continuing.

Prof. Jhunjunwala raised a point that can we replace LPG gas cylinder with electricity cooking appliance. He said 3-5 years down the line, electricity cooking may become much better option. We need to take lead. We need to take challenges. We need startups. This is an areas which is linked to energy efficiency.

Dr. Harish commented that India can lead in making energy efficient livelihood appliances through promoting innovations. High efficient sewing machine, butter churners, silk weaving machines and lots of other rural livelihood appliances like blowers poor blacksmith is using. Today we need to incentivize the manufacturers creating high efficient energy saving equipments.

SUGGESTIONS

On question of providing power back up in severe winter conditions with temperature of – 35 degree celsius to – 50 degree Celsius in Himachal Pradesh and in other such regions, the panelist said that solution lies in better power storage facilities with high quality lithium batteries and solar panels. if snow fall covers solar panel and creates problem, we may design something which keeps on cleaning panels. This may be little expensive but compare to the other solutions like diesel generator sets, it will be cheaper. It was suggested to make atleast one case study in such area, so that if successful and cost effective it could be replicated.

CONCLUDING REMARKS

The concluding remarks were given by Mr. Bibek Debroy, Member, NITI Aayog where he mentioned that the discussion was very enriching and goes far beyond that in background paper. He also mentioned that ministries and departments have dashboards almost on real time basis and among those dashboard Ministry of Power has the best dashboard. Also somehow he thinks there is some way to disseminate this information to the rest of the world that the dashboard exist and is partly a role of Department of Administrated Reform.

BREAKAWAY SESSION 3

Skill Development and Entrepreneurship



Contents

- 01 **India's large unorganized sector poses a huge demand-side risk to its vision of a highly-skilled workforce**
- 02 **Low aspirational value and risk averse attitude for vocational skills and entrepreneurship**
- 03 **Short-term skill development programmes cannot assure employability**
- 04 **Industry's poor willingness to engage and pay a skills premium for certified workers or startups provides no incentive**
- 05 **Lack of effective skilling programs for startups and entrepreneurs**
- 06 **Lack of favorable ecosystem for promoting entrepreneurship across all strata of society**



Issue 1: India's large unorganized sector poses a huge demand-side risk to its vision of a highly-skilled workforce

- India's labour force is employed in the unorganized sector **Over 90%**
- Trained through State funded skill programmes in 5 states received employment (World Bank Study) **27%**
- Lack of a Labour Market Information System to match demand-supply for skilled jobs



How can India mainstream the unorganized workforce into skill development initiatives?



Issue 2: Low aspirational value and risk averse attitude for vocational skills and entrepreneurship

- 01 High trainee drop out rates from short term skill development programmes
- 02 Several students do not turn up for interviews on completion of training or do not stick to their first job beyond 3-6 months
- 03 Very few students opt for entrepreneurship or startups after completion of school/ college degree

WHY DO STUDENTS QUIT?



SKILLED CONSTRUCTION WORKERS SHORTAGE IN SYDNEY



How do we create higher aspirational value for vocational skills and entrepreneurship among India's youth ?



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Issue 3: Short-term skill development programmes cannot assure employability

- 01 **Short duration programmes**
- 02 **Poor Job - readiness**
- 03 **Lack of quality trainers**
- 04 **Not aligned to Industry 4.0**

Most of the Government funded/scheme based skill programmes are of short duration (2-3 months)

Employers prefer "job-readiness" instead of focus on sector skills

Most training providers are facing a shortage of qualified trainers

Current skilling programs are not designed to address challenges posed by Industry 4.0



Are current skill programmes really helping candidates become more employable?



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Issue 4: Industry's poor willingness to engage and pay a skills premium for certified workers or startups provides no incentive

Industry has not demonstrated with evidence that they attach higher value to skilled workers or startups



Sector Skill Councils, have had limited success in engaging key sector players more meaningfully



Do we need greater advocacy among large and small industry to hire and engage skilled workers/ startups?



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Issue 5: Lack of effective skilling programs for startups and entrepreneurs

Lack of skilling programs for entrepreneurs

Quality of training is inconsistent because of poor capacity of trainers

Lack of handholding support to entrepreneurs in preparing DPR etc.



How can we provide necessary skilling programmes to promote entrepreneurship in the country?



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Issue 6: Lack of favorable ecosystem for promoting entrepreneurship across all strata of society

• Lack of funding support for entrepreneurs. Difficulties in obtaining loans

• Lack of awareness about Government interventions/ schemes

• Unfavorable social environment for women entrepreneurs

• Lack of convergence and synergy among various stakeholders

How do adequately facilitate startups and entrepreneurs to enable them to grow and scale-up?



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INTRODUCTION

The topic for discussion was 'Skill Development and Entrepreneurship'.

EMINENT SPEAKERS

Chair

- **Mr. Arvind Panagariya**
Vice-Chairman, NITI Aayog

Moderator:

- **Shri Nilaya Varma**
Partner and COO, Infrastructure Government and Healthcare (IGH) Practice
Head of Government and Healthcare Practice, KPMG India

Panelists:

- **Mr. Manish Sabharwal**
Chairman of Teamlease
- **Mr. RCM Reddy**
Managing Director & CEO of IL&FS Education & Technology Services Ltd.
- **Mr. T. Muralidharan**
Founder TMI Network
- **Mr. Milind Kamble**
Chairman of Dalit Indian Chamber of Commerce & Industries (DICCI)

- **Prof. Mukti Mishra**

Co-founder and President of Centurion University of Technology and Management in Odisha

OUTLINE OF THE SESSION

Moderator outlined the session and said many of us believe that India can become the next Silicon Valley of the world but for it to happen we must always consider the time frame required to reach to that level. India does have benefits of a young demographics and Government has allocated large amount of funding to make skilling work in the country. In this journey, it is important to remember that core of skilling has to be youth and their aspirations.

The session revolved around discussion on key issues related to the sector.

1. India's large unorganized sector poses a huge demand-side risk to its vision of a highly-skilled workforce
2. Low aspirational value and risk averse attitude for vocational skills and entrepreneurship
3. Short-term skill development programmes cannot assure employability
4. Industry's poor willingness to engage and pay a skills premium for certified workers or startups provides no incentive
5. Lack of effective skilling programs for startups and entrepreneurs

OPENING REMARKS

Dr. Arvind Panagariya in his opening remarks said India's biggest problem is jobs. We have industrial growth of around 7% and several industrial sectors are doing well but still complaint of jobless growth remains. This perception is backed by the surveys conducted by various agencies. The most reliable survey is of 'National Sample Survey Organisation' which is conducted every 5 years. The last one was done in 2011-12. If we take liberal definition of employment it is around 2% to 3% and as per conservative it is around 5% to 8%. The survey does not capture the problem which we see from our open eyes. Actually people are employed but they are not in well paid jobs. The work that can be performed by one person working full time is done by 3 persons and that means low productivity. This is the issue where situation is more critical. The workers are not sufficiently skilled thus the wages are low. The question needs to be asked, why are people not skilled? Are industries creating enough interesting job opportunities for people to make efforts to acquire required skills?

DISCUSSION

Issue 1: India's large unorganized sector poses a huge demand-side risk to its vision of a highly-skilled workforce

Through an audio-visual, Mr. Mallika Verma, Former CEO of Food Industry Capacity and Skill Initiative (FICSI) raised a concern that the food processing industry is characterized by unorganized players. Industry SMEs are playing on volumes and profit margins are low. Hence, these companies are not willing to pay skills premium and hiring skilled people. In such a scenario, how to take Government's vision of skilling forward?

Mr. Manish Sabharwal said that India has no shortage of jobs, enterprises or entrepreneurs. Anybody who wants a job has a job. The problem is of the wages they want or they need. If we think the problem is wages then we will have to think about productivity. We have 63 million enterprises, the US economy, which is 8 times size of India, has only 22 million enterprises. When we started our company practically everybody came to us was unemployed. In the last 15 years people do not want job they want good job. If they have job of Rs.4000 they want job of Rs.6000 or 8000 whatever is their calibration. 20% wage employment has a birth defect in our economy. Wage premium vs skills is a chicken and egg problem but the India's problem is the wage premium. The defining debate for the next 10 years will be living wages vs. minimum wage. The minimum wages is the arithmetical concept but the living wage is the philosophical concept. People are asking for a Rs. 4000 job in Gwalior, Rs. 6000 in Gurgaon, 9000 in Delhi, 18000 in Mumbai. There is massive divergence between living wages and real wages. So people is not asking for wages, they are asking for reimbursement of their living expenses. The point is the skills and wage premium are closely attached. Whenever we talk about skills we must talk about the wage premium also.

Dr. RCM Reddy, highlighted the problem of retention in jobs. It is not the problem that 75% of jobs being provided, rather 100% jobs are being provided. But the retention in jobs is a challenge. So retention is a large on account of two types of locations. One where people are available but jobs are not available and second where jobs are there but the people are not available. When person lands up in Delhi and Bangalore with Rs. 10, 000 salary, the reality starts. When the problem is known and what is that we could do. Retention is higher in the work environment where companies provide decent housing. Now the person who lands in a big city and doesn't need to find accommodation on their own, the one would continue with job even at low wages particularly the women. In China in every Industrial town and in every special economic zone nothing is built without having large scale industrial worker accommodation. Can we create in the important job markets with an affordable housing? We have an affordable housing program and jointly with the housing ministry and skill development ministry this problem could be resolved. It is possible to create a PPP model for affordable housing where the private partner in this case happens to be the employer himself. if we can create enough incentives and a structure is created this would address the problem of retention in jobs.

The second is the career progression. There is no career progression with all this skill acquired by them or not built into the overall scheme of things. That is where the National Skills Qualification Framework which Ministry has brought in is the brilliant idea. If there is a mechanism where he/she can acquire the additional skills and undergoes assessment and gets the credit and then become eligible for diploma or eventually a degree and up skilling attached with career progression, it will be enough incentive for the

student to continue to be in the work place. if these two problems housing and career progression are addressed, we can address the problem of retention to a great extent.

Mr. T Muralidharan had a different opinion with other panelists regarding availability of jobs. He spoke about his work in the area of graduate employment, which he published in a book this year on 101 jobs for Graduates. He said that we are producing 5-6 million graduates every year and we couldn't even discover 1million graduate jobs a year. The problem of graduate unemployment is bigger problem than in non graduate employment. Non graduates are willing to do any type of job, but graduates have an attitude and they want to do jobs match with their qualification. His first submission was there are not enough jobs for graduates. He requested to publish more data.

The second point he mentioned about compensation. He said that compensation doesn't matter, savings matters. One needs to save money at the end of working month. But the tragedy is our kids are losing money, they borrow money from their friends to maintain their lifestyles. So the key question is, how do we increase the savings of young employees. We need skill hostels which the government can provide. The bigger question is why is the compensation is so low and why is the wage premium very low? The Government publishes minimum wages for unskilled and semi skilled/ skilled labours. He mentioned about the report published by him along with other professors in economic weekly in 2014. His study found that the real wages against inflation remain constant for over 13 years from 1999 to 2011-12. It is a challenge but the biggest challenge is why the compensation is low?. Demographic picture is working against compensation. If you have a lower demand and a high supply, intersection of demand and supply is compensation. So what happens the market forces are driving the low compensation. He suggested that the time has come to take affirmative action against compensation. His submission was that the compensation is low again for 2 reasons, one is demographics and another is lack of structure to determine compensation. In corporate sector when we talk about compensation we have something called wage evaluation or job evaluation which is linked to some PPP model of compensation. Unfortunately for the skilled sector the skill council are not recommending compensation for job loads. We need to take affirmative action in defining the minimum wages atleast at the semi skilled level. The Government should intervene and try to take legislative actions.

The third point he highlighted about the lack of job counseling and guidance . Today we spend a lot of time in the universities teaches children how to learn physics and math, chemistry, history geography but we don't test them what is going to happen when they finish the course. What job are they going to take, what are they good at, at what job can they excel. There is no course even today in the university syllabus which focuses on the individual to guide him in the campuses before he leaves, what is his future plan, how does he develop a plan. We need to introduce job counselling in the campuses now at the graduate level if you want to prevent the mismatch of expectations.

Mr. Manish Sabharwal intervened and said it would be unfair if we pay more just because the person is a graduate, just because he spent 3 more years in College. It is not exactly the role of Government to be legislating wages and it is not needed for a vibrant India. A vibrant India needs self healing. It does not matter what is one's academic qualification, the matter is what one can do for the employer. We can't say that the Graduates are more productive than non-graduates.

Mr. Milind Kamble talked about lack of availability of good quality human resources to the even tiny and nano entrepreneurs like "Sabziwala" or a person selling "Nariyal Pani" at road side. He experience of talking to a nano entrepreneurs like vegetable and Nariyal pani seller. The vegetable vendor had a problem good delivery boy for delivery of vegetables to the homes from where he receives orders on Whats app. He endorsed the views of Mr. Manish saying that jobs are there but the honest people interested in doing jobs are not available. He added that business opportunities are also available for interested people.

Issue 2: Low aspirational value and risk averse attitude for vocational skills and entrepreneurship

Through an audio-visual, Ms. Loveleen Kacher, CEO, TechMahindra Foundation flagged that the major hurdle is to link the aspiration of children to what market can offer in terms of the qualifications they have. Most of the blue collared skilling jobs are not very aspirational. Getting them employed is not the job of the training partner but to ensure retention is the performance indicator.

Prof. Mukti Mishra said that he worked in a very very difficult naxal area and trained about 105 thousand youths in that locality. There is no naxal incident for last 7 years and land value has also increased. The problem is that the concept of entrepreneurship is still not deep rooted in our country. Also there is absolutely, irrational exuberant data about the skill and entrepreneurship. He talked about the concept called nano, mini family enterprises, which he promotes in tribal area. He shared the experience of creating Farm Enterprises in tribal area. Farmers when they move from cultivating paddy, become seed producer we call them entrepreneurs. 5000 turmeric entrepreneurs are created. Whatever they were doing they do, but in spare time they produce turmeric. A unit has been set up, which produces extract of turmeric and it is exported to US.

He said that another challenge is to create aspiration. The aspiration can only be created when we give them hope to have good job. In absence of job the youth may again join the naxal cadre. Then how to stop them. The only thing which can stop that is if we create a fear in them of losing something. We have to create in them the alternate pathway that they can take care of their aspiration. The skill only will not produce aspiration, aspiration can only come with competency.

The another point he mentioned is deskilling, which is happening in the major industry. It is happening due to rapid changes in technology. He shared the experience of problems in getting so many licences in creating entrepreneur of producing electronic

rickshaw. He requested the Government to look into it, as this is a real time problem. The last point he mentioned about the absence of mapping tools to judge the attitude and aptitude of a person to become an entrepreneur irrespective of the course one has done.

Dr. RCM Reddy commented on aspiration of youth from Skill programmes. He said it is very multi-dimensional, it's not just about the particular trade and training program duration etc. If we actually set the expectations right, as to what is in youth's mind at the end of the training program, I think half of the program is done.

He added that we need to make the individual little more well-grounded, so that the trainee acquires some amount of practical knowledge of the skills, which will make them employable in a variety of sequence. The second thing we need to do is to focus on softer aspects of skill development, along with the domain aspects that's where this 360 degrees aspect would be good. It's not just domain that is almost 60% weightage, 40% should be on English, IT, and other soft skills.

Third thing in aspirations is to add a concept, called week zero. In the first week of the training program itself there should be an exposure to the industry and job potential. Suppose we train students to be, bed-side assistants, patient care assistants and in the first one week of this 3 months training program, if we actually put them in the hospital to have a practical knowledge then they could make a decision, whether this is the work they want to do or not. Those who choose to continue with the training, when they actually go to hospital after completion of training, and starts attending to the patient, it would be a different experience for them. He had a joint project with Mackenzie and based on their experience he bought out this concept of week zero. For aspiration, there has to be a career progression in the sense, if she joins in a retail mall, as a sales executive, can she become a sales supervisor at the end of say 3 years of work? He suggested that while a person is working in a particular job, a mechanism of recognizing skills that he or she acquires is need to be evolved and make it equivalent to credit system leading career path. Unless we actually build this career path, the aspirational aspects cannot be achieved.

Issue 3: Short-term skill development programmes cannot assure employability

Through an audio-visual, Mr. Narayanan Ramaswamy, Partner and Head of Education sector at KPMG India raised questions that does our current skill development programmes fine tune for Industry 4.0? Are we looking at what is expected in Industry 4.0 or are we still training our people for industry's older practices and job roles? Which are the sectors requiring newer job roles? Ms. Loveleen Kacher talked about the key to retention of employees is student's ability to transform and acquire behavioral skills for which 3 months duration of training is not enough. In certain industry requirements, there shall be slightly longer training duration and on the job training as well. Other important aspects include, Spoken English and soft skills training to make them job ready.

Mr. Muralidharan said duration of courses can be determined only by the nature of jobs and by the employer, everybody else is incidental. He was of the opinion that we are over

skilling people. He made clear that his comments are in context of service sector and graduates, as he is working in this area. He said skilling programme should be employer driven, employer assessed, employer specified. Duration of training is not something which can be specified by the ministry, third party. The duration should be determined by the employer. He suggested employer co-pay models of PMKVY. In this model the employer has to pay part of the money, but he takes ownership of the entire skilling program, he will work with a training partner, develop the curriculum work with the sector skill council, develop the quality, but the end of this program, he will pay for the training, and claim the share from the government after 90 days of retention. This would be the fundamental departure from the way we are doing the training program. The challenge for training partner like many of us from the system is we have to find the training customer first. We need to design the training program around them.

He added that we have created an aspiration in this country by graduating 5 - 6 million people every year and our education system is enrolling more and more people and giving them the dream of something to happen when they complete their education, but unfortunately the skills are not acquired and the job market is also not ready to absorb them. In fact training itself is not a big issue once we know what is the job role, what is the job intake and what are the productivity parameters.

Mr. Manish made point that there is a huge genetic diversity amongst the enterprises that the notion of standardization of training is not possible even probably predicting the jobs is not possible. We are trying to create a self healing system, which depend upon more of apprenticeships, connectivity between the diploma certificate and degree and employer involvement.

Dr. RCM Reddy highlighted two components for changing need for skill development. One is dynamic relationship with the employer. We have a certain number of employer and the employer requires certain number of people. We need to identify employer and their job need and then work backward to ensure that the programme is created according to job need. Work in this direction by the Government is in progress, however it need to evolve and more and more interaction with the employer.

The second component is futuristic requirement. We talked about Industry 4.0 (fourth industrial revolution or Industrial internet). On this aspect we need to look at the entire thing on a continuous basis. That is something on short term, medium term basis and something on long term basis. India is an attractive destination for manufacture sector and even at the industry with 4.0 at least has a foreseeable future of a decade. It is unlikely that the robot's and machines will replace the people who are going to stick to the governance. Short term or medium term view are required where the technology is changing marginally. In the sector where some jobs are vanishing, long term view is to be taken. For example the warehouses, where robots are likely to replace people. The trends are visible, they are technology intensive sectors and which are with the artificial intelligence and automation driven kind of influence is there. In such cases up skilling and

re-skilling is important. We need to have the strategy which is mix of both what's happening now, what's going to happen in future. We need to divide these sectors we shouldn't get bog down with Industry 4.0 only and we now need to work on what is required now what is required in future and work together on continuous basis.

Mr. Milind Kamble mentioned about three key challenges for small enterprises. They are: early stage funding, acquisition or retention of talent and growth capital funding. He said Government schemes like MUDRA and Stand Up India is addressing the problem of early stage funding. Under these scheme funding is provided without collateral security. In stand up india each Bank branch has to support one SC/ST and one woman entrepreneur with financial assistance from Rs.10 lakh to Rs.1 Crores, which is a very good scheme towards the financial inclusion. The Startup India to certain extent addressing the issue of retention of talent. Under this scheme Government is supporting talented people to start their business. Another Government policy is procurement policy, which is creating huge market for MSME sector. Under this policy, it is to be ensured that 20% procurement in the Government or CPSU has to be done from MSME sector. He was of the opinion that the Government is creating a ecosystem for overall socio economic growth with the growth industries particularly MSMEs.

Issue 4: Industry's poor willingness to engage and pay a skills premium for certified workers or startups provides no incentive

Through an audio-visual, Mr. Ketul Acharaya, Senior V.P. and Group Head of IL&FS Skills raised the question that how do we ensure more participation from industry in the skilling eco-system in terms of employment and paying skills premium?

Mr. Manish Sabharwal said that the wage premium is a concept applicable only to productive enterprises. A less productive enterprise can't pay wage premium and hence the quality of workers will not be good and therefore it will never be productive. Non-farm jobs are more productive. Wage premium comes when economy is productive when there is formalization, industrialization and urbanization in human capital. Skills can create a wage premium if they are relevant, if they are timely but you have to pray to one God that is employer. We will not get wage premium if we pray to ourselves. The problem in skilling people is primarily education. The best skills that are developed in 10-12 years, cannot be taught in 6 months. One has to learn 12 years to have skill in reading, writing and arithmetic etc.

Mr. T Muralidharan added on wage premium and said that from 1999 to 2012 the wave of productivity went up but it was not passed on to labours. His organization has done study in this regards. The interesting fact he mentioned that the wages of supervisory and non-supervisory managerial level has gone over the roof in private sector. In fact it is two and half times growth rate of compensation for the managerial work force as compared to the labour work force. There are many reasons to this but the most important reason is that the labour compensation in India is always fixed on the 2 major factors. One is the government

determined minimum wages and second the negotiating power of the union. There has been a decline in the negotiating capability of the unions. Consequently the premium of basic wages is being determined by what company can get away with rather than what company should pay. However, the total amount spent on wages remains the same but money went to the supervisory and managerial work force is more than labour. Some people in managerial sector get exorbitant salaries. Can such salaries be justified in relation with the wages of labour work force. This is what the trend has happened in last 12-13 years, which is very very unfortunate.

He was of the opinion that the companies will pay a premium, provided we produce productive work force for them. But you cannot demand on it, we have to produce the data. Anti labour work force retention apprehension is a problem. Its rates are obnoxiously high 80%, 70%. We need to look for solutions. We know that once the work force becomes productive they will earn incentives and their self esteem will go up. The managerial work level will also increase so every factor will go in positive side.

Prof. Mukti Mishra said that NSQF (National Skills Qualifications Framework) is a fantastic concept but a non-starter. He requested the Chair to take note of it. Another point he highlighted that people specially youth has aspiration and they want to move out but provided there is no intermediaries between employee and employer. What is happening is that the job aggregators are killing the incentive. Everybody wants to work in Toyota but Toyota will not employ them so they will go to aggregators to employ, whereas they don't want to be aggregator's employee. So many people have come back they have straight complained themselves that we were in the contractors pay role. It is happening and the aspiration gets marred. Another factor is automation which they are not able to cope with. There is a miss match between the competency that we are providing and competency industry is expecting. The de-skilling is happening over a period of time. These are the factors which are affecting the mobility.

Issues 5: Lack of effective skilling program for startups and entrepreneurs

Through an audio-visual, Mr. Narayanan Ramaswamy, Partner and Head of Education sector at KPMG India raised questions that do we have training modules for job creators? Are we addressing the concern of job creators like innovation at workplace, failure management, and structured communication for various stakeholders?

Dr. RCM Reddy said that the entrepreneurship is lot more complex and more wholesome than just training. Training is just one bit of entrepreneurship. Now the question is can we create a ecosystem in which the enterprise can become sustainable? Firstly we need to know which is the service or a product that particular enterprise would produce and what do we need to make it happen. Do we have the market and once the market is established, do we have the finance and once we get the financial linkages, then the question of training comes. The entrepreneurship development program needs to be integrated with training program. At the same time entrepreneurship development

programme ecosystem should also be measured in terms of number of enterprises that can be established and sustained as per the outcome of the program not on the basis of just number of people being trained. He was of the view that entire dimension of skill of entrepreneurship need to be looked in a more holistically manner and not on the standalone basis.

Mr. Milind Kamble said that in the last 10-12 years we have a rapid growth in Micro, Small and Macro Enterprises (MSME). So aspiration amongst youth to establish their own enterprise is there and we need to take it very seriously. He made a point that only high qualification does not ensure development of entrepreneurship quality. More the qualification, the lesser the risk bearing capacity, because he has something to lose. But the person who is not very highly qualified, has nothing to lose, so his risk bearing capacity increases and he can also be a successful entrepreneur. Only thing one needed is a firing belly. We need to create a eco-system to fulfill their aspiration. He added that the fresh graduates first comes to the MSME and after 2-3 years experience the doors of big companies opens for them. So MSMEs are working as training institutes for young graduates and we need to incentivize MSMEs.

Mr. T. Muralidharan made three points, first is capacity to take a loss it is a very key ingredient. It is a very determinant of a successful entrepreneurship. Three things are required for one to know before setting up an enterprise i.e how to manage self, how to manage people and how to manage customers. These three things come only when you work on a job. Therefore he suggested that fresh graduates should first focus on work for 7-8 years in a job and then try get into the system and create enterprises. Because they have done something, they have the capacity to take the loss. Second point is that we have to create a concept of partnership rather than single enterprises. The ability to work in a group of 3-4 partners is a very very successful model. Sometimes even if a fresher wants to do his own business, it is the best thing to pair him up with somebody with more experience and build up a partnership together at least in the initial period. The third point is that there should be an opportunity to sell out at some point of time, find somebody to sell out and start a second one. Many entrepreneurs have that dream but sometime it is not realistic, so we must allow them wide opportunities to exit.

Prof. Mukti Mishra made a suggestion that single window should have three parts of separate for the micro, nano, mini family entrepreneurs, one for finance, who will takes care subsidy, bank loan, etc., the second be administrative part taking care of all the clearances and the third is the monitoring part.

SUGGESTIONS

1. NSDC may include care giving skills for elderly people, drug addicts, differently abled people etc in their curriculum. The norms for inclusion should also be relaxed so that the agencies who are willing to provide this skill under PMKVY may not face any

problem. Secondly, care givers for elderly people or any such people may be included as employment under MGNRES.

2. Skill development programmes should also be so design to support persons who expects job from skill development courses? Because entrepreneurship is a risky venture and also does not fulfill the need of a person immediately requires money for support to his/her family.
3. ITIs providing vocational courses and Institutes providing Diploma are the institutes which are giving job oriented courses. But course curriculum and the method of imparting trainings has not changed since long to meet the current industrial requirements. So we need to strengthen these institutes through financial assistance to upgrade their machineries in workshop and by changing curriculum as per industrial requirements. This change will meet the aspirations of youth and industrial as well.
4. We need to define what entrepreneurship and skill development is, there is no definition of skilling and placement. Only 30% training institutes are there that give good training and have less attrition. Philippines certifies skills in American standard leading to international placement. A similar model can be adopted in India as well.

CONCLUDING REMARKS

Dr. Panagariya concluded the session and said that the real shortage in India is the enterprises that create good jobs. In India successful industries are in a very few sectors like auto parts, engineering goods, automobile, IT and pharmaceutical. These industries, are either very highly capital intensive or they are very high skilled labour intensive. These industries are imparting highly intensive skills like with degree of engineering, PHD's and so forth. We need industries, which could create job for the large number of people with the lowest skills or semi skilled workers. Those industries are largely in clothing, apparel, leather and Foot wear or assembling industry particularly in the electronics etc. Unfortunately these industries are not doing well in India and are not successful, particularly in terms of capturing the global market. It is therefore very important to create an ecosystem in which such low skilled labour intensive industries could be made highly productive and in turn they could create good jobs and pay well. So at the end we need the larger firms which employ large numbers of low skilled workers and they have to succeed and compete in the global market. When we are competing in the global market we are to compete with the hardest and the best in the world. Such competitive environment is not protected by anything other than our own ability to readjust our technology, readjust our management, raise our productivity and when we do that we will change the ecosystem of these industries.

At last he added that apprenticeship program have not been very successful in India. There were large number of restrictions in the past in 1961. They were amended to

a very large degree in 2014. Our current government finally put in the gadgets in last 3-4 months so hopefully we may see a greater changes there. He thanked for very stimulating discussion and great ideas from panelists.

WRAP-UP SESSION

1. Creating value through Human Capital Management in Government

For the session, wrap-up presentation was given by **Mr. B. P. Sharma**, Secretary, Personnel and Training, Government of India.

20th April, 2017

Wrap-up Session- Creating value through Human Capital Management

Chair: Dr. Jitendra Singh, Hon'ble Minister of State (PMO & PP)
Moderator: Mr. Arun Kumar (Chairman and CEO, KPMG India)
Panelists:
Mr. B P Sharma, Secretary, Personnel and Training
Ms. Aruna Sundararajan, Secretary, Electronics and IT
Ms. Roopa Kudva, Managing Director, Omidyar Network
Mr. Sandeep Chaudhary, CEO, Aon Hewitt India

Annual Performance Appraisal Report based evaluation of employee is subjective and not motivating

Grossly inflated grading of Government officials

- Individual action plans in a Department should flow from the organizational action plan that is aligned to organizational goals and objectives
- A dynamic appraisal mechanism system to lay emphasis on work indicators and personality traits preferably in a proportion of 60:40
- Percentile system for grading may be attempted for performance evaluation
- A committee of secretaries may be set up to normalize the appraisal of Government officials
- An Online data base can be set up to identify liberal reporting authority
- Performance management should have transparent guidelines and clear articulation of what is expected
- The performance evaluation of any individual should be in a context of the performance of organization
- The performance evaluation should be done in keeping with the complexity of the job
- 360° evaluation including the views of civil society may be obtained

2

Creative Work Environment

- Lack of data analytics despite wealth of information
- Attracting and retaining talent will be a challenge
- Government function in silos leading to rigidity

Measure to attract talent

- Flexibility in work environment
- Working from home and flexible timings
- Multiple experiences
- Deployment of resource not aligned in accordance with training
- Culture of risk aversion
- Policies don't encourage lateral and fresh thinking

3

Creative Work Environment ..contd.

Lateral hires

- Being done in a limited manner in Govt on contractual basis
- lateral entry should be done only at middle level post so that officers performance can be watched before assigning highest level of responsibility
- Conflict of interest needs to be carefully assessed.
- Difference in salary, perquisites could be strong disincentive
- Lateral entry would be more feasible only when the salary in Govt and private sector are aligned
- There is a recommendation before a govt to have JS level officers on contract basis to meet shortfall in recruitment during the period 1995-2005

4

Limited upskilling/ re-skilling opportunities for middle and ground level Government functionaries

Training not considered high priority area and sufficient funding not available

- Providing training opportunity to all employees may not be feasible at the present juncture
- Government has started induction training for front line workers online platform for training introduced recently
- To increase collaboration all ATI's are being connected to online platform
- In the training modules, team building ,gaming , role play etc. are being extensively used
- Base line survey for the current skill gaps to be attempted on a pilot basis
- There is a need to provide forum for sharing of best practices
- Annual conferences of the training stakeholders may be held to share experiences

5

2. Doubling Farmers' Income

For the session, wrap-up presentation was given by **Prof. Ramesh Chand**, Member, NITI Aayog, Government of India.

20th April, 2017

Wrap Up Session- Doubling Farmers' Income

Chair: Prof. Ramesh Chand, Member, NITI Aayog

Moderator: Mr. Utkarsh Palnitkar (Partner, National Head – IGH, KPMG India)

Panelists:

Mr. Anil B Jain, MD & CEO, Jain Irrigation Systems Limited

Prof. R B. Singh, Eminent Agriculture Scientist & Chancellor, Central Agriculture University, Imphal

Mr. Genabhai Dargabhai Patel, Progressive Farmer

Mr. Pravesh Sharma, Co-founder & CEO – Subziwala.com

Mr. Rabi Narayan Das, Chairman, NCEDX

Key Takeaways (1/2)

- For doubling farmers' income, there is a need to liberalize agriculture - significant reorientation, restructuring, revamping and innovation in the agriculture sector are required
- Take agriculture in a comprehensive sense and particularly promote allied sectors like livestock, poultry, fisheries and agro-forestry for greater returns.
- Long and fragmented value chain of agriculture sector to be streamlined by eliminating intermediaries and improving infrastructure
- Efforts need to be undertaken for development of Farmer Producer Organizations (FPOs) which will enable farmers to have professional retainers, and create a seamless and integrated value-chain
- Better quality planting materials and nutrients to be made available to the farmers at reasonable rates and in required volumes and at the right time. Indigenous methods for producing fertilizers etc. should be promoted
- Public funding of R&D expenditure should be encouraged

2

Key Takeaways (2/2)

- Efficiency of water use to be enhanced by use of drip and micro irrigation. Mechanization should be combined with techniques such as precision farming
- A key enabler for transformation and doubling the income is technology. Right technology has to be taken to the right people. More focus to be laid on biotechnology to produce crops with higher return, increased shelf-life and environmental protection.
- For small and medium level farmers, the focus should move to third set of crops called the Solar Crops. Innovative idea to install solar panels in the agricultural land. Below the panel crops like banana can be grown. Energy produced by solar panels provide assured income to farmers.
- Seamless access to markets to be enabled by enhancing last mile connectivity, leveraging technology and capacity building of farmers on the use of such technology, and strengthening the marketyards
- Group action to provide the scale of economy for adopting new technologies, streamline farmer market linkage and realization of appropriate price.
- Exit agriculture to reduce the over crowding in and over burden on agriculture.

3

3. Promoting Energy Access and Adopting Efficient Technologies

For the session, wrap-up presentation was given by **Dr. Bibek Debroy**, Member, NITI Aayog, Government of India.

20th April, 2017

Wrap-up Presentation- Promoting energy access and adopting efficient technologies

Chair: Dr. Bibek Debroy, Member, NITI Aayog

Moderator: Mr. Anish De (Partner, Head of Strategy & Operations, KPMG India)

Panelists:

Mr. Pradeep Kumar Pujari (Secretary, Ministry of Power)

Mr. Upendra Tripathy (Director General, International Solar Alliance)

Prof. Ashok Jhunjhunwala, Professor – Dept. of Electrical Engineering, IIT Madras

Dr. Harish Hande, Chairman, SELCO Solar Light Private Limited

Dr. Arunabha Ghosh, CEO – Council on Energy, Environment and Water

Key Takeaways (1/2)

- Need to relook at the definition of rural electrification
- Tariff determination methodology needs to be reworked
- Developing feasible business models for energy efficient appliances in energy access
- Providing innovating financing structures for DRE operators
- Innovative financing to achieve tariffs seen in recent bids globally
- Movement towards direct subsidy transfer to the beneficiary
- Improving the governance mechanism for discoms

2

Key Takeaways (2/2)

- Provision for procurement of energy efficiency appliances at the national level
- Look to bypass the challenge of cost of storage for the grid by making it decentralized
- Requirement of a coherent ecosystem for agriculture, electricity and livelihood
- Large scale movement towards DC appliances from AC appliances

3

Policy Restructuring

Need to relook at the definition of rural electrification

- Household electrification needs to be considered when considering rural electrification.
- Elements of power supply such as demand, supply, reliability, quality, technology and affordability also need to be duly factored in.

Tariff determination methodology needs to be reworked

- The tariff determination currently being done for the various consumer categories includes losses and cross subsidization. This can be reformed to make price determination fairer to the end consumer.
- The onus and penalty should be more on the discom than on the consumer for not reducing the losses.

4

Encouraging Innovation

Developing feasible models for energy efficient appliances in energy access

- Measures to reduce upfront capital cost and development of models which allow for appropriate risk sharing between the various stakeholders is required.
- Improve and scale technology innovations with regard to products for livelihood applications in the rural areas beyond the conventional products.

Providing innovating financing structures for DRE operators

- DRE solutions require financing support including prepaid support and guarantee mechanism considering high risk perceptions.
- These need to be supported with instruments that allow for appropriate risk sharing to make projects feasible for the developer while mapping charging of tariffs with the consumers cash flows.

Innovative financing to achieve tariffs seen in recent bids globally

- Reducing off-taker risk, foreign hedging cost and the debt burden by addressing causes behind each factor to bring tariffs down to the global tariff levels.

5

Revamping Processes

Movement towards direct subsidy transfer to the beneficiary

- Direct benefit transfer based on electricity consumed by the consumer. This will reduce the distortion in the price of supply by discoms versus DRE solutions.
- Further options to be provided to the consumer to switch between kerosene subsidies and the electricity subsidy to ensure a fair price choice between electricity sources.

Improving the governance mechanism for discoms

- Improving the accounting accuracy of energy supply to reduce the energy losses
- Transparency with regard to making public details such as asset registration, vendor rating, performance of vendors and staffing to bring in greater accountability.

6

Promoting Consumer Involvement

Provision for procurement of energy efficiency appliances at the national level

- Schemes to be adopted to replicate the success with cost reduction, as in case of UJALA, for other energy efficient appliances, including for cooking through increase in volumes.
- Sustaining the momentum on the gains made till date through concerted campaigns.

Look to bypass the challenge of cost of storage for the grid by making storage decentralized

- Instead of grid provided storage, solutions such as electric vehicles, household level storage and business centre storage through innovative technologies need to be looked at.
- This could further help in ensuring demand side instead of supply side management.

Requirement of a coherent ecosystem for agriculture, electricity and livelihood

- People will be willing to pay for the solutions provided they see a value. This can be done through benefits in agricultural practices and ensuring livelihood generation.
- This would allow addressing energy access and efficiency issues in rural areas.

7

Promoting Consumer Involvement Contd.

Large scale movement towards DC appliances from AC appliances

- Through increase use of DC appliances by the consumers, losses being incurred by the consumers will be reduced which can lower the cost of electricity for the consumer.
- This would need to be driven at a national scale to create the required impact.

8

4. Skill Development and Entrepreneurship

For the session, wrap-up presentation was given by **Mr. RCM Reddy**, Managing Director and CEO, IL&FS Education & Technology Services.

20th April, 2017

Wrap-up Presentation- Skill Development & Entrepreneurship

Chair: Dr. Arvind Panagariya, Vice Chairman of Niti Aayog

Moderator: Mr. Nilaya Varma, Partner & COO, Government Practice

Panelists:

Mr. Manish Sabharwal, Chairman, TeamLease

Mr. RCM Reddy, Managing Director & CEO, IL&FS Education & Technology Services

Mr. T. Muralidharan, Founder, TMI Network

Mr. Milind Kamble, Chairman, Dalit Indian Chamber of Commerce & Industries (DICC)

Prof. Mukti Mishra, Co-founder and President, Centurion University of Technology & Management Odisha

Key takeaways (1/2)

1. Make skills aspirational

- a) Provide career pathways aligned to NSQF: certificate, diploma and degree programmes based on work competences
- b) Emphasis on 360 degree training: Domain, IT, English and Soft Skills, to make the training amenable for variety of jobs
- c) Align the trainings to dynamic industry requirements

2. Provide enabling environment for better retention of the trained candidates, post placement

- a) Affordable industrial workers accommodation on PPP (with employer as partner)
- b) Support industries to come up in areas where skilled workers are available

2

Key takeaways (2/2)

3. Promoting entrepreneurship

- a) Design enterprise development as a holistic programme covering all necessary linkages: market, finance, technology and skills (Skills Plus)
- b) Focus on non-farm and micro entrepreneurship

4. Strategy to respond to the challenges of Industry 4.0

- a) The automation led by AI likely to disrupt the jobs and skills ecosystems and thus India should proactively design a strategy to address this challenge
- b) The related skills need to be embedded in the formal academic system right from schools, as well as massive up-skilling

3

DAY 2: 21ST APRIL 2017

AWARDS EVENT

WELCOME ADDRESS BY CABINET SECRETARY



Shri P.K. Sinha, Cabinet Secretary, Government of India

आदरणीय प्रधानमंत्री जी, माननीय कार्मिक राज्य मंत्री जी, यहां उपस्थित मेरे सभी वरिष्ठ अधिकारीगण, तथा केन्द्र सरकार के विभिन्न विभागों एवं राज्यों से आये मेरे प्रिय सहयोगी। सर्वप्रथम मैं civil services day 2017 के इस अवसर पर आप सभी का अभिनंदन करता हूं तथा प्रधान मंत्री जी का हमारे बीच पधारने के लिये, हृदय से धन्यवाद व्यक्त करता हूं। इस वार्षिक कार्यक्रम को और अधिक उपयोगी और प्रेरणादायक बनाने के लिए माननीय प्रधान मंत्री जी द्वारा हमें निरंतर मार्गदर्शन प्रदान किया जाता रहा है जिसके कारण हम इसे पहले से एक बहुत अलग स्वरूप दे पाये हैं। Infact we have been able to raise the level of this program considerably. इसके लिये हम माननीय प्रधान मंत्री जी के अत्यंत कृतज्ञ हैं।

विगत वर्षों से हम इस कार्यक्रम को दो दिनों तक आयोजित कर रहे हैं जिसमें उत्कृष्ट अधिकारियों को पुरस्कृत करने के अतिरिक्त चयनित विषयों पर गहन चर्चा की जाती है और distinguished outside speakers को भी आमंत्रित किया जाता है। प्रधान मंत्री पुरस्कार हेतु पिछले वर्ष 74 districts में स्पर्धा हुई थी और एक multilayered selection process तथा call center द्वारा ली गयी feedback एवं विजिट आदि के माध्यम से दस best initiatives को चुना गया था। इस संदर्भ में माननीय प्रधान मंत्री जी द्वारा गत वर्ष ये निर्देश दिये गये थे कि हमें यह प्रयास करना चाहिए, कि देश के सभी districts इसमें भाग लें। उन निर्देशों के अनुपालन में इस वर्ष अथक प्रयास किये गये हैं जिनमें पत्र भेजने के अलावा web portal, social media, call centers तथा vedio conferencing आदि सभी माध्यमों की मदद ली गयी और मुझे बताते हुए बहुत खुशी हो रही है कि इन प्रयासों के परिणामस्वरूप इस वर्ष हमें 599 districts से भारी मात्रा में कुल 2345 entries प्राप्त हुई ।

ऐसी स्थिति में scrutiny एवं selection की प्रक्रिया को इस बार बेहद बड़े पैमाने पर करना पड़ा। पहले Additional Secretaries level पर, चार screening committee द्वारा प्राप्त सभी प्रस्तावों में से 55 entries को shortlist किया गया, फिर सचिव स्तर की expert कमेटी द्वारा call center से साढ़े आठ लाख feedback calls एवं 110 अधिकारियों द्वारा प्रस्तुत field survey report के आधार पर 36 initiatives को Cabinet secretary की अध्यक्षता में गठित empowered committee को भेजा गया। Empowered committee जिसमें outside experts भी शामिल थे, उन्होंने इन सभी 36 initiatives को पूरे दिन देखा और जिस भी initiatives को वो देख रहे थे, video conferencing पर, उस जिले के या उस initiative से संबंधित अधिकारी से discussions के बाद 12 initiatives को चुना जिन्हें पुरस्कार हेतु माननीय प्रधान मंत्री जी को recommend किया गया। इस बार competition बहुत ही stiff रहा है तथा जो अधिकारी तथा संस्था पुरस्कार पा रहे हैं, विशेष बधाई के पात्र हैं। जिनको पुरस्कार नहीं मिल सका, वह भी बधाई के पात्र हैं क्योंकि उन्होंने भी अत्यंत सराहनीय प्रयास एवं कार्य किया है। माननीय प्रधान मंत्री जी ने इस वर्ष के कार्यक्रम के लिये दो अन्य निर्देश भी दिये थे। एक तो यह कि चर्चा हेतु चयनित विषय “Creating Value through Human capital management.” पर देश के सभी DMs एवं Collectors द्वारा उनके विचार आमंत्रित किये जायें, जिनके आधार पर discussion points को identify किया जाय। संतोष का विषय है कि कुल 533 DMs and Collectors ने अपने papers हमें भेजे। दूसरा निर्देश माननीय प्रधान मंत्री जी ने यह भी दिया था कि Priority Programmes के अंतर्गत shortlisted initiatives को एक questionnaire के माध्यम से younger batches के साथ share किया जाये। जो अपने inputs, files से हमें भेजें। इस संदर्भ में बताना चाहूंगा कि 2013 से 2016 batch के कुल 691 officers में से 615 ने इस काम को किया और अपने inputs हमें online भेजे।

हम अवश्य यह कह सकते हैं कि इस वर्ष लगभग सभी जिला स्तरीय अधिकारियों का कार्यक्रम में सहभागिता रही है तथा younger batches से shortlisted initiatives को share करने से जहां एक ओर उनके नये ideas से हम लाभान्वित हुए, वहीं इन initiatives को अन्य जिलों द्वारा अपनाये जाने का मार्ग भी प्रशस्त हुआ। PM Awards हेतु shortlist initiatives को अन्य राज्यों एवं जनपदों में replication पर हम पिछले वर्ष से विशेष बल देते रहे हैं। प्राप्त सूचना के अनुसार गत वर्ष के कई initiatives को विभिन्न स्टेट एवं UTs द्वारा अपने areas में अपनाये जाने हेतु identify किया गया। इस संदर्भ में प्रशासनिक सुधार विभाग द्वारा हैदराबाद, गोवाहाटी एवं गांधीनगर में replication workshops भी आयोजित किये गये थे। यहां संचालित हो रहे इस कार्यक्रम को देश भर के अधिकारी राज्य एवं जिला स्तर पर telecast एवं webcast द्वारा live देख रहे हैं।

मैं इस वर्ष उनकी व्यापक सहभागिता हेतु उन्हें धन्यवाद देता हूं तथा Civil Services Day के उपलक्ष्य में उनका अभिनंदन भी करता हूं। इस दिन हम सभी civil servants पुनः अपने को देश के समग्र विकास एवं कमजोर वर्गों के उत्थान के प्रति समर्पित करते हुए यह भी प्रण लेते हैं कि हम भारतीय civil services की highest traditions को बनाये रखेंगे। इन शब्दों के साथ मैं माननीय प्रधान मंत्री जी का पुनः धन्यवाद व्यक्त करता हूं। धन्यवाद, जय हिन्द।

ADDRESS BY HON'BLE MINISTER OF STATE (PMO & PP)



Shri Jitendra Singh, Hon'ble Minister of State (PMO & PP)

परम आदरणीय प्रधान मंत्री जी, Principal Secretary, श्रीनृपेन्द्र मिश्रा जी, Additional Principal Secretary to PM, Dr. P K Mishraji, Cabinet Secretary P. K. Sinha साहेब, Secretary ARPG, Vishwanath ji, यहां पर पधारे हुए civil services के सभी सीनियर अधिकारीगण, ladies and gentelman. वैसे तो civil services day वर्षों से मनाया जा रहा है, परंतु उसके मनाने का ढंग, उसके मनाने का तरीका जैसा आज है, वैसा पहले ना था। कार्यक्रम तो होता था मगर कुछेक घण्टे के लिये एक मुक्तसर-सा program, कोई छोटे हॉल में, कुछ लोग इकट्ठा होते, एक दूसरे का हालचाल पूछने का अवसर रहता, खैरियत की भी मालुमात हासिल होती, एक प्रकार की reunion भी होती। मसूरी के बाद कई बार एक ही कैडर के साथी 20-25 वर्षों के बाद मिलते, नयी-पुरानी, खट्टी-मीठी यादें भी ताजा होतीं,

व्यक्तिगत परिवार संबंधित जानकारी update होती, प्रीतिभोज होता और फिर सब अपने-अपने स्थानों को लौट जाते थे। परंतु, पिछले दो-तीन वर्षों में, और मुझे यह कहने में कोई संकोच नहीं है कि Civil Services Day को नया स्वरूप, एक नया आकार, एक नयी रूपरेखा और एक नया पसमंजर मिला है। और Civil Services Day आज एक प्रभावी मंच बनकर उभर कर आ रहा है। एक ऐसा मंच जिस पर गंभीर विचार होता है। सकारात्मक brain stroming. लगातार, दो दिन तक चलती है and therefore, Civil Services Day today has emerged as an important platform for mutual exchange of best practices, mutual exchange of innovations, mutual exchange of experiences and above all, in a single sentence a platform for collaborative learning.

यह अंतर है आज और पहले का। पिछले वर्ष से तो इसके स्वरूप में क्रांतिकारी बदलाव आया। आदरणीय प्रधानमंत्री जी के निर्देशानुसार, उनकी प्रेरणा के चलते, पुरस्कार प्रतियोगिता की प्रणाली में कई परिवर्तन लाने

का प्रयास किया गया। Earlier these prizes were more or less linked to individual performance, they were then linked to the priority programs of Govt. of India. और यह इतना सफल प्रयोग रहा कि बहुत से सेवानिवृत्त अधिकारियों ने मुझसे यह कहा कि काश यह पहले हुआ होता। हमने इतने बढ़िया स्कीमों पर काम किया था, हम भी उस समय पुरस्कार हासिल कर सकते। और जब यह प्रयोग हुआ, तो पिछले साल देश के 74 जिलों ने इसमें भाग लिया पिछले वर्ष इसी दिन, Civil Services Day के दिन, 21st April को हमने आदरणीय प्रधानमंत्री जी के सामने हल्का-सा साहस किया था अपनी पीठ थपथपाने का। जो हमें लगा बड़ा सफल प्रयोग रहा लेकिन, प्रधानमंत्री जी हमारे ध्यान में वो बात लाए जो हमारे ध्यान से छूट गयी थी कि यदि आप देश के जिलों की कुल संख्या देखें, लगभग 706, फिर 74 तो मात्र 10% हुआ, वैसा कुछ हो सकता है क्या कि यह भागीदारी बढ़ाई जा सके। और हमने प्रधानमंत्री जी की यह बात मन में बांधी, और मुझे यह कहते हुए गर्व है कि विभाग के सारे साथियों ने, सारे अधिकारियों ने पूरा एक वर्ष निरंतर परिश्रम करके, कठोर प्रयास करके आज यह स्थिति यहां तक पहुंचाई कि from 74 to 599, and out of total number of 706, 599 sounds like a 2/3 majority. यह कोई साधारण उपलब्धि नहीं है, इसलिए मुझे अपने विभाग के साथियों को भी बधाई देनी है।

जब आज के समारोह की तैयारी चल रही थी और वास्तव में आखिरी चरण में थी तो प्रधानमंत्री जी ने एक और सुझाव रखा कि क्या ऐसा हो सकता है, कि कुछ युवा IAS officers को इसमें involve कर दिया जाय। So this was another challenge for us. हमें लगा कि, थोड़े ही दिन बच गये हैं, इस समारोह की तैयारी का प्रेशर भी बहुत ज्यादा था सभी अधिकारियों पर, अफसरों पर, ऐसा हो पायेगा, नहीं हो पायेगा, हम किन लोगों को इसमें सम्मिलित करेंगे, कैसे संपर्क करेंगे, चूंकि प्रधानमंत्री जी का आदेश था। मैं ईमानदारी से कहता हूं कि बहुत अधिक confidence नहीं था, फिर भी हमने आरम्भ किया और नतीजे चौका देने वाले थे। It was amazing, यह बात फिर से एक बाद सिद्ध हो गयी, that Prime Minister was right and we were wrong.

केवल सूचना भर जारी करने की देरी थी, हमने 4 batches का चयन किया था 2013/14/15/16, कुल मिलाकर उसमें 691 young IAS officers थे। सूचना भर जारी करने की देरी थी कि उसमें से 615 boys and girls immediately promptly responded. हमें लगा कि प्रधानमंत्री ने जो हमें यह प्रेरणा दी थी उसमें कितना vision था। हमने एक platform बनाया portal platform उनकी सुविधा के लिए, और आज हम दो दिन पहले जब उसके आंकड़े देख रहे थे, that platform has been visited 2500 times by these officers and they have spent more than 2000 hours on this platform, इतना अधिक उत्साह।

उत्साह का आप अंदाजा इस बात से लगा सकते हैं कि मुझे एक जिले का युवा collector मिला और कहा कि "वो जो 5 योजनाएं इस बार की पुरस्कार प्रतियोगिता में सम्मिलित की गयी हैं उनमें दीन दयाल उपाध्याय ग्राम ज्योति योजना को लेकर मेरी दावेदारी बन रही थी लेकिन मैं चूक गया", क्योंकि राज्य सरकार की ओर से fund release करने में विलम्ब हो गया। So the feeling of regret of not having become a part of it was there the end of the day जो हमारे युवा IAS officers हैं they have started looking forward to Civil Services Day, as an occasion for recognition, which was not happening earlier, it is no longer a re-union occasion.

Hon'ble Prime Minister Sir, You have given the nation the vision of new India and befittingly therefore the theme for this year's Civil Services Day, has been named as making New India. So that along with 125 crore people of this country, the entire fraternity of the civil services, can also take credit of having been a part of your journey of New India.

जिस प्रकार की भागीदारी हुई है, जिसका मैं अभी उल्लेख कर रहा था, लगभग देश का प्रत्येक जिला इसमें involved होगा। पिछले वर्ष इसी दिन मैंने अपनी बात रखते हुए, अंत में यह कहा था कि cooperative federalism की ओर बढ़ते बढ़ते हम प्रयास करेंगे अगले साल Competitive federalism भी साथ में हो। I feel we have a indication that we have succeeded not only living up to the effort of bringing in Cooperative federalism, but also in bringing the element of competitive federalism and thus living up to the mantra of 'सबका साथ सबका विकास'।

सन 2014 में सरकार बनने के कुछ ही समय बाद प्रधानमंत्री जी ने ही हमें मंत्र दिया minimum government maximum governance । पिछले 3 वर्षों में इस मंत्रालय के द्वारा पारदर्शिता, जबावदेही accountability लाने का तो प्रयास हुआ ही है। साथ ही साथ समयबद्ध तरीके से योजनाओं को पूरा करने का भी प्रयास रहा है। And I think the single most important credit for this, goes to the single minded devotion, and the single minded focus of our Civil Servants.

हम जब governance की बात करते हैं, तो हमें यह ध्यान रहे कि 'Civil Servants is the essential tool of governance, and we can never achieve good governance without good Civil Servants, and therefore in the Ministry of Personnel, we have over the last 3 years, tried every effort to create a conducive atmosphere, to give a work friendly environment, so that every officer is able to perform to the best of his ability to the best of his potential, without being intimidated by any quarter on any account.

इन तीन वर्षों में जबसे मैं इस मंत्रालय में रहा हूँ, मुझे यह बात समझ में आयी कि Administrative Reforms का जो विभाग है, यह वास्तव में एक R and D wing है, Research and Development wing. Private Sector में इसका बहुत महत्व रहता है। And this is the Department which has the mandate of innovating, evolving, researching, and experimenting, so that we can perform, we can reform and we can transform.

यह एक बहुत बड़ा mandate है और बड़े गर्व की बात है कि we are responsible to carry forward the caravan of transforming India. साथ ही साथ हमने इस प्रयास को, देश के भिन्न-भिन्न कोनों तक ले जाने का प्रयास किया। जैसा कि एक बार प्रधान मंत्री जी ने कहा था, कि सरकार को विज्ञान भवन से बाहर निकाला जाय तो शायद उसका भी कुछ लाभ रहे। हम पिछले 2 वर्षों में उन क्षेत्रों में पहुंचे, जहां Administrative Reforms और Personnel Ministry के माध्यम से, क्या क्या कार्य हो रहे थे, उसका बहुत अधिक ना अनुभव था, ना जानकारी थी।

हम गोवाहाटी पहुंचे, हम जम्मू पहुंचे, हम नागपुर पहुंचे, हम राजस्थान पहुंचे, और ये क्रम अभी जारी है। इन 2 दिनों में भी, कल से लेकर आज तक भिन्न-भिन्न विषयों को लेकर जिस प्रकार से एक संजीदा चर्चा का वातावरण रहा है, तो मुझे विश्वास है Ladies and Gentlemen, that at the end of this 2 day event, we would all be wiser than before, and we would all be better equipped to contribute to Prime Minister's vision of New India. Thank you very much.

FILM ON AWARDS WINNING INITIATIVES



A film on 'Making New India' was showcased which highlighted the award winning initiatives. The film can be viewed at : <http://darp.gov.in/webcast/making-new-india-2017-film-darp>

DISTRIBUTION OF AWARDS

INNOVATION IN PUBLIC GOVERNANCE



Initiative: Cashless Village Palnar, Dantewada

Palnar is a village located in Kuakonda Tehsil of Dakshin Bastar Dantewada district in Chhattisgarh. It is well connected with a decent all weather road to the block head quarter Kuwakonda (15 km) and to National Mineral Development Corporation (NMDC) township. Prior to this initiative Palnar had no banks/ATMs and there was no internet accessibility. Residents of Palnar village as well as security personnel posted in the area had to travel more than 10 km in order to withdraw money from ATM and about 34 km to Dantewada for opening a bank account. With the onset of demonetization, relevance of Digital Financial Literacy (DFL) increased many folds and district administration chose Palnar as a model for promoting cashless transactions.

Approach Adopted

Under this initiative multiple efforts were taken by district administration. An order was issued by Chief Executive Officer – Zilla Parishad (CEO-ZP), Dantewada for implementation of cashless payment mode for MNREGS and all social security schemes.

Technology Enablement

District Administration (DA) engaged BSNL for establishing a Wi-Fi hotspot zone at Palnar. The connectivity was established in December 2016, and the entire shopping

area of Palnar was provided with free Internet Service. Ezetaps were installed instead of conventional POS machines considering the kind of infrastructure available. Micro ATMs were established for remote payments through RuPay card, Aadhaar Enabled Payment System (AEPS), Digi Dhan, UPI (BHIM) etc.

Handholding Support

Leveraging support from banks and public representatives of the area, DA made efforts to ensure that every Jandhan account holder received RuPay cards, and that Aadhar seeding is done. By organizing special camps during weekly markets DA ensured distribution of RuPay cards to the account holders. NOCs and Aadhar details were obtained from un-seeded account holders by field staff. Shop keepers were extensively trained by teams and bank officials on handling the Ezetaps devices.

Awareness Generation

Meetings were conducted regularly to convince public representatives, shop owners and general public of Palnar about the needs and benefits of digital transactions. Public representatives undertook the responsibility of convincing surrounding villagers by conducting meetings during hot bazars. Localized audio and video campaigns and Nukkad Nataks were designed for public awareness. A Digital Army was created within the villages using digital band, caps and T-shirts to attract local people. Digital Doots spread the message of digitization and created awareness about cashless transactions.

Impact

The key outcomes of the project are highlighted below:

- The initiative has been successful in empowering villagers and in building confidence for digital transactions.
- Digital literacy in the village has increased and the community has moved towards making cashless transactions.
- Cashless transactions are being made as part of communal marriages, traditional folk dance festivals, inter village sports tournament, etc.
- 1,062 cashless transactions amounting to Rs. 1.22 lakh have been carried out.



Initiative: Solar Urja Lamps Project, Dungarpur

Solar Urja Lamps (SoUL) project was initiated under the aegis of IIT Bombay, Rajasthan Grameen Aajeevika Vikas Parishad (RGAVP) and District Administration, to provide an economic and sustainable solar lighting solution to the villagers of Dungarpur, Rajasthan. Due to hilly terrain and scattered habitation, the cost of electricity transmission is very high in this region. The initiative focuses on providing green and environment friendly lighting solution to each household at a reasonable price, so that school going children can study in uninterrupted manner, and women in the area can also earn from the process and enhance their livelihood.

Approach Adopted

4 Self-Help Group Cluster Level Federations (CLFs) in Dungarpur district were engaged in different capacities such as managers, assemblers, distributors and service providers for repair and maintenance of the lamps. District administration played a crucial role of bringing together all stakeholders and providing handholding support to them.

Training

IIT Bombay provided a 10 day training to 150 women of the CLFs.

- Technical training was provided to the women for assembling of the solar lamps.
- Repair and Maintenance training was also given as the lamps have a warranty period of 6 months.
- Distribution training was also provided for distributing the lamps. This included training on marketing and advertisement tools.

- Some selected women were trained to work in their own shops/house for repairing. 5 Solar shops were established by women and 19 Solar Sahelis were trained as solar entrepreneurs, for after sales service and sale of other solar products.

Funding

Idea Cellular provided financial support to IIT Bombay. Price of each solar lamp is Rs. 550, of which Rs. 350 is subsidy provided by Idea Cellular. For consumer the price per lamp is Rs. 200, of which Rs. 55 is given to IIT Bombay and Rs. 65 is the cost of operation for CLF. Thus, CLF earns a profit of Rs. 80 per lamp.

Distribution Activities

- Phase I: 3 blocks where CLF had a strong presence were selected and the lamps were distributed in 180 villages. The women reached to the targeted village 2-3 days in advance and educated the villagers about the benefits of the solar lamps by using pamphlets and sound campaigns. The actual distribution was done by hiring of tempo/mini-trucks by the women and providing delivery at the destination
- Phase II: Distribution was expanded to cover other blocks of the district and was also done at the school level, wherein the distributors visited schools and convinced the principal, teachers and students about the benefits of the solar lamps.

Awareness Generation

Campaigning was done across the district at both, school and household, levels. Distributors participated in meetings of Village Organizations (VOs) for promoting and generating awareness about the project. Few days prior to distribution, distributors visited schools for promotion. Sound campaigning, pamphlets were some of the other techniques used for promotion across various villages.

Impact

The key outcomes of the project are highlighted below:

- 40,000 Solar lamps were assembled, sold and maintained, over a period of 4 months. The entire community is benefited and is using lamps for study, cooking, milking, going to field, social gatherings etc.
- 83 tribal women, engaged as part of the project, are now able to earn Rs. 5000-6000 per month.
- Revenue of Rs. 80 Lakh is being generated with a profit of Rs. 32 lakh.
- Based on the success of SoUL project, the Ministry of New and Renewable Energy (MNRE), GoI has funded project to provide solar lamps to 70,00,000 students.
- SoUL project is now moving towards a new height in Dungarpur through solar panel production house named DURGA (Dungarpur Renewable Generating Association). The Bhoomi Poojan was done on 26th Jan 2017.

PRADHAN MANTRI KRISHI SINCHAYEE YOJANA



Group: North East and Hill States

District: Siaha, Mizoram

Siaha district is situated in the north-eastern state of Mizoram. It is the Headquarters of the Mara Autonomous District Council, one of the three autonomous district councils within Mizoram.

Approach Adopted

A detailed document on “Irrigation Plan” to provide irrigation facilities to the farmers has been prepared. The “Irrigation Plan” includes district water profile, water availability, water requirement and strategic action plan for irrigation. The potential horticulture area is 0.86 lakhs hectares of the total area of 1.99 lakhs hectares in the district.

As part of the implementation of Pradhan Mantri Krishi Sinchayee Yojana in the district, the following initiatives have been undertaken:

- 75 individual water tanks, 2 check dams, 2 water reservoir, a turmeric pack house, strawberry terrace, rainwater harvesting structure, etc. were set up.
- Solar water pumping system has been installed, gravitational pipelines were set up and percolation tank was constructed.
- Contour trenching was also constructed as it is one of the most important techniques to control soil erosion.

- A processing plant for turmeric has been created which has drying yard, slicer machine, pulveriser, grinder and packing machine.
- Support in terms of providing saplings, fertilizers, etc. has been provided. Efforts have been undertaken towards greenhouse construction, construction of drip irrigation pipelines, use of mulch films, digging of water ponds.

Convergence with other Schemes

The scheme is being implemented in convergence with other existing schemes like MGNREGS, Border Area Development Fund (BADP) and Backward Region Grant Fund (BRGF).

Awareness Generation

Awareness programmes have been conducted once a quarter for Self Help Groups (SHGs) and beneficiaries. Training programmes have been conducted for Watershed committee members and Watershed development team to upgrade their technical skills for watershed conservation. During the training programme, farmers are awarded for good implementation of the initiative.

Training on processing of turmeric was facilitated for women of SHGs. Also, training on drip irrigation and fertigation was facilitated for farmers

Impact

The key outcomes of the initiative are highlighted below:

- Irrigation potential increased by 7,400 Ha, with increase in coverage under micro-irrigation by 28 Ha.
- 124 water harvesting structures were created in the district
- Turmeric cultivation and processing at Tisopi has helped in taking turmeric from field to retail market
- In Siata and Neotala villages strawberry cultivation is a commercial success
- Pisciculture promoted under the scheme by building fish ponds for beneficiaries has led to adequate fish supply in market



Group: Other States

District: Banaskantha, Gujarat

Banaskantha district's climate is mostly sub-tropical monsoon type. This Northern Gujarat district has two major rivers - Banas & Saraswati. The major tributaries in the region are Sipu, Balaram, Arjuni, Umardashi. The district also has 2 Major dams, Dantiwada & Sipu, 1 Medium dam (Mukteshwar) and 41 minor dams.

Approach Adopted

The district has developed an Agriculture Contingency Plan and a comprehensive District Irrigation Plan (DIP) to ensure convergence of all programmes/activities for water conservation. Requirement of water for domestic use, crop, irrigation, livestock, and industrial purpose has been calculated separately. Detailed year-wise strategic action plan for irrigation of the district has been prepared department-wise and funds have been earmarked.

Renovation, Restoration and Repairing (RRR) of old canal structure during off season was done to minimize loss of water. Regular contact with farmers and user groups/ mandlis was established to assess their demands, time of release of water, frequency, etc. Under the Extension Renovation & Modernisation (ERM) and RRR activities, works of repairing of various canals including SS spreading canal, SSN canal, interlinking of tanks have been undertaken.

Micro Irrigation (MI) was given more thrust as it was cost effective and its maintenance was easier. A special purpose vehicle company viz. Gujarat Green Revolution Ltd. was

formed to undertake this MI work on a large scale. Through MI system, loss of water is minimized. To maximize use of existing resources of water, the administration undertook activities such as creating new water sources, enhancing potential of traditional water bodies (desilting, deepening of ponds etc.), augmenting distribution network by construction of link canals, promoting moisture conservation and controlling run off water (check dams, high bunds), etc.

CCTV cameras were fitted at dams to monitor water level from remote places. Surveillance and broadcasting system were installed. Satellite imaging for monitoring purpose and SMS based tracking system were introduced. Geo fencing of drip irrigation land was done. A state-of-art IT application, C-MIMS, has been put in place to process the MIS Application. Farmers can track stage-wise movement of their application and details of claimed Government assistance. Effective IT mechanism is in place to prevent duplication of subsidy disbursement.

Convergence with other Schemes

Convergence with MGNREGS in farm pond deepening, land development/ levelling activities was done.

Awareness Generation

Promotional activities were done through audio visual and print media such as TV, radio, newspapers and advertisements. Farmers actively participated in regional/ agricultural events like Vibrant Gujarat Summit, Agritech Asia, Krishi Mahotsavs. Success stories of MIS beneficiaries were documented and promoted. A bi-monthly magazine called "Jal Jivan" was published.

Activities aimed at capacity building of farmers included exposure visits, Krishi Melas, shows, dramas, exhibitions, awareness campaigns, animation films, Participatory Irrigation Management (PIM), etc.

Impact

The key outcomes of the initiative are highlighted below:

- Irrigation potential increased by 534 Ha, with increase in coverage under micro-irrigation by 58,177 Ha.
- 33 new water structures were created under the scheme
- The water table has improved by 20 ft. around the structures
- Increase in gross agricultural area: 65,000 Ha, including 2,500 Ha of unused land which was brought under agriculture
- Increased production of 3,00,000 tones. Increased area for fodder has also helped in improved milk production
- There has been a change in cropping pattern – Cereals to Groundnut / Potato/ Horticulture crops

PRADHAN MANTRI FASAL BIMA YOJANA



Group: North East and Hill States

District: Gomati, Tripura

Gomati district is very vulnerable to weather conditions, being prone to floods in certain low lying areas and shortage of water in certain upper areas. The number of non-loanee farmers in the Gomati District is approximately 97 % and the main crop for both seasons Kharif and Rabi is paddy. The cycle of certain loss of paddy crop is not a regular phenomenon, however the fear of same remains in farmers mind due to the risk of flood and drought.

Approach Adopted

District Administration laid emphasis on mass involvement of SC, ST beneficiaries through MG-NREGA work site and Jan Dhan bank accounts. District administration reached out to female members of Self Help Groups (SHGs) to spread awareness to the grass root level through cluster coordination of Tripura Rural Livelihood Mission (TRLM) Scheme. The involvement of Farmers club, Common Interest Groups (GIGs) and Farmer Interest Groups (FIGs) was done as a part of the implantation of the scheme.

Awareness Generation

Some of the initiatives taken by district administration to raise awareness are highlighted below:

- A pyramid of officials was established beginning from the grass root level (Village Level Worker - VLW) to DM level. As a practice, the village level workers organized regular discussions with farmers at short intervals to motivate and create awareness for adopting the PMFBY Scheme.
- Special modes such as district and state portal and mobile vans were used to generate awareness (m-Kisan portal).
- District administration organized several meetings with officials of Agriculture Department, Bankers and PRT bodies to increase the coverage of the scheme.
- Usage of Print & electronic media using in local language for maximum reach out in the District.
- Water User associations (WUA) and Watershed committees (WC) at the Gram panchayat level were used for mass publicity by the administration.

Monitoring

The implementation of the PMFBY scheme was monitored and reviewed regularly by district administration. The DLMC, headed by the District Magistrate and Collector and the Deputy Director of Agriculture, Gomati district as the Member Secretary, was constituted for regular monitoring and implementation of the PMFBY schemes. Furthermore, special meeting with the Officials of Agriculture department, bankers and PRI bodies was held under the chairmanship of the DM & Collector wherein crop wise targets for sponsoring insurance was determined. On fortnight basis a camp is organized to evaluate the progress in implementation of the scheme in Panchayat and ADC Village.

Impact

The key outcomes of the project are highlighted below:

- For Kharif 2016, 182 farmers were insured under the scheme, of which 54% are non-loanee farmers. Total coverage of insured area is 76 Ha, out of total cropped area of 21,257 Ha.
- For Rabi 2016, 3964 farmers were insured under the scheme, of which 97% are non-loanee farmers. Total coverage of insured area is 622 Ha, out of total cropped area of 18,782 Ha.



Group: Other States

District: Jalna, Maharashtra

Jalna district situated in central Maharashtra, occupies geographical area of 7.72 lakh Ha, of which 6.76 lakh Ha is cultivable area. Area of 1.24 lakh Ha is irrigated. The district has a sub-tropical climate, in which the bulk of rainfall is received from the southwest monsoon, between June to September. The average annual rainfall of the district is 688.3 mm rainfall. The district often experiences drought with rainfall recording as low as 400 mm to 450 mm.

Approach Adopted

Information on PMFBY was disseminated under different existing schemes and trainings of Government of India and States. Jan Dhan accounts were used for PMFBY. The compensation was disbursed to farmers, under crop insurance, in June-2016. This timely disbursement of compensation was much appreciated by farmers and helped them for procurement of inputs and expenses, for cultivation of crop in Kharif 2016. Trainings and interactive meetings were conducted for all stakeholders like departments, bank officers, farmer leaders and farmers at village, block and district level. In order to ensure greater participation of farmers' non officials such as MP, Guardian Minister of the district, MLAs, Zila Parishad Members were involved in the training.

Technology Enablement

Crop Cutting Experiments (CCE) app, farmers portal, WhatsApp group of all stakeholders for easy dissemination of information were used. For monitoring Google sheets were used to track the disbursement of compensation.

Monitoring

The implementation of PMFBY scheme was monitored and reviewed regularly by district administration. Weekly district level meetings and meetings with bankers at block and district level were held, to closely monitor the scheme. In order to address the grievances of farmers, call centre was set up at DM's office. Bankers district level and block level committees were also set up to address farmers' issues.

Awareness Generation

The scheme was widely campaigned by conducting street plays, RATH Yatras, publicity and awareness programs during 'Gram Uday se Bharat Uday Abhiyan' to ensure greater coverage. Help desk was set up to address the issues of farmers and help in handholding activities such as filling and submission of forms, solve the issue of shortage of forms etc. To ensure greater penetration and involvement of farmers, district administration worked closely with various farmers' associations and groups formed by ATMA and watershed committees.

Impact

The key outcomes of the project are highlighted below:

- For Kharif 2016, 12,29,699 farmers were insured under the scheme, of which 77% are non-loanee farmers. Total coverage of insured area is 5,57,644 Ha, out of total cropped area of 5,85,706 Ha
- For Rabi 2016, 87,988 farmers were insured under the scheme, of which 98% are non-loanee farmers. Total coverage of insured area is 1,50,000 Ha, out of total cropped area of 2,17,000 Ha

E – NATIONAL AGRICULTURE MARKET



Group: Union Territories

Mandi: Solan, Himachal Pradesh

Diverse agro climatic conditions of Himachal Pradesh are extremely suitable for growing different types of agricultural and horticultural crops particularly off seasonal vegetables and fruits. Agriculture is the main occupation of people in the district and has an important role in the economy of the State. Agricultural Produce Market Committee (APMC) Solan was selected as one of the markets to roll out e-NAM with the belief that it would positively influence both economy and farming community of the region.

Approach Adopted

For effective implementation of e-NAM, several steps were undertaken by APMC Solan. These include initiatives such as allowing farmers to directly sell their produce to buyers without bringing it to Mandi, establishment of private markets receiving at par treatment as APMCs, removal of legal barriers for entry of organized and modern capital and investments into agricultural marketing and rationalization of market fee and commission charges.

In order to ensure effective rollout of e-NAM, training programme, for the officers of APMC Solan, was organized under the chairpersonship of Additional Chief Secretary (Agriculture). CCTV cameras, display boards, electronic balances, soil testing lab, mobile van, cleaning and sorting facility, packing facilities were created in the Mandi. Amenities

such as Kisan Bhawan, canteen, water, toilets, parking, etc. were also provided in the Mandi.

Awareness Generation

89 awareness camps were organized which garnered participation of 7,120 participants. Awareness campaigns were undertaken to popularize the e-NAM system and its benefits. APMC Solan displayed hoardings, signboards and banners on different public places to create awareness about e-NAM. Other channels used for propagation included daily newspapers, radio, jingles, pamphlets, etc. Live chat shows were also broadcast on DD channel from time to time. Village level training programme was organized in clusters to create awareness about e-NAM. District level and block level farmer awareness programmes were organized in notified areas. Farmers were contacted through messages and WhatsApp.

Impact

The key outcomes of the initiative are highlighted below:

- 3 commodities, 50% of the commodities proposed in DPR, are traded on e-NAM platform
- APMC has registered 196 traders, 90 commission agents and 3,843 producers under e-NAM
- 70% of the registered traders (196) have participated in trade on e-NAM platform
- Total value traded on e-NAM platform is Rs. 4.09 Crore



Group: Other States

District: Nizamabad, Telangana

With the objective of putting an end to archetype system of agricultural trading, the District Administration, Nizamabad with active collaboration of Agriculture Marketing department conceptualized implementation of e-NAM through a three phased reforms action plan in Agriculture Produce Marketing Committee (APMC) Nizamabad.

Approach Adopted

Complete automation of weighing, cleaning and grading systems for better price realization was done at the Mandi. Electronic weighing machines were integrated to Point of Sale (POS) machines. Assaying Labs were setup within the market yard and grading was done by market authorities on a day to day basis. Amenities such as meeting halls, rest houses, canteen, etc. were also created.

A Direct Purchase Centre (DPC) platform was set up to facilitate trading without a commission agent, and a farmer's help desk was provisioned on DPC platform. The helpdesk consisted of a Deputy Tahsildar, Agricultural officer and AMC supervisor. Market fee has been regulated as per the norms and e-Takpatti was introduced for generation of e-Sale bill. Increased accountability of APMC and enhanced transparency in the deductions made for services to the farmers was established. The arrangement of spot payments and reduced deductions to farmers was made. Electronic display boards were installed which displayed various market rates of commodities and

winners' transaction details. Facility of SMS alerts to farmers was developed to ensure transparency at every stage of trade operation.

Facility for financing purchasers and providing interest free loans to farmers, for parking their produce in warehouses, was also put in place. Bank linkage for instant payments to farmers and purchasers was established.

Awareness Generation

Awareness was generated by means of market talk by concerned authorities. Farmers were motivated through FM radio and local TV channels on a regular basis. Pamphlets, print, electronic media, gram sabhas etc. were also used to promote e-NAM.

Training of farmers was conducted through farm visits and group communication.

Impact

The key outcomes of the initiative are highlighted below:

- 5 commodities, 100% of the commodities proposed in DPR, are traded on e-NAM platform
- 103 traders have participated in trade on e-NAM platform
- Total value traded on e-NAM platform is Rs. 77 Crore

STANDUP INDIA



Group: Union Territories

District: North & Middle Andaman, Andaman and Nicobar Islands

North and Middle Andaman district is one of the 3 districts of Andaman and Nicobar Islands located in the Bay of Bengal. The district has 8 scheduled commercial bank branches. The district has 97% rural population, none of which are classified under SC/ST. The UT is therefore promoting the programme by encouraging more women towards entrepreneurship.

Approach Adopted

Banks in the district help entrepreneurs in filling up of loan applications and in preparing project proposals covering details of product, process, market and viability of the business. Identification of local business needs has been done by the bank managers.

Awareness Generation

UT has extensively used mass media such as radio and Doordarshan to promote the scheme. With the help of district office, 20 awareness camps have been conducted all over North & Middle Andaman District to motivate unemployed youth to avail financial assistance under Standup India Programme for entrepreneurship. Special kiosks have been setup in beach festivals and melas. Women entrepreneurs are also being engaged through WhatsApp.

Credit counseling has been provided by bank officials to entrepreneurs to facilitate them in developing credit worthy proposals.

Convergence with other Schemes

The district office is trying to generate awareness about convergence of both State Government and Government of India schemes to broaden the scale of finance to meet out the financial requirement of the concerned individual/firm.

Impact

Under the programme, 2 bank branches have sanctioned 5 loans to women entrepreneurs. These entrepreneurs have generated further employment opportunities for 12 persons.

STARTUP INDIA



Group: Other States

State: Gujarat

Government of Gujarat has been promoting Startups by encouraging entrepreneurship and providing support in funding, mentoring and incubation. The Government of Gujarat recognizes the need for promoting innovation, Startups and creating an ecosystem for Startups in the State.

Approach Adopted

Scheme for Assistance for Startups/ Innovation under the Industrial Policy 2015

Government of Gujarat in its efforts to bridge the existing gaps at various stages of Startup development cycle and to create a conducive Startup eco-system, introduced the "Scheme for Assistance for Startups/ Innovation under the Industrial Policy 2015 in January 2015

Genesis of Startups

Centre for Entrepreneurship Development (CED) was established in 1979 and Entrepreneurship Development Institute of India (EDII) was setup in 1983 to promote entrepreneurship. Gujarat Venture Finance Limited (GVFL) was founded in 1990, which is a pioneer venture capital in the country and is supported by the Government of Gujarat. Also, Centre for Innovation Incubation and Entrepreneurship (CIIE) was established by

IIM Ahmedabad in 2002 and is the oldest Incubator in the country. Gujarat also has the International Centre for Entrepreneurship and Technology (iCreate), which is a world-class incubation center.

Simplification and handholding

A dedicated mobile application and web-portal for Startups, i.e. startupgujarat.in, for handholding and end-to-end support in registration, Government schemes, mentorship etc.

Funding to Startups

Funding assistance is provided to startups by leading institutions, i.e. GVFL, Gujarat Angel Investors Network, Ahmedabad Angel Investors, etc. Additionally student innovation fund of Rs. 200 crore has been earmarked. Government of Gujarat has created 'GVFL Startup Fund' of Rs. 250 crore towards promoting startup ecosystem along with GVFL Ltd.

Events

A number of events, including Vibrant Gujarat Startup Summit, are organized in the state to provide a networking platform to startup stakeholders.

Impact

- Over 45 ventures have been incubated in diverse domains such as health, energy etc.
- 31 incubator institutions and 101 Startup projects have been selected for assistance under the Startup Policy of Government of Gujarat.
- 52 innovative projects are being supported and 125 projects have been identified for potential support under the Startup/Innovation Scheme

DEEN DAYAL UPADHYAY GRAM JYOTI YOJANA



Group: North East and Hill States

District: Sivasagar, Assam

Sivasagar, a town in upper Assam, had 145 un-electrified villages and 47,803 un-electrified sanctioned BPL households, as on 1st April 2015.

Approach Adopted

Most of the Above Poverty Line (APL) households were already electrified in the district, thus district administration was focused towards electrification of BPL households. Local Gram Panchayats were involved for identification of BPL beneficiaries, priority areas for electrification and settlement of disputes arising out of right of way.

Considering the rainy season lasts for five months in Assam, innovative methods were adopted for speedy implementation. Boats, bullock carts, etc. were used to carry construction materials in flood affected areas. Material was procured during rainy season and construction work was undertaken during dry season. In order to minimize loss of energy through theft and leakage, insulated Aerial Bunched Conductor (ABC) has been used. Static electronic meters have been used for measuring the power delivered to the consumers and network. Metering was done at Distribution Transformers (DT) for transformer level energy audit and accounting. LED bulbs were provided to BPL beneficiaries. The project was monitored by Assam Power Distribution Company Limited (APDCL) on a day to day basis. Monthly review meetings were conducted with contractors and senior level functionaries of APDCL to review project progress.

Grievance Redressal

Both online and offline complaint redressal systems have been made operational for the villagers. Online complaints can be made through APDCL website, Centralized Public Grievance Redressal and Monitoring System and by email at support@apdcl.org.

The complaints can also be made directly to the AGM (RE-M) for speedy disposal. Damaged transformers are replaced by contractors during the warranty period and by APDCL after expiry of warranty period. A provision of lodging complaint was also made operational through Revenue Circle Officers.

Complaint booths have been made available at sub-divisional level and telephone numbers are mentioned on electricity bills for lodging complaints telephonically. Linemen have been deployed in each village to address problems related to power supply.

Awareness Generation

District administration used local media, regional newspaper, official calendar, etc. to advertise the programme. Awareness programs were also organized at Gram Panchayat level. For APL customers, service connection melas were organized by district administration from time to time.

Impact

135 villages were electrified between April 2015 and December 2016. Electricity has been made available for 24 hours a day, during normal season. After warranty period, damaged transformers and faulty meters are replaced by APDCL within 7 days. Electrification has given boost to commercial activities by allowing small businesses to operate for long hours.



Group: Other States

District: Nalanda, Bihar

Nalanda district of Bihar had 12 villages and 3,14,701 sanctioned BPL households, un-electrified, as on 1st April 2015.

Approach Adopted

Survey of each household of the district was done by the DISCOM with the help of Rural Development Department. An android based application was developed for recording survey data capturing status of electricity connection in each household as well as their GIS location. A dedicated team of officers was constituted at field level with deployment of Project Management Agency, Louis Berger for implementation and day to day monitoring of project work. Flood affected blocks like Sarmera, Bind, Asthwan, Hilsa and Karaiparsura were targeted on priority before rainy season for electrification. Non-conventional modes of transport (such as boats, hand carts, etc.) were adopted for inaccessible areas. Issues related to Right of Way (RoW) were resolved on timely basis by Local Project Officers, along with active support of local administration.

Multiple local level policy interventions were undertaken for effective implementation.

- Local pole manufacturers were given relaxation in qualifying criteria without compromising the quality.
- A new payment policy was launched for contractors which reduced the payment cycle to 15 days from initial duration of 118 days

- Payment was released per village against the cluster approach of Standard Billing Document (SBD) with consent of Rural Electrification Corporation (REC).

Villages that were left uncovered under DDUGJY, due to fund constraints, were covered through Backward Regions Grant Fund (BRGF) scheme. Defective and lower capacity transformers were replaced under State Plan and Members of Parliament Local Area Development (MPLAD) scheme. Adequate infrastructure was created at village level for providing BPL, APL and other connections. Capacity of 60 MVA was added through six new Power System Stabilizer (PSS) and 25 MVA through existing PSS.

Extensive field visits were undertaken by the Chairman, Managing Director (MD), Director and other senior officers of DISCOM to gather firsthand information on quality and progress, provide solution of RoW, etc. Weekly meetings were held at MD/Director level with local project in-charge and monthly meetings at Chairman level with the MDs of the executing agencies and the district teams to review project progress, milestones, payment and policy issues, etc. A project monitoring application DCNINE was also developed for monitoring progress and quality of the project.

Grievance Redressal

A 24x7 district customer care centre has been made operational for redressal of complaints related to breakdowns. Complaints can also be registered through DISCOM's website at www.sbpdccl.co.in. Monthly camps are organized at sub-division level for redressal of meter billing and other disputes. Dedicated agencies are available for replacement of Distribution Transformers (DT) and meters at sub-division and section level. Defective meters are identified through the spot billing software and suitable action for replacement is undertaken. Contact details of field officers are made available to public through newspaper advertisement and DISCOM's website.

Awareness Generation

Several awareness campaigns such as wall writing, posters and newspaper advertisement were used to impart awareness about free electric connections to BPL households under the programme. Block level committee having technical officers and local administration along with block level staff undertook awareness activities in the district.

Impact : 12 villages and 98,189 sanctioned BPL households were electrified between April 2015 and December 2016. Electricity has been made available for 16-18 hours per day in rural areas and 23-24 hours per day in urban areas. A burnt DT is replaced within a specified time limit of 72 hours in rural areas and 24 hours in urban areas. Electrification has also increased use of agriculture equipment such as water pumping motors, harvesters, etc. resulting in reduced distribution of diesel subsidy. District has witnessed increased inflow of tourists and setting up of new small scale industries such as flour mill, ice factory, welding shops, etc.

RELEASE OF BOOKS BY HON'BLE PRIME MINISTER

Book 1: New Beginnings



Book 2: Fostering Excellence



Address by Hon'ble Prime Minister



Shri Narendra Modi, Hon'ble Prime Minister of India

मन्त्री परिषद के मेरे साथी डॉ० जितेन्द्र सिंह जी, Principal Secretary श्रीमान् नृपेन्द्र मिश्रा जी, Cabinet Secretary श्री पी.के. सिन्हा जी, Additional Principal Secretary डॉ. पी.के. मिश्रा, श्री विश्वनाथ और उपस्थित सभी महानुभाव। All India Civil Service Day के रूप में आज का यह दिवस एक प्रकार से re-dedication का दिवस है। देशभर में अब तक यह जिन महानुभाव ने इस कार्य को करने का सौभाग्य प्राप्त किया है, आज देश के हर कोने में, इस सेवा के अंतर्गत सेवारत आप सभी को बहुत-बहुत बधाई, बहुत-बहुत शुभकामनाएं।

आप लोग इतने अनुभवी हैं। मैं नहीं मानता हूँ कि आपको अपनी शक्ति का एहसास नहीं है और न ही आपको चुनौतियों का अंदाज है, ऐसा नहीं है। शक्ति का भी पता है, चुनौतियों का भी पता है, जिम्मेदारियों का भी पता है। और हमने देखा है कि यही उपलब्ध व्यवस्था के तहत देश को उत्तम परिणाम भी मिले हैं। लेकिन आज से 15-20 साल पहले और आज की स्थिति में बहुत अंतर है और आज से पांच साल की स्थिति में शायद बहुत ही अंतर होगा। क्योंकि 15-20 साल पहले हम ही हम थे, जो कुछ थे हम ही थे। सामान्य मानव की जिंदगी की सारी आवश्यकताएं हमारे रास्ते से ही गुजरती थी। उसको पढ़ना था तो सरकार के पास ही आना पड़ता था, वो बीमार होता था तो सरकार के पास ही आना पड़ता था। उसको सीमेंट चाहिए, लोहा चाहिए तो भी सरकार के पास आना पड़ता था। यानी जीवन का वो कालखंड था, जिसमें सरकार ही सबकुछ थी। और जब सरकार ही सब कुछ थी तो हम ही हम सब कुछ थे और जब हम ही हम सब कुछ होते हैं तो बुराईयां आने की स्वाभाविक प्रवृत्ति रहती है। कमियां नजरअंदाज करने की आदत भी बन जाती है, लेकिन पिछले 15-20 साल एक competition का कालखंड शुरू हुआ है। और उसके कारण सामान्य मानव भी यह comparison करता है कि भई सरकार का हवाई जहाज तो ऐसे जाता है, जैसे private हवाई जहाज। और उसको तुरंत लगता है सरकार बेकार है, सरकार वाले बेकार है, क्यों उसको यह alternate देखने को मिला है।

पहले मरीज को सरकारी अस्पताल में डॉक्टर प्यार से भी पेश आ जाए कुछ न करे, ऐसे ही BP नाप ले, तो भी उसको लगता है मेरी तबियत ठीक हो रही है, डॉक्टर ने मेरी सेवा की है। आज दस बार भी डॉक्टर आ जाए, तो यह सरकारी है, private में गया होता तो अच्छा होता। यानी सामान्य मानव के जीवन में 10-15-20 साल में एक alternate उपलब्ध हुआ है। अब alternate उपलब्ध होने के कारण सरकार नाम की व्यवस्था की और सरकार में बैठे हुए लोगों की और विशेषकर सिविल सर्विस से जुड़े हुए लोगों की जिम्मेदारी आज से 20 साल पहले थी उससे ज्यादा बढ़ गई है। कार्य बोझ नहीं बढ़ा है। चुनौती बढ़ी है। कार्य के बोझ के कारण कठिनाइयां नहीं पैदा हुई है। चुनौतियों की तुलना में खड़े रहने में कमी पा रहे हैं। कोई भी व्यवस्था स्पर्धा में होनी ही चाहिए और वही qualitative change लाने के लिए बहुत बड़ा role play करती है। अगर स्थिरता है, aspirations नहीं है, तुलनात्मक कोई व्यवस्था नहीं है तो लगता है जो है सब अच्छा है। लेकिन जब तुलनात्मक स्थिति आती है हमें भी लगता है कि हमें आगे बढ़ना है। अब उसका उपाय यह नहीं है कि यार उसे नीचे गिराओ, हम आगे दिखने चाहिए, जो भी बढ़ सकते हैं उनको बढ़ाते रहना और अच्छा यह होगा कि जितना जल्दी हम हमारी कार्यशैली को बदलें, हम हमारे सोचने के तरीके को बदले। जितना जल्दी हम regulator के मिजाज से निकल करके एक enabling entity के रूप में develop होंगे। तो यह चुनौती अवसर में पलट जाएगी। जो आज हमें चुनौती लग रही है, वो अवसर बन जाएगी और इसलिए बदलते हुए समय में सरकार के बिना कमी महसूस हो, लेकिन सरकार के रहते बोझ अनुभव न हो। ऐसी व्यवस्था कैसे विकसित करें। और यह व्यवस्था विकसित तब होगी, जब हम चीजों को उस तरीके से देखना शुरू करेंगे।

अब यहां पर कुछ प्रयास चल रहा है। आप सिर्फ इस Civil Service Day को ही याद कीजिए कि पहले ऐसा था, अब ऐसा है क्यों? इसका जवाब यह तो नहीं होना चाहिए कि प्रधानमंत्री ने सोचा और हमने कर दिया, जी नहीं। सोचने का तरीका यह होना चाहिए कि इतना बड़ा अच्छा अवसर होता था हमने इसको ritual बना दिया था। अगर प्राणवान बनाते हैं, उसमें प्राण भर देते हैं, अपने आप को जोड़ देते हैं, आने वाले दिनों की सोच रखते हैं तो वही अवसर हमें एक नई ताकत दे देता है। इस एक अवसर में जो बदलाव नजर आ रहा है और अगर आपको यह सही लगता है, तो आपके हर काम में यही संभावनाएं अंतर्निहित हैं, inherent हैं। सिर्फ उसको एक बार स्पर्श करने की आवश्यकता होती है, अनुभूति होने लग जाएगी। क्या हम इससे इन बातों को सीख सकते हैं। क्या कारण हैं आप भी तो कभी उसी प्रक्रिया से निकले होंगे। आपने भी किसी गांव में काम किया। धीरे-धीरे करके district में आए, ऐसा करते-करते हम यहां तक पहुंचे हैं। और भी बहुत लोग होंगे जो पिछले बार भी district में काम करते थे, इस बार भी district में काम करते हैं। लेकिन पहले उनको नहीं लगा, इसलिए entry hundred से भी कम आई। और इस बार एकदम से ज्यादा आई। quantum jump तो हुआ है और मैं इसका स्वागत करता हूं। हो सकता है किसी ने पूछा होगा कि क्या तुमने भेजा कि नहीं भेजा? तो उसको लगा कि यार नहीं भेजने से भी सवाल उठेगा, इसलिए भेज तो दो। लेकिन जब मेरे सामने रिपोर्ट आया तो मेरा दिमाग कुछ और चलने लगा। मैंने कहा ऐसा कीजिए भाई अच्छा है quantum jump हुआ है। 100 से नीचे थे, अब 500 से ज्यादा हो गए, अच्छी बात है। अब थोड़ा qualitative analysis होना चाहिए। हम यह तो देखे कि जिसको हम भले number one, number two, number three नहीं देने पाएंगे, लेकिन at least seriously देखना पड़े, मन करे यार जरा देख तो सही कैसे किया है और जो excellence की category में आए हैं ऐसे कितने हैं। मैं संतुष्ट हूं, कि चलो भई एक शुरुआत हुई, quantum jump हुआ। अब मैं चाहता हूं कि एक साल में qualitative change होना चाहिए। excellence से नीचे तो कोई entry होनी ही नहीं चाहिए। क्योंकि इस व्यवस्था में वो लोग हैं जिनको excellence का ठप्पा लगा है, तभी तो यहां पहुंचे हैं जी।

यह ठीक है कि उन्होंने कोई coaching class join किए होंगे.. चलिए आप लोग समझ गए। लेकिन फिर भी ठप्पा तो लग गया कि जो Excellency है वो यही पर है। अगर Excellency यही पर है यह ठप्पा है फिर perform भी तो वैसे ही करने की आदत बनानी होगी और धीरे-धीरे कभी-कभार आपने देखा होगा कि एक

गृहणी होती है, कभी उसका रूतबा, उसका कौशल्य, उसकी क्षमता परिवार में नोटिस ही नहीं होती। एक taken for granted होता है। लेकिन परिवार का मुखिया ईश्वर ने अगर छीन लिया अचानक ध्यान आता है कि कल तक चूल्हे से जुड़ी हुई एक गृहणी पूरे परिवार का कारोबार चलाने लग जाती है। बच्चों की परवरिश ऐसी उत्तम कर देती है। और अड़ोस-पड़ोस के पुरुषों को भी शर्मिंदगी हो इतना उत्तम अपने पारिवारिक जीवन को ऊँचाई पर ले जाती है। कल तक वो गुमनाम थी, मतलब inherent ताकत पड़ी थी, जैसे ही अवसर आया उसने अपने आप को खिला डाला, विकसित करते हुए जिम्मेदारियों को निभाया। यहां वो लोग हैं exam देते हुए कितने ही pressure से गुजरे होंगे, लेकिन अब आपके पास इतनी बड़ी व्यवस्था आ गई है। इतना बड़ा अवसर आ गया है, चीजों को नये तरीके से देखने का मौका मिल गया है। क्या आप इसे अपनाते हैं।

एक चीज मैं अनुभव कर रहा हूँ, वह है Hierarchy का बोझ। शायद वो ब्रिटिशों के जमाने की विरासत है, जो मसूरी से भी हम निकाल नहीं पाए। मुझे सब आता है, मेरे जमाने में तो ऐसा होता था। अरे तू अभी नया आया है, हम तो कई साल पहले, 20 साल पहले district करके आए हैं, यह जो अनुभव का बोझ है वो हम ट्रांसफर करते चले जा रहे हैं। सीनियर लोग सोचें कि यह अनुभव कहीं बोझ तो नहीं बन रहा है। कहीं हमारा अनुभव नये experiment के लिए ब्रेक का काम तो नहीं कर रहा है। कहीं मुझे ऐसा तो नहीं लग रहा है कि मैं अब यहां Secretary बन गया हूँ। उस district में मैं पहले काम करता था मैंने उस समय इस काम को पूरा करने की कोशिश की थी, परन्तु नहीं हुआ। 20 साल बीत गए। अब यह नया लड़का आया है वो कर रहा है, मेरी इज्जत खराब हो जाएगी। कोई पूछेगा कि तू था नहीं हुआ, देख इस बच्चे ने कर दिया। जब मेरे अनुभव का बोझ ब्रेक लगाता है तो मैं ही रूकावट बन जाता हूँ। किसी दूसरे district का तो कर दूंगा, लेकिन जिस district में मैं काम करके आया था और मेरे रहते नहीं हुआ था अब तू करके कमाई नहीं कर सकता है। अच्छा लगे, बुरा लगे, लेकिन यह है। हमें गर्व होना चाहिए कि जिस खेत को मैंने जोता था, मैं वहां से चल निकला, लेकिन मेरे बाद जो आया उनसे पानी का प्रबंध किया था। उसके बाद तीसरा आया वो कहीं से पौधा ले आया था। चौथा आया उसने उसको वटवृक्ष बनाया। पांचवा आया, मेरे पास फल ले करके आ गया। पांचों का मूल्य है, तभी जाकर परिणाम आया है। यह भाव के साथ अगर इस परंपरा को हम आगे बढ़ाएंगे तो हम शक्ति जोड़ेंगे और शक्ति को जोड़ना यह हम लोगों का प्रयास हो सकता है। हमें कोशिश करनी चाहिए।

मैंने पिछली बार भी कहा था सिविल सर्विस की सबसे बड़ी ताकत क्या रही है। और यह छोटी ताकत नहीं है। और गुजराती में एक कहावत है, हिंदी में क्या होगा, मुझे मालूम नहीं है। ठोठनिशार होशिआर निकद्र, यानी जो पढ़ने में weak होता है, उसको जो पढ़ने में तेज होता है, उसकी कीमत ज्यादा feel होती है। वैसा एक गुण जो है आपका वो हम पॉलिटिशनों को बराबर समझ आता है। और मैं समझता हूँ कि यह बहुत बड़ी ताकत है। इसको खोने नहीं देना चाहिए। बहुत बड़ी ताकत है और वो है, अनामिका। कई अफसर आप देखेंगे उन्होंने अपने कार्यकाल में ऐसी कोई vision उनके मन में आया होगा, idea आया होगा। उसको कार्यरत किया होगा, उसका पूरा implementation का framework बनाया होगा और उसके परिणाम पूरे देश को मिलते होंगे। लेकिन खोजने जाने पर भी पता नहीं चलेगा यह कौन अफसर था। किसको idea आया था। कैसे किया था। यह अनामिका, यह इस देश के सिविल सर्विस की उत्तम से उत्तम ताकत है, ऐसा मैं मानता हूँ। क्योंकि मुझे मालूम है कि इसकी ताकत क्या होती है। लेकिन दुर्भाग्य से कहीं, उसमें कमी तो नहीं आ रही है। मैं सोशल मीडिया की ताकत को पहचानने वाला इंसान हूँ। उसके महत्व को समझने वाला इंसान हूँ। लेकिन व्यवस्थाओं का विकास अगर उसके माध्यम से होता हो, और यह व्यवस्थाओं को जनता जनार्दन से जोड़ने के काम आता है, तब तो उसका उपयोग है। अगर मैं सोशल मीडिया के नेटवर्क के द्वारा एक district का अफसर हूँ और मैं टीकाकरण का प्रचार करने के लिए सोशल मीडिया का उपयोग करता हूँ कि 20 तारीख को टीकाकरण है, जरूर आइये, बात पहुंचाइये। मैं सोशल मीडिया का उपयोग कर रहा हूँ, लेकिन अगर मैं टीकाकरण में दो बूंद पिलाने गया हूँ और अपनी फोटो फेसबुक पर प्रचारित कर रहा हूँ तो अनामिका के लिए मैं सवालिया निशान

बन जाता हूँ। आज मैं देखता हूँ district level के जो अफसर हैं वो इतने busy हैं, इतने busy हैं, कि ज्यादातर समय मोबाइल में जाता है। मैंने आजकल मेरी मीटिंगों में इसकी एंट्री बंद कर दी है। वरना सारे मीटिंगों से निकल करके शुरू हो जाते थे। जो ताकत किस काम के लिए आनी चाहिए, किसके लिए नहीं आनी चाहिए इसका अगर विवेक नहीं रहेगा तो उसका सही उपयोग नहीं कर पाएंगे। आवश्यक है कि जन-जन तक पहुंचने के लिए जो उत्तम साधन हमारे हाथ आया है उसको जनपयोगी बनाएं।

E-governance से M-governance की ओर दुनिया चल पड़ी है। Mobile governance ये समय का सत्य है, हम इससे दूर नहीं रह सकते। लेकिन वो जन-आवश्यकताओं की पूर्ति के लिए हो, जन-सुविधाओं की पूर्ति के लिए हो। मैं समझता हूँ ये जो अनामिका है वो हमारी पूरी ताकत रही है। ताजमहल कितनों ने design की होगी, कितनों ने concept paper तैयार किए होंगे, कितनों ने परिश्रम किया होगा, लेकिन न आप जानते हैं, न मैं जानता हूँ लेकिन ताजमहल हमें याद दिलाता है। By and large इस क्षेत्र के लोगों ने यही काम किया है जीवन भर कभी कभार तो उसको खुद को भी पूछोगे रिटायर होने के बाद, 20 साल के बाद पूछोगे भई जरा पांच चीजें बताओ, तो उसको भी याद नहीं क्योंकि इतना समर्पण भाव से वो जुड़ गया है कि उसको लगा कि अरे भई मेरे कर्तव्य में था, मैंने कर दिया, चल दिए, चलो आगे चलो भाई। ये कितनी बड़ी ताकत है हमारे देश के पास। और उस ताकत के मालिक आप हैं। और इसका मूल्य मुझे बराबर समझ है क्योंकि हमें मालूम है कि हम लोगो की जो फोटो इधर से उधर हो जाए तो भी हमारी रात खराब हो जाती है, हम लोगो की बिरादरी ऐसी है। मुझे मालूम है कि अपने की पहचान बनाए बिना देश के लिए दिन-रात काम करना, ये छोटी चीज नहीं है। इसको मैं भली-भांति appreciate कर सकता हूँ। इसकी ताकत मैं भली-भांति समझता हूँ। लेकिन ये जो परंपरा हमारी आगे की पीढ़ी ने और हमारी senior पीढ़ी ने जो निर्माण किए हैं, उसको बरकरार रखना हमारी नई पीढ़ी की बहुत बड़ी जिम्मेदारी है और उसको कहीं खरोंच न आ जाए, ये देखने की आवश्यकता है।

हम ये Civil Service Day मना रहे हैं तब governance के reform के लिए दुनिया भर की कमेटियां बनी होंगी, कमीशन बैठे होंगे केंद्र सरकार में बैठे होंगे, राज्य सरकार में बैठे होंगे। और जिन्होंने बनाया होगा, उन्होंने भी पूरा पढ़ा नहीं होगा। क्योंकि 6 लोगों ने piece लिखें होंगे फिर किसी तीसरे ने उसको combine किया होगा। ये जो सच्चाई है अच्छा लगे बुरा लगे, reality है ये। और उसके बाद तो शायद address भी पता नहीं होगा, कहां पड़ा है। राज्यों में भी ऐसे ढेर सारे, हर सरकार को लगा होगा, कुछ reform करेंगे, कुछ reform करेंगे, commission बनाएंगे और ठीक है कुछ लोगों को काम-धाम मिल जाता है रिटायर होने के बाद, लेकिन बदलाव नहीं आता है। आज भी अनुभव से मैं कह सकता हूँ यद्यपि मेरा यह सौभाग्य होता कि मैं भी आपकी तरह इस व्यवस्था में होता। हो नहीं सकता था क्योंकि मुझे coaching class तो कहीं मिली नहीं थी। लेकिन 16 साल कोई नौकरी करे तो क्या बन सकता है? क्या बनता है? Director बन जाता है। तो मैं Director की category में आ जाता, क्योंकि मैं 16 साल से आप लोगों के साथ काम कर रहा हूँ। इसी व्यवस्था के साथ आप ही लोगों के बीच काम कर रहा हूँ। और इसलिए मेरा मत है और मैंने अनुभव किया है, सचमुच में इस व्यवस्था में काम करने वालों का जो अनुभव है और उनके सुझाव हैं, इससे बड़ा reform के लिए कोई commission सुझाव दे ही नहीं सकता। आप लोगों के पास जो है, उससे उत्तम सुझाव बाहर से आ ही नहीं सकता साहब। हम अभी भी उसको न तवज्जो देते हैं और न ही हम उसको follow करते हैं। क्या हम इसे अपने character में ला सकते हैं। मैंने चार latest batch के जो लोग हैं, उनसे कहा भई आप लिख करके दो, एक नई thought process हमारे पास, आए, सबने लिखा। हो सकता है कुछ ने cut&paste किया होगा। मैंने देखा नहीं पूरा लेकिन ये सब मनुष्य का स्वभाव है होता रहता है। लेकिन फिर भी, फिर भी कुछ न कुछ ऐसा आया होगा, जिसमें मंथन हुआ होगा। अब ये व्यवस्था का मुख्य लोगों का काम है कि ये जो exercise था, हमने कोई degree पाने के लिए नहीं की है; academic ranking के लिए नहीं की है, मेरा पेपर स्वीकृत होगा इसके लिए नहीं की है। जो आए हैं, अनुभव की बातें आई हैं, धरती पर काम करने वाले इंसान ने कहीं हैं, जो रोजमर्रा किसानों

के साथ जिंदगी गुजारता है, रोजमर्रा अपने clerical काम करने वालों के बीच जिंदगी गुजारता है, जो अपने नए Computer&operator के साथ जिंदगी गुजारता है, Office timing के कारण और सीजन के साथ जो crisis आते हैं, जो जिसने देखा है उसने कहा है। हम इसको एक Holy-book की तरह पकड़ सकते हैं क्या? भले ही छोटे व्यक्ति ने कहा हो, लेकिन हमारे अंदर से कहा है तो उसकी ताकत बहुत बड़ी है, ऐसा हम अपना mind-set तैयार कर सकते हैं क्या? आप देखिए, जब अंदर से बात आती है तो उसकी ownership होती है। Ownership किसी भी success की पहली guarantee होती है। सफलता तब मिलती है जबकि Team ownership लेती है। ownership की संख्या जितनी ज्यादा बढ़ती है, सफलता उतनी तेजी से आती है और जिम्मेवारी कम हो जाती है, बोझ कम हो जाता है, परिणाम का यश सबको मिलता है। ये जो प्रयास है वो एक प्रकार का ownership का movement है। ये दो दिन जो हम बैठते हैं ना, इसकी सबसे बड़ी बात है कि यह एक ownership का movement है। हर किसी को लगता है कि हां ये देश मेरा है, सरकार मेरी है, जिम्मेवारी मेरी है, परिणाम मुझे लाना है, समस्या का समाधान मुझे देना है।

ये बात निश्चित है कि व्यक्ति के तौर पर इंसान की सही कसौटी कब होती है, आपको भी भलीभांति पता होगा क्योंकि आप उस जगह पर बैठे हैं। अभावग्रस्त अवस्था, व्यक्ति का सही मूल्यांकन नहीं करती है। प्रभावग्रस्त अवस्था व्यक्ति का सही मूल्यांकन करती है। आपके पास सब है फिर भी आप अलिप्त हैं, तब जाकर पता चलता है कि हां, ये कुछ बात है। कुछ नहीं है तो लगता है, ठीक है ऐसे ही जीते हैं, तो कोई देखता ही नहीं है, महत्व ही नहीं है इसका। आपके पास हर प्रकार का प्रभाव है, पूरी शासन व्यवस्था आपकी उंगलियों पर है, आपके शब्द की ताकत है, आपके साइन से तो किसी की दुनिया इधर से उधर बदल जाती है, तब आप क्या करते हैं ये आपकी कसौटी है। और इसलिए अभावग्रस्त अवस्था में व्यक्ति का मूल्यांकन सफल नहीं होता है, जो प्रभावग्रस्त व्यवस्था में होता है।

उसी प्रकार से प्रगति में contribution, By and large हम देश में ऐसे कालखंड से गुजरे हैं, कि हममें से बहुतों की सोच, अभाव के बीच कैसे रास्ते खोजना है, उसकी रही है। विपुलता के बीच कैसे काम करना है, ये By and large हमारा बहुत बड़ा class है जिसकी सोच में बैठता नहीं है। उसको ये तो मालूम था कि अकाल हो तो कैसे perfect management करना है लेकिन उसको ये मालूम नहीं था कि भरपूर अनाज पैदा हो तो कैसे management करना है, वहां फिर वो चूक जाता है। उसे ये तो मालूम था कि engineering collage में सीट खाली हो तो लोगों को कैसे admission देना है, लेकिन जब सीटें कम पड़ जाएं और विद्यार्थियों की संख्या बढ़ जाए तब कैसे manage करना, तो वो संकट में पड़ जाता है।

जिस तरह देश बढ़ रहा है, जिस तरह देश में जन-सामान्य के expressions के साथ उसका परिश्रम जुड़ रहा है, तो विपुलता के भी दर्शन हो रहे हैं। कम पानी है तो कैसे नहाना आ जाता है लेकिन fountain ऊपर चल रहा है और कम पानी से नहाने की सूचना आए तो follow करना मुश्किल हो जाता है। हम विपुलता के बीच, जहां-जहां विपुलता की संभावनाएं दिख रही हैं, या विपुलताओं को हमारे नजर के सामने देख रहे हैं, वहां हमारी strategy बदल सकते हैं क्या? हम अपनी mindset बदल सकते हैं क्या? ऐसा नहीं क्या तो हम बड़े बन नहीं पाएंगे। हमारी सोच की सीमा वही रहेगी जी। हमने उस चुनौतियों को स्वीकार कर करके आगे बढ़ने के लिए सोचा है।

जैसे मैंने कहा शुरू में हमारा अपने-अपने में था, दूसरे district के साथ भी competition नहीं था। ये district जो है वहां पानी है इसलिए खेती अच्छी होती है, वहां सूखा है इसलिए खेती नहीं होती। मेरे पूर्वजों ने भी ऐसा ही किया था। लेकिन अब सिर्फ district, district नहीं, दुनिया इतनी बदल चुकी है कि अब राज्यों, राज्यों के बीच competition है, अब देश और देश के बीच competition है, कल और आज के बीच competition

है। हर पल हमने इस प्रथा की चुनौतियों से अपने आपको ऊपर उठाना है और वैश्विक संदर्भ में भी ऐसा करने की आवश्यकता है।

Civil service की एक और ताकत, और मैं मानता हूँ उसकी ताकत भी है उसका धर्म भी है, Civil service के व्यक्ति को उस धर्म से चलित होने का कोई हक नहीं है और वो है, वो district में बैठा हो, तहसील में बैठा हो या final authority के रूप में बैठा हो उसका दायित्व बनता है, हर proposal को, हर घटना को, हर निर्णय को राष्ट्रहित के तराजू से ही तौलना, उसे टुकड़ों में देखने का अधिकार नहीं है। ये निर्णय मैं यहां करता हूँ लेकिन मेरे देश के किसी कोने में negative impact तो नहीं होगा? मेरा तो यहां काम चल जाएगा, मेरे लिए तो वाहवाही हो जाएगी, लेकिन मेरा ये निर्णय मेरे देश के किसी कोने पर तो impact नहीं करता है, ये तराजू Civil service के पास है। उसकी training ही उस प्रकार से हुई है, उसमें कभी भी कमी नहीं आने दें। सरकारें आएंगी, जाएंगी नेता आएंगे, जाएंगे ये व्यवस्था अजर-अमर है। और इस व्यवस्था का मूलभूत धर्म हर निर्णय को राष्ट्रहित के तराजू से तौलना है। और भावी समय में भी क्या impact होगा, वो भी उसको देखना पड़ेगा। अगर भावी समय में उसके impact के बारे में अगर वो नहीं सोचता है तो भी नहीं चलेगा। और इसलिए Civil service में हम लोगों ने जो training पाई है बदलते हुए युग को समझते हुए, हम उसमें अपने-आपको relevant कैसे बनाएं। बदली हुई दुनिया में अगर हम irrelevant हो जाएंगे तो शायद स्थिति कहां से कहां पहुंच जाएगी, हम कहीं के नहीं रहेंगे। और इसलिए हमारा institutional growth, institutional development, institutional mechanism, इसको लगातार हमें overhauling करते रहना पड़ेगा, lubricating की जरूरत है।

यहां HR की बात हुई है, काफी मात्रा में, मुझे मालूम नहीं HR में lubricating विषय आया कि नहीं आया। क्या कारण है हम सब civil service के लोग हैं, 25 साल पुराना मामला लटका पड़ा है, 30 साल पुराना मामला लटका पड़ा है, leadership के निर्णय के अभाव में नहीं, department की, दो department के बीच की फाइलों के बीच में लटका पड़ा है, क्या कारण है? और वो ही मुद्दा जब भारत के प्रधानमंत्री PRAGATI (Pro&Active Governance And Timely Implementation) कार्यक्रम करें और ऐसे ही PRAGATI कार्यक्रम में listing हो जाए कि इतनी चीजों पर PRAGATI कार्यक्रम में देखने वाले हैं और फटाफट 24 घंटे में निर्णय हो जाए, सारे clearance मिल जाएं, और project clear हो जाए, 8-9 लाख करोड़ रुपये के project clear हो गए, क्या कारण था ? PRAGATI की success हो तो मैं जय-जयकार कर सकता हूँ कि देश का एक ऐसा प्रधानमंत्री है कि जो technology का उपयोग करते हुए लटकी पड़ी कई समस्याओं का समाधान कर रहा है। मेरे लिए वो संतोष का विषय नहीं है, मेरे लिए उस में से सीख का विषय है और सीख का विषय ये है कि मेरे सभी साथी ये सोचें, क्या कारण है कि जो निर्णय आपने 24 घंटे में किया, वो 15 साल से क्यों लटका पड़ा था? Road बन रहा है, लोगों को जरूरत है लेकिन forest department अटका पड़ा है, लेकिन प्रधानमंत्री ने intervene किया, clear हो गया, ये स्थिति अच्छी नहीं है। PRAGATI की success के लिए मोदी की जय-जयकार हो जाए, उससे देश का भला नहीं होगा, वो एक temporary चीज है। देश का भला इसमें है कि मेरी व्यवस्था सुचारू रूप से चलती हो, हर अफसर के बीच में एक lubricating व्यवस्था होनी चाहिए जी, lubricating cooperation होना चाहिए। घर्षण शक्ति को व्यय करता है जी, lubrication शक्ति को smooth कर देता है। हम उस दिशा में सोचते हैं क्या? अभी भी मैं समझ नहीं पाता हूँ। सरकार के दो department कोर्ट में क्यों झगड़ा कर रहे हैं, मैं नहीं समझ पाता। अदालत के अंदर दो अलग अलग department, अलग अलग view, सरकार एक। क्या हम एक All India Civil Service के नाते हमारी कमजोरी स्वीकार करते हैं? क्या कोई दायित्व से घबरा रहा है? दायित्व से भाग रहे हैं? या कहीं Ego बीच में आ रहा है। मैं चाहूंगा Civil Service Day पर ये हमारा आत्मचिंतन का अवसर भी होना चाहिए। देश की अदालतों का कितना टाइम जा रहा है, देश के सामान्य मानवी को जो जरूरत है उसमें कितनी रुकावटें आ रही हैं। और केस हार-जीत का कारण क्यों बनता है, एक अफसर ने पूरा सोचे बिना अगर एक लाइन फाइल में लिख दी, और कोई interested group ने उस फाइल को हाथ लगा लिया तो, मामला

चौपट हो जाता है। मिल-बैठ करके, बात कर कर के और ये सोचने की जरूरत नहीं है कि कोई निर्णय जल्दी करता है तो कोई बुरे के इरादे से करता है। ऐसे आरोप लगाने वालों के अभी तक कोई आरोप पूरा नहीं हुए हैं। और इसलिए मन ये झिझक रखने की जरूरत, अगर सत्यनिष्ठा से, ईमानदारी से जन-सामान्य के हित में निर्णय लिया है तो दुनिया की कोई ताकत आपको बुरा नहीं ठहरा सकती है। पलभर के लिए कुछ हो जाए, देखा जाएगा, मैं आपके साथ खड़ा हूँ।

सत्यनिष्ठा से काम होना चाहिए, कौन रोकता है। और आज एक अवसर आया है हिम्मत से फैसले लेने का, आज एक अवसर आया है out of the box सोचने का, आज एक अवसर आया है निर्धारित मार्ग से भी नया मार्ग पर कदम रख करके स्थितियों को बदलने का अवसर आया है और मैं मानता हूँ मेरे साथ काम करने वाले हर साथियों को ऐसा अवसर उनकी जिंदगी में बहुत कम आया होगा जो आज आया है। क्योंकि मैं इस सोच का व्यक्ति हूँ।

यहां पर Reform, Perform, Transform की बात हो रही है। राजनीति की इच्छाशक्ति निर्भर करती है reform के लिए लेकिन आपकी कर्तव्य शक्ति निर्भर करती है perform के लिए। राजनीति की इच्छा शक्ति reform कर सकती है लेकिन अगर team की कर्तव्य शक्ति कम पड़ जाएगी तो perform नहीं होता है और जन-भागीदारी नहीं होती तो transform नहीं होता है। तो ये तीनों चीजें; political will power, ये reform कर सकता है, लेकिन Bureaucratic system, governance, ये perform करता है। और जन-भागीदारी transform करती है। हमें इन तीनों को एक wave length में चलाना बहुत जरूरी है। जब हम तीनों को एक wave length में चलाते हैं तो में इच्छित परिणाम मिलता है।

मैं चाहूंगा कि Civil Service Day के निमित्त हम आत्मचिंतन करने में कोई कोताही न बरतें। सोचें, जिस दिन civil service के लिए आप select हुए होंगे आपके मां-बाप ने आपको किस रूप में देखा होगा, आपके यार-दोस्तों ने कैसे देखा होगा, और आप भी जब घर से चलें होंगे, उस पल को याद कीजिए। मैं मानता हूँ वो पल ही, है और उससे बड़ा, और उत्तम आपका कोई मार्गदर्शक नहीं हो सकता है। जो जीवन का वो पहला पल था, वो ही आपके जीवन की ताकत है। अगर कुछ और है तो आप derail हुए हैं, अगर वो बना हुआ है तो आप सच्चे रास्ते पर हैं। ना मेरे शब्दों को याद करने की जरूरत है, न हिन्दुस्तान के कितने ही आपके senior लोगों ने आपको कहा हो उसे याद करने की आवश्यकता है। जिस दिन आप civil service के लिए select हुए थे, उस पल आपके मन में जो विचार आया था, वो ही आपकी प्रेरणा रहेगा। मैं नहीं मानता हूँ इस देश को कोई नुकसान होगा। कोई बाहर से उपदेश की जरूरत नहीं है। उस दिन, उस पल को याद करें, बार-बार याद करें, हर Civil Service Day पर याद करें फिर से एक बार जरा 30-40 साल 25 साल पीछे चले जाइए जरा उस पल को याद कीजिए, जब मां-बाप को पता चला होगा कि आप UPSC पास करके, IAS हो करके अब आप आगे बढ़ रहे हैं, अब मंसूरी के लिए निकलने वाले हैं। उस पल को याद कीजिए, रेलवे स्टेशन पर आपके मां-बाप छोड़ने आए होंगे, उस पल को याद कीजिए। बस, स्टेशन पर आपके साथी छोड़ने आए होंगे, उस पल को याद कीजिए। वो पहले 24, 48 घंटों को याद कीजिए, जिंदगी में कैसे-कैसे सपने भर करके निकले थे, क्या कहीं उसमें dilution, diversion तो नहीं आया है? किसी और के उपदेश की आवश्यकता नहीं, किसी प्रेरक कथा की आवश्यकता नहीं है, ये अपने-आप में बहुत बड़ी ताकत होती है।

सरकार का एक स्वभाव होता है, इसमें बहुत बड़े बदलाव की जरूरत है, और वो target पूरा हुआ है। क्या सचमुच में आंकड़ों के खेल से बदलाव आता है क्या? आप लोगों के बीच में एक कथा बड़ी प्रचलित है, शायद आप लोग जानते भी हैं। एक बगीचे में कुछ लोग काम कर रहे थे। एक senior व्यक्ति ने देखा। ये दो लोग इतनी मेहनत कर रहे हैं, पसीना बहा रहे हैं। एक गड्ढा खोद रहा है और दूसरा मिट्टी भर रहा है। तो उसको बड़ा कौतुहल हो गया, थोड़ा जागरूक नागरिक था। उसने जाकर पूछा भाई ये तुम दोनों क्या कर रहे

हो? वे बोले, दो नहीं हम तो तीन हैं। पूछे, तीन हैं? बोले तीसरा आज आया नहीं है। तो बोले क्या काम कर रहे हो? तो बोले मेरे जिम्मे है गड्ढा करना, जो आज नहीं आया उसका जिम्मा है पेड़ लगाना और इसका जिम्मा है मिट्टी डालना। वो नहीं आया, लेकिन हमारा काम चल रहा है। जितने घंटे करना था किया, जितनी मिट्टी निकालनी थी, निकाली, जितनी डालनी थी, डाली, परन्तु देश का क्या लाभ हुआ? नहीं हुआ, क्योंकि एक missing था।

Outcome Centric, हमें हर चीज को तौलना चाहिए और इस बार पहली बार बड़ी हिम्मत की है, गत वर्ष बजट के साथ एक outcome related document बजट के साथ दिया जाता है, बहुत कम लोगों ने इसको study किया होगा। पहली बार हिंदुस्तान में बजट के साथ outcome document दिया जाता है। हम नीचे तक इस बात को एक हमारे culture के रूप में प्रचलित करें कि हर चीज को outcome के तराजू से तौलना होगा, output के तराजू से नहीं। Output, CAG के लिए ठीक है, Outcome एक step CAG+1 वाला है, और वो देश का लोकतंत्र है, जो CAG से भी दो कदम आगे है। और इसलिए हम CAG केन्द्रित Output देखेंगे तो देश में बदलाव शायद नहीं देख पाएंगे, लेकिन CAG+ की सोच के साथ करेंगे, Outcome के साथ, तो हम देश के लिए कुछ देकर जाएंगे।

आजादी के 70 साल बाद पहली बार सारी प्रक्रियाएं शत-प्रतिशत पूर्ण करते हुए देश का बजट 31 मार्च को पूर्ण हुआ और 1 अप्रैल को नया बजट, नया धन खर्च करना शुरू हुआ, आजादी के 70 साल बाद पहली बार हुआ। आप ही तो वो लोग हैं, ये आप ही का कमाल है जी, आप ही ने करके दिखाया। इसका मतलब ये हुआ कि आज भी हमारे साथी, जो वो तय करें वो उसे करने का दम रखते हैं। ऐसा मैं अनुभव करता हूँ और इसलिए मेरा विश्वास अनेक गुना ज्यादा है। लोग कभी निराशा की बात करते हैं, मैं आप लोगों को याद करता हूँ, आप लोगों के कर्तव्यों को याद करता हूँ, तो निराशा नाम की कोई चीज मुझमें धड़कती नहीं है, मुझे छूती भी नहीं है।

पिछले तीन साल में मैंने अनुभव किया है, मेरा गुजरात का अनुभव तो गहरा है लेकिन यहां मेरा तीन साल का अनुभव है तीन साल में मैंने अनुभव किया है कि एक विचार मैंने रखा हो और मुझे उसका परिणाम न मिला हो, ऐसी कोई घटना मेरे सामने मुझे याद नहीं आ रही है। और इसलिए reform करने के लिए political will चाहिए, मुझे वो problem नहीं है, शायद extra है। लेकिन perform के लिए कर्तव्य बहुत आवश्यक होता है। और ये काम कौन करता है, मुझे बताइए? प्रधानमंत्री ने कहा कि भई ऐसा एक मेरे मन में विचार आता है, उस idea को policy में कौन convert करता है? आप लोग करते हैं। Scheme में कौन convert करता है? आप करते हैं। जिम्मेवारी कौन allot करता है? आप करते हैं। संसाधन कहां से निकालेंगे? आप करते हैं। तय करने के बाद monitoring कौन करता है? आप करते हैं। कमियां कहां रहीं, वो दूढ़ता कौन है? आप ही दूढ़ते हैं। गलत क्या हुआ, कौन दूढ़ता है? आप ही दूढ़ते हैं। सब चीज, बाहर वाला व्यक्ति जब देखेगा तो उसको आश्चर्य होगा कि यही लोग अपनी कमियां भी दूढ़ते हैं! यही लोग अपनी गलतियां भी दूढ़ते हैं! यही लोग हैं उसके सुधार के लिए भी प्रयास करते हैं। ऐसी homogeneous व्यवस्था है। ये बहुत बड़ी देन है देश की All India Civil Services. और इसलिए आज का दिन देश के लिए भी बड़ा महत्वपूर्ण है यह जानने के लिए कि ये एक व्यवस्था है जो इस प्रकार से देश को हर कसौटी पर कसते-कसते, अपने-आपको ठीक-ठाक करते-करते अग्रसर है। हो सकता है अपेक्षा से शायद दो कदम पीछे रहते हों, लेकिन कोशिश रहती है अपेक्षाओं को पूर्ण करने की, यही तो Team करती है, इस Team के प्रति देशवासियों का आदर भाव कैसे बढ़े? सामान्य मानवों के मन में ये अभाव क्यों पैदा हुआ है? कभी आप भी आत्मचिंतन कीजिए। आप बुरे लोग नहीं हैं, आपने बुरा नहीं किया है, आप बुरा करने के लिए निकले भी नहीं हैं, फिर भी जन-सामान्य के मन में आपके प्रति भाव होने के बजाय अभाव क्यों है? क्या कारण है? ये आत्मचिंतन हम लोगों को करना चाहिए। और आत्मचिंतन करेंगे तो मैं नहीं मानता

हूँ कि कोई बहुत बड़े बदलाव की जरूरत पड़ेगी। थोड़ा सा विषय होता है जो संभालना होता है। अगर ये हम संभाल लेते हैं तो अपने-आप अभाव, भाव में परिवर्तित हो जाता है।

कश्मीर के अंदर बाढ़ आती है, और जब फौज के लोग किसी की भी जिंदगी बचाने के लिए अपनी जान की बाजी लगा देते हैं, तो वो ही लोग उनके लिए ताली भी बजा देते हैं, भले बाद में पत्थर मारते हों, लेकिन एक पल के लिए तो उसको भी छू जाता है, ये हैं मेरे लिए मरने वाले लोग। ये ताकत आप में है। ऐसे उज्ज्वल भूतकाल के साथ हम आगे चलने वाले लोग हैं।

मैं आपसे चाहूंगा, 2022 में आजादी के 75 साल हो रहे हैं। हमें टुकड़ों में देश नहीं चलाना चाहिए, हमें एक सपने के साथ देश जोड़ना चाहिए। हर सपने को संकल्प के रूप में परिवर्तित करने के लिए हमें catalytic agent के रूप में role play करना चाहिए। सवा सौ करोड़ देशवासियों के मन में ये भाव क्यों न जगे? आजादी के दीवानों ने जो सपने देखे और जिसके कारण हमें आजादी मिली, और जिसके कारण हम इस अवस्था में पहुंचे, उनके सपनों को पूरा करने के लिए हमारा भी तो कोई संकल्प होना चाहिए। हमारा भी तो कोई मंथन होना चाहिए। जिस इकाई को मैं देखता हूँ उस इकाई के अपने संकल्प होंगे कि नहीं होंगे? जिन लोगों के साथ मैं कारोबार करता हूँ उनके साथ, मेरे उन सपनों के साथ उनको भी मैं खींचूंगा कि नहीं खींचूंगा? मेरे साथ लूंगा कि नहीं लूंगा? अगर 2022, भारत की आजादी के 75 साल, ये भारत सरकार के अंदर बैठा हुआ छोटे से बड़ा हर मुलाजिम का अगर सपना नहीं बनता है तो आजादी के उन दीवानों के प्रति हम अन्याय कर देंगे, जिन्होंने देश के लिए जान की बाजी लगा दी थी। ये हम सबका संकल्प होना चाहिए।

गंगा सफाई की बात हम करते हैं, कोई न कोई Civil Service का व्यक्ति तो होगा कि गंगा के तट के कोई न कोई गांव उसके charge में होगा? ऐसा कोई गांव गंगा तट का नहीं होगा जो किसी न किसी Civil Service के व्यक्ति के साथ जुड़ा न हो। राजीव गांधी के जमाने से गंगा सफाई की बात चल रही है, उस तट पर जो गांव है उस पर कोई न कोई Civil Service का व्यक्ति का charge रहा ही होगा। वो district में रहा होगा जब भी वो गांव under में आया होगा, वो तहसील में होगा तब भी आया होगा। अगर मैं Civil Service में हूँ, देश गंगा सफाई चाहता है, भारत सरकार का गंगा सफाई का कार्यक्रम है, कम से कम मैं गंगा तट के उस गांव में गंदगी नहीं जाने दूंगा, इतना संकल्प मेरे साथी नहीं कर सकता है क्या? एक बार वहां का In-charge अफसर तय करे, मैं जिस गांव का In-charge हूँ, यहां से कोई गंदगी अब गंगा में नहीं जाएगी, कौन कहता है गंगा साफ नहीं हो सकती है? करने के तरीके यहीं बनाने होंगे। हमारे सपनों और संकल्पों को micro level पर management क्या हो, इसके साथ हमें अपने आपको जोड़ना पड़ेगा। जिम्मेवारी लेनी पड़ेगी, ownership का भाव, अगर इस चीजों को हम करते हैं तो हम परिवर्तन ला सकते हैं। और ये मान के चलें कि दुनिया भारत की ओर एक बहुत बड़ी आशा की नजर से देख रही है। भारत के democratic values बदलते हुए भारत को एक अलग तरीके से दुनिया देख रही है। कल तक हम अपना गुजारा करने के लिए जो भी करते रहे हों, लेकिन 2022 के पहले हमें सपने देखने चाहिए कि विश्व के अंदर भी भारत एक ताकत के रूप में कैसे उभरे, ये सपना देख करके हमें चलना चाहिए। और ये चुने हुए लोगों का ही सिर्फ कर्तव्य नहीं है, सार्वजनिक जीवन में काम करने वालों का उतना कर्तव्य नहीं है, बल्कि शासन व्यवस्था में जीने वालों का ज्यादा कर्तव्य है। प्रशासक हो या शासक हो, हर एक को अगर एक दिशा में चलना हो, wave length एक हो, मुझे विश्वास है कि हम निश्चित परिणाम प्राप्त कर सकते हैं।

सरदार वल्लभ भाई पटेल को हम हमेशा याद करते हैं। इस व्यवस्था को भारतीय संदर्भ में विकसित करने का काम, सरदार वल्लभ भाई पटेल के सपनों के अनुकूल बनाने का हर किसी ने प्रयास किया। अब हम लोगों का दायित्व बनता है कि बदलते हुए युग में, चुनौतियों के कालखंड में, स्पर्धा के वातावरण में, हम अपने आपको सिद्ध कैसे करें, और कैसे सामान्य मानवों के सपनों को पूरा करने के लिए प्रयास करें।

मैं फिर एक बार आपको इस Civil Service Day पर देश भर में और दुनिया के हर कोने में बैठे हुए इस क्षेत्र के हमारे साथियों को हृदय से बहुत-बहुत बधाई देता हूँ, और देश को यहां तक पहुंचाने में आपकी जितनी भी पीढ़ियों ने काम किया है, उन सबका आज ऋण स्वीकार करता हूँ, उनका धन्यवाद करता हूँ, आप सबको शुभ कामनाएं देता हूँ।

बहुत-बहुत धन्यवाद।

VOTE OF THANKS BY SECRETARY, DARPG



Shri C. Viswanath, Secretary, Administrative Reforms and Public Grievances

परम आदरणीय प्रधानमंत्री जी, माननीय राज्य मंत्री जी, प्रधानमंत्री जी के प्रमुख सचिव, प्रधानमंत्री जी के अपर प्रमुख सचिव, Cabinet Secretary महोदय, मैं आभारी हूँ, कि मुझे सिविल सेवा दिवस, 2017 के आयोजन का सौभाग्य प्राप्त हुआ। परम आदरणीय प्रधानमंत्री जी, आप अपना बहुमूल्य समय निकालकर, सिविल सेवा दिवस, 2017 के समारोह में पधारे और हम सबका उत्साह वर्धन किया, इसके लिए मैं हृदय से अपनी कृतज्ञता अर्पित करता हूँ। माननीय राज्य मन्त्री जी के कुशल निर्देशन के लिए मैं अनुग्रहीत हूँ। प्रधानमंत्री जी के, प्रमुख सचिव महोदय की, उपस्थिति का मैं आभारी हूँ। प्रधानमंत्री जी के अपर प्रमुख सचिव महोदय का, मैं हृदय से आभार व्यक्त, करता हूँ। राष्ट्र के समस्त Civil Services के मुखिया, Cabinet Secretary महोदय के, समय समय पर, उनके द्वारा, दिये गये परामर्श का मैं आभार व्यक्त करता हूँ। माननीय प्रधानमंत्री जी, आपके निर्देशानुसार अधिकतम Collector ने इस पुरस्कार प्रक्रिया में अपनी भागीदारी दिखाई। राज्यों के, मुख्य सचिवों ने भी, उत्साह के साथ, इस आयोजन में अपना भरपूर सहयोग दिया। माननीय प्रधानमंत्री जी, आज आपके दिए गए निर्देशों को विभाग एवं पूरा प्रशासनिक तंत्र, अमल करने में तन, मन से, इस तरह जुड़ेगा कि, आम नागरिक, इस प्रशासनिक मशीनरी को अपने विश्वसनीय सहभागी के रूप में देख सकेगा। मैं उन समस्त, संस्थाओं व साथी अधिकारियों का, धन्यवाद करता हूँ, जिन्होंने इस आयोजन को, सफल बनाने में अपना सहयोग दिया। इन्हीं शब्दों के साथ मैं, पुनः माननीय प्रधानमंत्री जी का आभार प्रकट करता हूँ। धन्यवाद।