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# Day 1: 20<sup>th</sup> April 2022

## Inaugural Session

### Welcome Address by Shri V. Srinivas, Secretary, DARPG

Hon'ble Minister of State for Personnel, Public Grievances and Pensions and Minister of State in the Prime Minister's office, Dr Jitendra Singh ji, Cabinet Secretary Shri Rajiv Gauba Ji, Secretary, DoPT Shri P.K. Tripathi Ji, former Cabinet Secretaries, Secretaries to Government of India, Chief Secretaries, Additional Chief Secretaries, Principal Secretaries of states, distinguished Civil Servants, Joint Secretary DARPG, award winners, ladies and gentlemen. It is my privilege to welcome you all to the 15<sup>th</sup> Civil Services Day celebrations which are starting today.

At the outset, I would like to extend a warm and hearty welcome to the Minister of State for Personnel, Public Grievance and Pensions and Minister of State in the Prime Minister's Office Dr Jitendra Singh ji to the inaugural session and thank him for his constant support and guidance in all our initiatives. I welcome Cabinet Secretary Shri Rajiv Gauba Ji, who has been a great source of strength and guided us in the organization of 15<sup>th</sup> Civil Services Day and played a leadership role in implementation of the scheme for Prime Minister's Awards for Excellence in Public Administration 2021.

I welcome all Civil Servants who are joining us today through webrooms across the States, Union Territories and Districts. Civil Services Day 2022 is being celebrated in Vigyan Bhawan after 2018 and on this occasion, I welcome the award winners under the 2019 and 2020 scheme for PM's award for Excellence in Public Administration in addition to the 2021 award winners. The theme for this year's Civil Services Day is Vision India 2047- Bringing Citizens and Government Closer. The focus is on young Civil Servants who will govern India in 2047.

On this occasion, we draw inspiration from the vision and determination of Sardar Patel for setting up of the All India Services in independent India. Today's conference comprises of two plenary sessions and four breakaway sessions in which the top leadership of India and young officers who have shown outstanding performance would be addressing these sessions. The theme of plenary session one is *Vision India 2047- Governance*. Digital transformation of governance necessitates a coordinated culture and technology shift in workforce. Agile Governments modernize with times, innovate faster to meet citizen demands and expectations. Future governance models are flatter, agile, streamlined and technology enabled.

The theme of plenary session two is *Atmanirbhar Bharat-Focus on Exports*. In response to the Hon'ble Prime Minister's call for Atmanirbhar Bharat, the nation has sought to cut import dependence, boost exports, and promote domestic manufacturing.

The four breakaway sessions are on the themes PM Gati Shakti, Digital Payments, Good Governance through PM Svanidhi Yojna, One District One Product scheme and the Aspirational District program with a saturation approach. Collectively the breakaway sessions will discuss the essential policy areas which will shape India's future governance models. The Honorable Prime Minister will address the valedictory session and confer the awards on April 21, 2022. The details of the awards are present in the folders

provided to each guest. The Hon'ble Prime Minister personally devoted a considerable amount of time in restructuring of the scheme.

There are 6 categories under the scheme in which 16 awards will be presented. 715 Districts participated in the scheme and 2105 nominations were received. The nominations were screened at three stages by Screening committee chaired by Additional Secretaries, an Expert committee of Secretaries and by an Empowered committee chaired by Cabinet Secretary. I'm grateful to Cabinet Secretary and all members of the Expert and Screening committees who have participated in this exercise. I would like to thank all the line ministries and departments for the support extended to DARPG in conducting the spot studies.

The shortlisted best practices received under the scheme are being published as an e-book which will be released by the Hon'ble Prime Minister tomorrow. An exhibition on the award-winning initiatives will be inaugurated by Hon'ble Dr Jitendra Singh Ji and Cabinet Secretary after the inaugural session and delegates are invited to visit the exhibition.

Once again, let me welcome all the chairpersons and speakers at the plenary and breakout sessions and all delegates participating in this two-day event. Jai Hind!



Welcome Address by Shri V. Srinivas, Secretary, DARPG

## **Address by Shri Rajiv Gauba, Cabinet Secretary**

Hon'ble Dr Jitendra Singh Ji, Minister of State for Personnel, dear colleagues, ladies and gentlemen it is after a gap of three years that we are celebrating the Civil Services Day the way we used to. Tomorrow on this day in the Valedictory session, the Prime Minister will give away the Awards for Excellence in Public Administration and will address us.

We could not have this event in 2019 due to general elections and then for the next two years due to COVID-19, so it is a matter of great happiness that we are meeting here today, and I feel absolutely privileged to be here and to have this opportunity to speak.

COVID-19 has tested our systems to the most extreme degree, as a nation we have always risen to the challenge whenever there was a crisis and our Civil Services have also demonstrated remarkable ability to respond to crisis situations. However, COVID-19 was and continues to be a challenge of unprecedented magnitude and I would be failing in my duty if I do not today express my deep appreciation of the tireless efforts put in by Civil Servants across the country at all levels i.e. Cities, Districts, State Governments and Ministries here to deal with this pandemic under the most trying circumstances often in the face of personal risk and personal suffering.

We also lost several dear colleagues who were working till the very end even when they were themselves battling the disease. Important issues related to National priorities would be discussed in this conference and Civil Servants across ministries and seniority along with services and practitioners in the field and eminent experts would have the opportunity to share their knowledge and experiences. Our endeavor should be that practical and implementable recommendations emerge from these deliberations which can be shared with the Central ministries, State Governments, District officers for being adopted and implemented so that our programs, our flagship missions, and our policies can be suitably re-calibrated, refined and improved so that our outcomes and our delivery also improve because that is our ultimate objective.

In his address to the nation on 15<sup>th</sup> August last year Prime Minister outlined a vision for India at 2047. The theme for this year's Civil Services Day, *Vision India 2047-Governance: Bringing Citizens and Government Closer* is therefore most appropriate. A plenary session on this subject will deliberate on the key elements of this vision and I hope this will provide important inputs for the work which is being done by 10 sectoral groups of secretaries for preparing a blueprint for India at 2047.

This is an exercise in long-term thinking and long-term planning and need not and in fact should not be constrained by the existing institutional design or the existing policy framework or the existing regulatory structures. We have requested these Secretaries groups to get suggestions and feedbacks from the states and from officers in the field especially young officers on their vision of where we should be in 2047 and how to reach there.

Another important topic being discussed today is Atmanirbhar Bharat with focus on exports. These deliberations will be useful for evolving the road map for building indigenous capabilities for creating a conducive policy and regulatory framework for large scale manufacturing and harnessing the full potential for exports of our products in States and Districts across the country.

PM Gati Shakti is a transformational initiative for developing and implementing a national master plan for multimodal connectivity for ensuring coordinated planning and execution to build state of the art infrastructure to bring down logistics costs and to improve our competitiveness. The success of each of these initiatives depends on our willingness and ability to internalize these concepts and to convert them into actionable points and on sustained efforts by all of us to implement them.

Other sessions include the One District One Product scheme, moving towards saturation in Aspirational Districts and PM Svanidhi Yojna. Many of you are serving as collectors or a central prabhari officers in Aspirational Districts and the transformation journey of Aspirational Districts has demonstrated what regular indicator-based monitoring can accomplish. Now in the next stage, the saturation approach should ensure that the full complement of all Government schemes reaches every individual in these Districts.

The One District One Product scheme has started producing results in terms of improved yields and enhancing farmers' incomes. I have observed in the course of scrutiny of nominations for the PM's award for Excellence in Public Administration the benefits that are being reaped by local farmers and entrepreneurs from enhanced productivity and marketing tie ups. For example, Makhana in Darbhanga District in Bihar and Black rice in Siddharthnagar District in UP. Even in remote regions like Ladakh, the impact of One District One Product scheme has been felt with increased yields of apricot and seabuckthorn.

District collectors who have made these changes possible will be sharing their experiences in the forthcoming sessions. The PM's Svanidhi Yojna has also resulted in improving the incomes of street vendors and more importantly it has given them a new sense of dignity and security by integrating them with the formal economy and by giving them secure places in the vending zones.

Civil Services Day is a day of celebration and at the same time a day for reflection and introspection. Expectations from Civil Servants especially the young Civil Servants are huge and we must equip ourselves to meet these expectations. We need to constantly learn, innovate, and adapt to be able to do justice to these expectations.

Government has recently launched Mission Karmayogi and the I-got platform. This is an extremely useful digital platform and while it is still a work in progress, it is designed to help officers update their knowledge, learn role specific skills and competencies at their convenience from the best resources in the world anywhere and anytime. I would encourage all colleagues particularly younger colleagues to take full advantage of this platform. Besides job specific competencies, we need to be conscious of the larger context of our actions and of the overarching goals and priorities and our role in accomplishing them.

Over the last few years major reforms have been implemented in several areas of governance and the Government citizen interface has become easier with many processes coming online which have resulted in remarkable improvement in the Ease of doing business. The Prime Minister has now enlarged the scope of this exercise to Ease of Living and we should make it our mission to make life easier for citizens by reducing the burden of unnecessary compliances, by reducing their dependence on Government. We need to rethink the role of Government in the economy and in the lives of people at large. With the active involvement of ministries and states, a great deal of work has been done in this

regard in the last two years and around 25,000 compliances have been either removed altogether or radically streamlined or simplified.

Many processes have been radically overhauled and new guidelines issued by the Department of Telecom have made work from home or work from anywhere in India possible without any hassle. Business Process Outsourcing companies or other service providers now do not require any registration, nor do they required to furnish any bank guarantees. The Department of Science and Technology's new guidelines have done away with the need for any approval or any license. The new drone rules promulgated by the Ministry of Civil Aviation have made it easy to manufacture drones in India and to use them for a range of economic and commercial activities.

These are just some of the examples of the enormous amount of work which has been done by our colleagues in different Ministries and State Governments but reducing compliance burden will have to be a continuous process so that people can devote their time and energy to productive work. The risk of imprisonment for actions or omissions that are not fraudulent or the outcome of malafide intent is a huge problem for citizens and for the private sector. Under the Prime Minister's directions, we are now focusing on decriminalization of such minor offenses and violations and this work needs to be taken up as a mission by each one of us.

At the heart of all these initiatives is the concept of trust-based governance that is having faith in citizens. I think we all need to internalize this concept in our day-to-day work. Prime Minister has been stressing the need to declutter the working of Government departments and follow Whole of Government approach.

Our experience in the management of COVID-19 pandemic has established the effectiveness of this approach. The entire machinery of the Central Government, Ministries, Health Pharmaceuticals, DPIIT, Railways, Defense, MEA were all brought together through the mechanism of empowered groups of secretaries comprising secretaries and other senior officers of various ministries and they worked together with state Governments with collectors and municipal commissioners to ensure a comprehensive and coordinated response resulting in quick decisions and speedy implementation which made it possible to ramp up our testing, overcome shortages of PPE and ventilators, develop indigenous capacities and implement a vaccination drive on the massive scale that we have witnessed.

This concept of Whole of Government approach needs to become mainstream and a regular part of our thinking and our work. I have been closely associated with the implementation of PM's award scheme for Excellence in Public Administration and it is heartening to note the outstanding work being done by the officers in the Districts, State Governments and in Central Ministries.

I would like to compliment all the winners. I would also like to compliment those who could not make it into the final list, their work and initiatives were also excellent and they must continue with their good work. Technology can be a game changer if it is fully leveraged. The CO-Win platform is the latest and shining example which has been globally acknowledged. There are limitless possibilities that can be leveraged as many young officers in the field and in various ministries are demonstrating.

The good thing is that today the eco-system of governance is far more conducive to change than ever before and far more supportive of efforts at innovation and we must take full advantage of this.

Lastly, let us not allow ourselves to be discouraged by the sweeping generalizations made now and then about the Civil Service in general or about a particular service. This is a grave injustice to scores of Civil Servants who are working silently, tirelessly and selflessly for the betterment of society. Yes, we do need to introspect, and we do need reforms like every other institution.

If you want to remain relevant, we must focus on improving our capabilities and our skills and above all on maintaining the highest traditions of Civil Service in our work and in our conduct. I hope all of us will take keen interest in and actively participate in various sessions. I extend my warm greetings to everyone thank you. Jai Hind!



Address by Shri Rajiv Gauba, Cabinet Secretary

### **Address by Dr Jitendra Singh, Hon'ble MOS (PP)**

Cabinet Secretary, Rajiv Gauba Ji, Secretary, ARPG, Mr V Srinivas, Secretary DoPT, Mr Tripathi, Mr Rajput. I can see sitting in the audience some of the very senior veterans as well as senior officers in different ministries and departments of Government of India. At the outset, I think I have to pat the back of Mr Srinivas because if I don't do so, who else would. Srinivas ji and his team have worked tirelessly for last several weeks organizing this event, and knowing the kind of person he is, I'm sure he wouldn't have slept last night. And since, I am now used to receiving about 4- 5 whatsapp messages

from him every day updating me on different aspects, I was actually expecting a whatsapp this morning also, reminding me that I should be there on time but before that I sent him a message telling him Be Calm, the clock will not ring 10:00 before I reach there. So what I'm trying to say is that a lot of effort and consistent work goes behind organizing an event like this. Sometimes we don't realize this.

As Mr Gauba was mentioning the Civil Services Day is being held after about three years but I think we can take pride in realizing that in the last 7-8 years ever since Mr Modi took over as the Prime Minister, we have actually succeeded in giving it a new kind of format and a new outlook. The first Civil Services Day was addressed by Sardar Patel in 1948 on the same day i.e. 21<sup>st</sup> of April and of course that is part of legacy because DoPT at that time was part of the Home Ministry and therefore the Home minister had to address that, later on it became a part of the Prime Ministerial charge. And since then for almost six decades it was of course a very grand affair we sought after, but without sounding impolite, I would say it was more of a reunion happening. We would have an event for half a day where all the officers would get together, the past, present, the superannuated, the serving and checking on which batch are they from, 60 batch, 65 batch etc which of course is equally important but when this Government came in, we suggested that we should convert it, as we have tried to do in other departments also which I'm entrusted with.

So we tried to give it a two day format, split it in different sessions and gave a theme for every year and then some themes for each of these sessions which are relevant to the contemporary India, also relevant to the priorities of the Government in place, also relevant to the flagship programs of the Government and of course in the beginning I was a little apprehensive that senior bureaucrats will react that *"humme padhana shuru kar dia, hum toh sabko padhane wale hain"* but I'm glad that they have cooperated, because we live to learn and the knowledge expansion or what we say in the scientific term the doubling of knowledge is happening so fast that is not easy to keep pace.

And as was being mentioned by Srinivasji, on the very first Civil Services day Sardar Patel said and I quote "Your predecessors have brought up the tradition in which they kept themselves aloof from the common run of the people and it will be your bound duty to treat the common man of India as your own" but the matter of fact is that even before Sardar Patel had finished speaking this sentence the role of the Civil Servants had already changed and in fact it changed on the midnight of 15<sup>th</sup> August, 1947.

The collector came to be known as District Development Commissioner and the nomenclature itself was symbolic of the change that was happening which may not have been realized at that instant moment. The collector was called by that name because he was supposed to collect revenue for the British Empire and also to impose the tax. Now he was supposed to collect revenue, generate revenue for a welfare state and over the years this role has evolved. The expectation level has gone up, accountability has increased, the transparency has increased, the citizen participation has increased and therefore I think it's all the more necessary that an occasion like this also becomes a very important occasion for a serious introspection about how we move from here and where we move to. And many of us are fond of saying that the Civil Services is dedicated to common man and that is the ultimate goal so I think all those who speak after me would say this over the day too.

But actually, it means we have no option but to be citizen friendly because I can foresee times happening when citizen is going to take over a lot of governance. And therefore, the tremendous foresight Prime Minister showed soon after he took over on the 26<sup>th</sup> of May, 2014 and he gave us the mantra "Maximum Governance, Minimum Government". I don't know how much we would have

realized the seriousness of this, but I think a day is coming when the governance is going to be looked after by the people who govern themselves. And that is why when I was discussing with Srinivas, I said we should have the theme of Vision 2047 and we should have a committee constituted to prepare a document. I tried to make this point that unfortunately we are still looking at 2047 through the prism of 2022 and may be in 2047 the Civil Services may lose its relevance, the artificial intelligence may take over in a big way, the citizens may take over.

So, if you go back 25 years back from now that was exactly 1997 and what was revolutionary at that time? You had the courier service revolutionizing the entire daak system which collapsed, it was a new revolution and a new source of livelihood. Where is it now? You had STD booths through which people made livelihood and being in political public life I remember people would come to the elected representative "Sahab ek STD ka license dilwadijiye, bacche pall jaayenge, lekin bacchon ke palne se pehle hi STD booth band ho gaye". So, see how fast these 25 years ran and now the pace is even faster. You had those small cassettes, where is all that gone?

So I think, it's a very difficult task which we have taken on ourselves but when the Prime Minister says "Perform, Reform and Transform" the same mantra will be underlying throughout where we go and I'm glad that over the last eight years much headway has been made which was actually waiting to happen. As Mr Gauba rightly mentioned the e-office thing and in the context of COVID, I think the greatest test for the e-office experiment was the Covid times. At least in this ministry, The Ministry of Personnel we did not allow the work to be interrupted even for a single day and even during the lockdown, I used to virtually speak to each of the officers where we had 50% attendance so those sitting at home some of them not well sometimes they used to work too.

So, I still remember and very fondly keep narrating this, one of the junior officers said the new dictums should be "Minimum Attendance, Maximum Output" because the officers working from home were working even on weekends, on Saturdays, on Sundays, festivals. They had liberated themselves from that mindset "Ki 10-5 takk kaam karna hai beech mein lunch break" Khushwant Singh wrote that famous short story. "10 baje daudte daudte pahunche, bus late ho gayi. 11 baje pahunche, newspaper nahi padh sake. 11:30 hogaye, chai pee. 12 bajj gaye, itni der mein lunch break ho gayi. Jab tak wapis aaye toh kisi ne kaha sahib DoPT ka Home Ministry ke saath hockey ka match chal raha hai toh aap yahan baithe hain, toh wahan chale gaye match khelne, aur khelte khelte 7 bajj gaye. Jab ghar wapis aaye thake hare baithe, toh who aayi aur boli ki sahib kyun itna kaam karte ho, kitni baar kaha. Toh bole bhagyaawan tumhe kya pata Bharat Sarkar aise hi chalti hai kya" So I think a liberation of the mindset that has happened thanks to Prime Minister Modi, he could foresee the merit of this e-working even before we were actually confronted with this kind of a problem.

And I'm glad to say that the other ministry DoNER where I was for seven years, we were the first to go online nearly six years ago because we realized that we had to remain connected to Shillong where we had the NIC headquarters. Similarly, this is also a Government which would take pride in doing away with many rules. 1500 rules have been done away, within weeks after taking over in 2014. We did away with that gazetted attestation, and I placed before the seniors, I said this is something with the kind of background that we come from when we were getting into class 9 or 10 we didn't know where to look for a gazetted officer. I had to shell out Rs 5 which I didn't have and somebody else had to pay for it. A good samaritan came and he said, give me all your certificates and I will get them attested, I know where the gazetted officer lives because we didn't know whether he has two noses or three ears and

what does he look like. And the honorable Prime Minister was so supportive and we actually sent out a message that we have the capacity to trust the citizen of this country, the youth of this country.

The assistant secretary experiment is another path breaking initiative taken by us. We were not sure how well it would be taken and In fact, there were opinions that they would like to go straightaway to the state cadre to become SDM. Some of the state Governments also insisted that we would not like them to stay back for three months. Hon'ble Prime Minister gave us the freedom, he said you can experiment and then decide whether to move on or not. We were not very sure but then we could counsel these youngsters that this is good for you otherwise when you straight away go at the age of 25-26 as SDM and you are treated like an emperor you get confused which world you landed in. We felt vindicated during COVID times when each of the members of the ministry were allotted Districts to monitor on day to day basis.

I was monitoring 22 Districts and when we would call up the collectors the youngster on the other side would say that he was the assistant secretary have you forgotten? So that kind of confidence among youngsters who otherwise would not be able to visit the central secretariat or have a glimpse of the Prime Minister for their entire service career. And now they look back to it with not only a great degree of nostalgia but also, they look up to some of the seniors with whom they worked as their mentors.

Similarly, the Aspirational District program, I think it's a trendsetter and something unique which might not have been tried in Government sector across the world. There was a scientific basis laid down on the basis of 30-40 indices which we tried and not necessarily backward Districts. Because we had indices where certain Districts were lagging behind so how best to bring it at par with the best one on that parameter in the state vis a vis best one at the national level. So that there will be a mutual competitive feeling and they will be able to determine their own thresholds.

And since I was actively involved along with Amitabh Kant and others, so I think it was a great learning experience and the young Civil Servants were so innovative in carrying forward the saturation points. As the cabinet secretary was mentioning the Government had appointed prabharis for different aspirational Districts. So we had this lady for a northeastern District, the problem was when gas cylinder will be exhausted where should it be replaced. So she innovated a method, she called the sarpanches there and entrusted them with a couple of cylinders "Sir aap hi leader ho, aapne baatna hai and baad mein mujhe hisaab dedena" so it was a win-win situation. The representative would also feel happy "ki mujhe Chaudhary bana dia" and she also got her saturation points.

So I think these new experiments inspired by Prime Minister Modi have actually induced us to experiment with ourselves as well and to discover some of the innovative traits which possibly even we didn't realize.

Mission Karmyogi has already been spoken by the cabinet secretary, shift from Rule to Role. Now problem is that in the academy we are trained "Ki Sarkar ka iqbaal banake rakhna". So if I am health secretary, I have to pose that I know more medicine than the doctor. Next day, I become agriculture secretary then I have to know agriculture more than the agriculturist. Karmyogi will give it a scientific mechanism through which you have to train yourself for the new role wherever you are placed.

So, you have the confidence to actually command over the department and I think it's become all the more important because now lots of new schemes which have been flagged up by this Government are

hugely technology and science based. So being in this department forever for almost 8 years more than the tenure, having worked with 6 DoPT secretariates and 6 ARPG secretaries, I have had the fortune of learning too many things from them so I can go on and on. In CPGRAMS, we used to have two lakh complaints, today we have 25 lakhs and the media person quipped “Modi Sarkar ke khilaaf shikayton ki taatad badh gayi”

We have been prompt and it's not easy because the lady heading the team used to sit till 1:00 o'clock in the night to make sure that every Friday evening we would have a disposal rate of not less than 95-96%.

We won the trust of the complainants by following timelines and I used to myself sit on Friday evening and when for a couple of consecutive weeks she came back with 98 % having sat till two o'clock, I told her ma'am I think you'll have to spend full night to achieve 100% because it's three o'clock you have only achieved 98%. So that kind of diligence and dedication has gone into this and now before I conclude I think what we have before us as Prime Minister is always saying this “Amrit Mahakaal”. The first session is dedicated to planning for 2047. I think while we are in the process of preparing the document, we also would have to keep in mind those who would be in service for the next 25 years because they are going to be the architects of Century India. And our contribution for this generation could be in the form of building their capacity. So that even if we are not playing an active role or not around at that time, we would have the satisfaction of saying that we have also contributed in building the capacity of these. The seniors like Mr Gauba and others would have the privilege of telling their children and grandchildren “Look here, I was the secretary DoPT, when India observed 100 years of its independence.”

So, that is the kind of work which I had envisaged and told Mr Srinivas about. We also have a team which would be working in that direction. Thank you very much and I am surer that the session which would follow would give us a good take home message. Thank you!



Address by Dr Jitendra Singh, Hon'ble MOS (PP)

### **Address by Shri N.B.S Rajput, Joint Secretary, DARPG**

All the respected dignitaries on the dais and off the dais, it is my privilege to propose a vote of thanks in this inaugural session of 15<sup>th</sup> Civil Services Day celebrations. First, I would like to thank the Hon'ble Minister of State, Ministry of Personnel, Public Grievance and Pensions Dr Jitendra Singh Ji for his kind and inspiring message and his continued support and guidance for this event. I thank you Sir for inaugurating the exhibition, showcasing exemplary exhibition of different schemes and programs. No words can suffice to adequately thank the respected cabinet secretary, Shri Rajiv Gauba ji for his guidance, kind words and the support extended for the process, both for the Prime Minister's Awards and Civil Services Day celebration.

It is my pleasure to thank Secretary DoPT, Shri P.K. Tripathi Ji for his kind presence and support for the celebrations. It is my pleasant duty to thank Secretary, DARPG, Shri V. Srinivas ji for his encouragement, support and continuous guidance for the journey to this day.

Thanks to all the respective secretaries and senior officers of the Government of India and members of various committees who screened and scrutinized the unprecedented number of applications received

for the awards. Thanks to the officers who went all over the country for the spot studies for shortlisted initiatives. Thanks to all those who are the part of this two-day event as panelists, rapporteurs and participants.

Thanks are due to all DMs, DCs, all the states/UTs and organizations who not only enthusiastically participated in the awards process but also tirelessly worked for the programs and schemes.

I thank all my seniors and colleagues who I cannot name individually for their support and guidance. I thank all my colleagues at DARPG, our knowledge partner Deloitte, NIC team and all the stakeholders and agencies who have been involved in this exercise for last several months. Last but not least thanks are due to all members of the print and electronic media who are covering our two days event. Thank you all, wish you a fruitful and enjoyable two days ahead. Namaskar!



Address by Shri N.B.S Rajput, Joint Secretary, DARPG

## Sessions

### Plenary Session I: Vision India@2047- Governance

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#### SPEAKERS

**Chairman: Dr Jitendra Singh-** Hon'ble Minister of State (Independent Charge) of the Ministry of Science and Technology and Ministry of Earth Sciences, Minister of State in the Prime Minister's Office, Minister of State in the Ministry of Personnel, Public Grievances & Pensions, Department of Atomic Energy and Department of Space, Government of India

#### Panelists:

- Shri Amitabh Kant, CEO, NITI Aayog
- Shri B.V.R Subrahmanyam, Secretary, Department of Commerce
- Shri S Somanath, Secretary, Department of Space and Chairman of ISRO
- Professor Ashok Jhunjhunwala, IIT Madras

#### Rapporteur:

- Smt Jaya Dubey, Joint Secretary, Department of Administrative Reforms and Public Grievances
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#### Discussion:

##### Ms Jaya Dubey, Joint Secretary, DARPG

Ms Dubey started the session by setting the context that our Prime Minister has given us the mantra of "Amrit Kaal", a quarter century in which India must strive to assume the status of a global power that caters to domestic and global needs. She further added that our Prime Minister has outlined a vision for India where villages and cities are not divided on facilities and Government processes do not interfere needlessly in the lives of the people. Therefore, we need to create an enabling governance model to achieve those objectives.

Ms Dubey further stated that the work on the vision document has been started and 10 sectoral groups of secretaries have been assigned the task to prepare the blueprint of a Vision 2047 with timelines and milestones. Ms Dubey also informed that their department has constituted an advisory committee under the chairmanship of honorable minister of state Dr Jitendra Singh Ji comprising members from the premier academic institutions and Civil Servants to draw a plan for future ready India.

## **Shri Amitabh Kant, CEO, NITI Aayog**

Shri Amitabh Kant started his address by mentioning that the Civil Services Day is an important occasion to look forward and is a day of introspection. He set the context by highlighting on the need of where we are as a country. He mentioned that we are at a per capita income of US Dollar 2000 approximately. We are a lower income country, and as per him our aspiration should be to become a high-income country at 100 years of independence. He stated that a high-income country is where per capita income is more than about 12,696 U.S. dollars. And to achieve this, we need to have a sustained growth year after year. He stated an example that in terms of size of India's economy, India surpassed Korea in early 2000 itself and our size is about 3 trillion in real terms whereas South Korea is just at 1.8 trillion. He insisted that it is important to understand that the per capita income and purchasing power is far more critical than the size of the economy. He further stated that it is very important to understand where we are 75 years post our independence. He gave a few examples citing that when we started in 1947, we were all at the same level, as South Korea's per capita income was 930, China's was 900 and India's was 985.

And now 75 years later per capita incomes in Korea is 7 times that of India, China is 2 times that of India and if we do not account for purchasing power differences then per capita incomes in Korea are 16 times that of India and that of China are 5 times of India. This reflects the importance and significance of sustained economic growth year after year and that is the key role of Civil Services.

He further stated that it is important that we understand the kind of growth India needs and to understand the power of compounding. If India was to achieve 6% of growth between 2022 and 2047, we will reach a size of about 16.5 trillion in real terms by 2047 and our per capita income would be just 10000. If India was to grow at 8% growth rate, the size of our economy would reach 20 trillion and our per capita income would be 14,000. But even if India is to achieve 10% growth rate between 2022 and 2047, the size of the economy will be 33 trillion and the per capita income would be 22,000. This is the compounding power of growth, and he gave examples of our neighboring countries like Korea, China, and Taiwan all of which have recorded 10% growth year after year for three decades. Mr. Kant firmly mentioned if we do not do this, we will be caught in a low group scenario. And the real challenge for Civil Services is to transform India within our generation and this is a feasible proposition to do.

To achieve this, it requires a Civil Service which is brave, which is bold, which is gutsy, which is courageous, which has the vision to do this. India will have to de-carbonize and grow and India is the only country which will have to de-carbonize and grow.

Secondly, digital technologies are proliferating in a very big way and how we use the power of digital technologies will be a challenge.

Thirdly the global trade environment was growing and expanding earlier but it has greatly weakened now, and multilateral trade order has virtually withered away, and countries are now relying on bilateral agreements to drive trade and growth, and these are challenges, but these are also massive opportunities for Civil Servants.

He further defined the role of Civil Servants in driving growth and how to tap into future avenues of growth.

Firstly, how Civil Servants use the power of data, and he believes that data really holds the key to India's future. He stated that we use mammoth amounts of data. He gave few examples of how we have about 250 crore e-way bills, we are generating 1523 crore invoices, and in UPI we are doing about 18 cr transactions per day etc.

The size of our data is enormous and mammoth, and we must convert India from a data rich to a data intelligent country, leveraging the power of artificial intelligence and machine learning. If we are able to find solutions to the challenges of India in learning outcomes, in health outcomes, in improving agricultural productivity using the power of data, we will find solutions not merely for just the people of India but for the next 3-4 billion people of the world who will move from poverty to middle class.

Secondly, India can't grow if Civil Servants believe that they can do everything. He mentioned that it is a common belief among Civil Servants that India must get into businesses, India must develop infrastructure. India will grow and expand and prosper if we can use the power of our private sector. Businesses must be run by businesses and the Government must be the facilitator and catalyst and therefore let us learn the art of structuring PPPs, let us learn the art of attracting de-risking projects, let us learn the art of putting all approvals in SPVs and bidding out the SPVs to attract, and when you do that, you are adding 35 to 40% value of the project. This requires lot of hard work and by doing this you are adding value to the country.

Thirdly, the success of jam trinity and digital payments has proved that we can use technology in many ways but one critical area for India to grow is to leverage this power to provide credit. Government credit to GDP ratio is very high and private debt to GDP ratio is very poor. Private debt to GDP ratio is 56% here, which in other countries is 180 to 220%. And private debt to GDP is poor because the MSME sector and the small entrepreneur in India are starved of credit and this happens because the bankers are not willing to lend. But fortunately, today we have the account aggregator system which is based on information flow and which is based on consent and lending without collateral is possible and it draws consent on the basis of data empowerment and protection architecture and if we are able to leverage this account aggregator system in a very big way then we'll be able to ensure the flow of liquidity to marginal players and to the MSME sector in India which can then become the big growth driver of India

Fourthly, there is an evolving role of the state, to focus on health, education, and nutrition and these are three important sectors. In India, one in two women is anemic, one in three kids is stunted, and one in four is wasted. He urged Civil Servants to ask the following questions to themselves: Why we have failed to converge different departments of the Government at the level and failed in the nutrition sector? Why are learning outcomes poor? Why are our health outcomes poor? And therefore, the role of the state is that we must perform well in these sectors.

He concluded his address by stating that the challenge before the bureaucracy is that over the years we built rules, regulation, procedures act one after another and have made it difficult for common citizens to survive, we made it difficult for businesses to grow. We should scrap such rules which have killed the enterprising spirit of the people of India. The need of the hour is to carry out process reforms that will transform India, and this is possible only if we do tech-enabled services. Use the power of technology to change this and there is a whole lot of global best practices available for the same.

## Shri BVR Subhramanyam

Shri Subhramanyam started his address with a different perspective and tried to bring down this vision to Civil Servants whether in the Centre or State or even below. He addressed four small questions:

- What is this vision we are talking of 2047? Where are we headed?
- To achieve that vision what needs to be done?
- What are the gaps?
- What do we need to do to bridge the gaps?

He further stated that Civil Servants must have a role. He states that the tide of history is in India's favor, and he believes that we will be a leading nation in the world irrespective of what comes because our people are brilliant, we have got an excellent Government, we are dedicated and committed. He further added that wherever you go in the world everybody compliments the strength of Indian bureaucracy. We will be a leading nation economically, politically, strategically, and even culturally. At an 8% growth rate, we will be \$20 trillion by 2047 that's larger than the United States today and this is in real terms and at 10% - 12% we will be \$ 30 trillion - \$40 trillion. He highlighted that all these things come with assumptions and the job of the Civil Servants is to see that the assumptions come true. He gave an example of our neighboring country, and if we see the future projections, that's a country which is going into different set of problems. It's a country which will age before it becomes a high-income country. That's a country where population will cross the peak. That is a country where population that must be supported by working age population is going to be adverse very soon.

We will be the largest provider of a youthful working age population for the next 30 years in the world. The times are in our favor and the global environment is very favorable for India. Geopolitically we are in demand whatever is happening in the rest of the world, be it Indo-Pacific, be it Europe, India is the flavor of the day.

The world is looking at India and its potential, they're not looking at the \$3 trillion India of today they're looking at the India of 30 trillion dollars 30 years from now and that's the big picture we all need to keep in mind.

We have missed many buses in the last 70 years for reasons of state led growth, reservation for small scale industry, the license permit raj which ensured that India missed the bus periodically. We should not miss this opportunity, but the next opportunity will come again 30-40 years later.

He highlighted the kind of things we all should be looking at:

1. We should be leading the world in manufacturing, particularly high-tech manufacturing
2. We should be globally dominant in services and not just services but in innovation and R&D
3. We should be the capital of the world in patent filing in research papers
4. We should become a dominant player in world trade
5. We should be top of the class in human development indicators be it education, health and all the other features

This is the direction in which the country is headed and that's the direction in which the Government is trying to take the entire nation together with the states, people, and the private sector.

He added that we need to do the following to achieve this

1. First and foremost, it's important that we all have a global outlook as we are not competing with yesterday. Incrementalism won't help, we should try to benchmark ourselves with the best in whatever we do, the best in standards, the best in performance, the best in outlooks, the best in goals and that's the only way otherwise we will be doomed to failure. Every state, municipality etc. must do this benchmarking
2. Second, developing long term visions on how we become the best in whatever we are doing. He highlighted the importance of being goal oriented.
3. Institutions need to be changed, laws need to be rewritten, procedures and processes must be recast, technology must be embraced as an enabler
4. We need to seek out the knowledge, best skills, best expertise within Government or outside Government. He further added that Government is probably a repository of about 10-15% of knowledge and 80- 85% knowledge skills reside outside Government
5. We also need to improve the capacities of our people and our systems, and we also need a change in mind sets.

He further spoke about the gaps and cited that there are huge gaps in capacities, in capabilities and in attitudes. He cited the importance of asking few questions to ourselves such as:

- Why is India not a manufacturing giant?
- Why are we at the bottom end of IT services?
- Why are we not a dominant player in world trade?
- Why are we not a global financial center?
- Why are still addressing basic issues like food, security, shelter etc.
- Why is Government generally overworked?
- Why do we struggle to provide basic services and basic functions?

We are not a part of the global value chain, but we are making great effort. There are problems of being attractive, there is a problem in tariffs, there is a problem in the cumbersomeness of our processes, cost of doing business is very high. Unless we resolve all this, we are not attractive for an investor. Why are up-to global standards not in our internal capabilities? He mentioned that "Individual brilliance is no substitute for collective hard work". And now the question is how we bridge the gaps. Bridging the gaps within your own setups, we must think the vision of our own setup 25 years from now. Some of the possible actions we can think of is a) re-engineer the departments you are working on b) re-write laws c) embrace technology. Technology is the enabler for a lot of things that could happen d) standardize processes and develop SOPs e) recast Government services to have greater interplay with the private sector and bring in private sector expertise, private sector knowledge & skills which are absent in Government and most importantly thing big, think scale and think of doing the impossible.

It is only the Civil Service which can deliver it because you all are sitting in the middle of this entire system.

### **Shri S Somnath**

Shri S Somnath started his address by giving a presentation on keeping a focus on the technology front and how synergistic use of technologies can really transform and create the vision for India 2047. He believes that the vision is one where India is technologically a strong country and a place where citizens

will love to live. He focused the presentation on few topics which are relevant to the theme-governance. The four elements he talked about are:

1. Data Analytics
2. Space Technology
3. Genomics
4. Material sciences and technology related to it

He further added that if we bring all of this together, we will be a technology dominant nation.

**Data Analytics and Business Intelligence:** We have huge amount of data and what is missing is creation of intelligence to make sense out of it and make decisions which can be supporting the governance. The data as a service and the demand for access to information is the very key. It is important to create a structure by which the data that we have today is feeding into the decision making which is not happening now. Of course, the precision of information prediction for optimum decisions is very important and real time data collection mechanism and definitely the human machine symbiosis is very important in this matter of data collection. We have had a very flourishing software industry and we also have such a huge internet penetration in this country where at least 47% of the population has access. And this gives us a huge advantage to provide digital solutions for technology enabled governance.

**Space Technology 2047:** The increase in private participation in space activities is something that the Government has already announced. And Department of Space is now opening up, inviting space startups and ecosystems to come. By doing this, the overall economy related to space can substantially increase to 1.8% of India GDP by 2047 and the overall space economy is going to be 1.5 trillion by 2047. In India we look at the overall economy, there will be a significant share of space economy of at least 1.8% and we will be looking at the finances concerned. There will be regional alliances in space technology, not only in India but also the countries around us.

**People centric Biotechnology:** It is a domain where we must pay attention and to look at genomics, the neurological interface and customization, artificial intelligence powered pharmaceutical creation, therapist development, biosensor, which is a huge market link to providing health information to individuals, infection detection and creating databases for it, creation of food through biotechnology and bioengineering of various systems. As far as India is concerned, if we really contribute significantly to this domain, we will end up with significant reduction in Government expenditure in health care. This is a very fast-growing sector, and it is possible that we can really become the global center for manufacturing of these pharmaceuticals and large scale R&D which has to be expanded.

**Material Science-**Material science is very important for a nation to become technologically upfront. Our strength in this domain is not great. He gave few examples like electronic materials and metallic materials. We need to work on hydrogen storage, carbon dioxide and also our ability to store nuclear fuel must be substantially increased. A lot of work needs to be done in energy production, composites, and high-end material; recycling technologies is another area where we need to work on. If we really work on materials and technologies, the overall technological growth in various domains will substantially increase.

He concluded by saying that earth 2.0 will emerge by 2047 where India must be one of the leading nations. And he believes that the combination of space technology, data analytics and intelligence,

material science and technologies, genomics and related biotechnology development will be able to create a technology savvy nation.

**Prof Ashok JhunJhunwala:**

Mr JhunJhunwala started his address by mentioning that he considers the next 25 years as very critical and further added that in the last 30 years we have done well, and our economy has grown by 6.5 times. He highlighted that the concern is very high-income disparity. 84-85% of our population still earns less than ₹25,000 per month.

Indian education is much stronger. 30- 40 years back, a very small percentage used to go to school, very small percentage to college. Today that is no longer true as a million engineering graduates are there. India's strength is its young people, who are between 20-24 years and that number is going to continue for the next 25 years. We need to worry about how they have to be nurtured and they can be employed. We are a society which worships nature and this is a very positive thing, therefore we can easily align our society and our goals. India's GDP growth can easily grow at 7 to 9%.

He cited an example of how the vision was created when they asked the department to send about 40 young officers between the age group of 30-35 and they were coupled with 40 young faculty members and then we had 80 entrepreneurs again of similar age which were put together for three days. They discussed, debated and we asked them to write the vision papers as a first draft. We kept on modifying in 10 different areas and keep on modifying that vision paper three months down the line and then six months from then. Unless we involve young people into this vision it will again be our vision. This 25-year vision doesn't mean anything unless we task it to what can we achieve next year, what can we achieve five years from now, what can we achieve ten years from now and next 10 next 25 years.

Leverage technology fully, import whatever is needed today but plan to master all technologies, use and cultivate material, fully recycle, and reuse every bit such that tomorrow we don't have to import materials this is the overall starting point. Higher education today is at 27% GR. We have to get to much higher numbers and the kind of universities that we have are not going to get us there so we need to create 100 digital universities each with 100,000 students. Academic based education has to be replaced or enhanced with skill-based education. We will have to combine the modern and traditional healthcare to provide quality and affordable basic health services to everyone.

A fossil free transport is needed, efficient goods transport is needed, and 100% renewable energy is needed like electricity through solar wind, hydro ocean waves and hydrogen for fertilizer and steel and cement industry. All these are doable in next 10 years and we don't have to wait for 25 years.

Fintech is another key area where every last person has to be included for. There is enough technology available for the rich, but can we do the fintech for people who have household income less than 20,000

Agriculture must become a profitable venture. We have a large rural population in food processing and services that's why we need to develop small to medium scale agro processing units from village to block levels.

We need to create BPOs in village and we need to use traditional and modern technology mix to yield good soil and ground water conserving agriculture. Digital governance is one thing that we need to do.

All processes should be digital, and we must see to it that 99% is auto approved. There should be a matrix for evaluation of service.

Technology and innovation are another important area to be looked at, and in software products we need to focus what would require lots of work and collaboration. We need many other technologies such as recycling technologies, agricultural technologies, water preservation, recycling, food-processing, and packaging technologies, waste disposal and cleaning, technologies for environmental-renewal, technologies to help highly dense urban lives.

He concluded by saying that the next quarter century should be of India and it's up to us to make it. Whole of India needs to focus its energy on constructive purposes:

- Avoid dissonance and minimize differences
- Strengthen its democracy
- Link to Indian values of simple living and worshipping nature

#### **Concluding remarks: Dr Jitendra Singh**

In his concluding remarks Dr Jitendra Singh said that we need to go deeper. In his opinion we are taking a very simplistic view. But if we try to look back at 1947 and then try to track the journey, we will get the extent and scale of what is going to be achieved. Our Civil Servant is the instrument and the tool for good governance. He highlighted that 75 is a small age for life of a nation. *Governance*, the theme is not to be seen in isolation and the societies evolve as a whole. Social milieu over the years has conditioned our minds which also has a bearing. Governance is a huge challenge in India, but governance will get liberated. It is important to have a shift from rule to role and this will not happen only through digital methods, but we need to allow the young officers to take the small decisions in good faith and the officers have to live up to their integrity. There has to be larger integration between academia, industry, research, and science. And there is a lack of awareness about technology, where the collectors can help us. We need to have a good time-managed and focused approach. We have no option but to follow the global benchmarks. The challenge for governance which has started appearing is that the number of pensioners today is higher than the number of people in service.

## Plenary Session II: Atmanirbhar Bharat –Focus on Exports

### SPEAKERS

**Chairman: Shri Piyush Goyal**, Hon'ble Minister of Commerce & Industry and Minister for Consumer Affairs & Food & Public Distribution and Minister for Textiles

### Panelists:

- Ms S. Aparna, Secretary, Department of Pharmaceuticals
- Shri Sunil Barthwal, Secretary, Ministry of Labour & Employment
- Shri Vivek Johri, Chairman, Central Board of Indirect Taxes & Customs
- Shri P Ravi Kumar, Chief Secretary, Karnataka

### Rapporteur:

- Dr Shashank Goyal, Additional secretary

### Discussion

Dr Goyal started the discussion by setting the context that we launched Aatmanirbhar Bharat Abhiyaan with an aim to make India self-reliant and a global manufacturing hub. Building our manufacturing process for the domestic market as well as augmenting exports holds the key for a faster economic growth and social development.

#### **Ms S. Aparna, Secretary, Department of Pharmaceuticals**

Ms Aparna started her address with the quote that set the tone and the direction for focus on a more globally competitive manufacturing sector. Giving the context of the Aatma Nirbhar Bharat philosophy, it is a step ahead of the "Make in India" movement and this means strategies for enhancing not only India's manufacturing capacities domestically but also enhancing exports. The principles are to be able to provide an enabling environment for domestic as well as foreign investors in the manufacturing sector. That environment includes reduction in compliance burden and creating a facilitatory ecosystem for startups. Another aspect highlighted in Aatma Nirbhar Bharat is zero defect and quality manufacturing, the focus is moving away from volumes to innovation, labour productivity, value addition. The third area is to deepen integration with the global value chain.

The trend of reverse globalization is going to be temporary and there is a need to be able to acquire a greater share in the value chain globally by building champions in our manufacturing sector. And finally,

the goal is for overall public benefit and the economic and societal goals of higher per capita income, employment generation, overall growth, and prosperity. This is a multipronged strategy, and this has three elements a) Production Linked Incentive Scheme is based on demonstrated performance by the selected participants in these schemes after they have manufactured, produced and sold, then they become eligible for incentives b) Phased manufacturing Program provides a phased increase in the import duties to ensure that those who are investing in India have a period of certainty and predictability about the competition they would face on account of tariffs and is a medium term initiative which is not a form of trade protectionism C) Free Trade Agreements- In this scheme the Department of Commerce has reviewed the past and current FTS and decided to leverage the advantages that we have in India in many sectors both on labor intensive industries and high-tech industries. FTA is also an opportunity to address broader challenges in accessing the global markets and increasing our share in the global trade.

Talking about exports, Ms Aparna mentioned that exports has been a major source of demand and growth across the world, particularly in Asia. Exports contribute between 15-25% in an economy and they have deep backend linkages such as creation of jobs and incomes, supporting the manufacturing sector, supporting MSMEs and improvement of standard and quality of manufacture. Over a period of almost 1 ½ centuries, the share of our merchandise exports to the global GDP has grown from somewhere around 7 to 25 over a period of 150 years.

The global trade has been significantly higher in terms of rate of growth than the global GDP with outlier years where it was almost 1 ½ to 1.6 times the growth in the GDP. The department and the minister's leadership noted that over the last several years, the merchandise exports have hovered around 300 billion per year and they took an ambitious target to achieve 400 billion dollars worth of exports in 2022. And the focus was on both, existing markets as well as exploring new markets, existing products and identifying new products for exports including through startups and entrepreneurs and identifying lost market shares.

Honorable Prime Minister of India kickstarted this effort in August 2021 when a large number of stakeholders were brought together for this initiative. 200 Indian missions and consulates abroad, 35 export promotion councils and boards, 40 departments in the Government of India, all SEZs and all state Governments energized the entire system and allowed for focused and coordinated efforts. Highlighting the achievements, she stated that India recorded its highest ever merchandise exports of \$ 419.6 billion in 2021-2022, the exports were consistently above \$30bn in all 12 months of 2021-2022. She also spoke about the largest commodity groups such as engineering goods, petroleum products, agriculture exports, textiles, gems and jewelry, chemicals and drugs and pharmaceuticals. Further adding to the achievements, she narrated that labour intensive export sectors also performed very well such as gems and jewelry, textiles, leather and sports goods, handicrafts, and carpets. The services sector also performed remarkably well exceeding its highest ever services exports which was in 2019-2020 reaching \$250 billion. The biggest factor behind this achievement is the whole of Government approach.

Moving on she spoke about three initiatives which will help us to sustain growth in the years to come: a) FTAs b) District Export Hubs and c) PLI

We do believe that exports can contribute up to 25% of our GDP by next year and bilateral trade negotiations have become more complex, and they would benefit by having a structure of an agreement which would ensure predictability and direction to bilateral trade. Ms Aparna gave example of two

successfully concluded FTAs, The India-UAE Comprehensive economic Partnership Agreement and India-Australia Co-Operation and Trade Agreement.

Ms Aparna mentioned that traditionally FTAs were focused on tariffs on goods and services, rules of origin, movement of natural persons, phytosanitary measures and NTBs and trade remedies and dispute settlements. There are some emerging topics with respect to FTAs such as investment, sustainability, digital trade etc which means that we as a Civil Service have to have a higher order of skill sets to be able to successfully manage FTAs, more intense interdepartmental cooperation and a whole of Government approach would be required.

The second is “Districts as Export Hubs” where the vision is to have a District led export growth by enabling global reach to local products and services, to identify and pursue strengths and opportunities promoting exports from Districts, to dovetail with manufacturing promotion initiatives and encourage investment, to provide an ecosystem for innovation to enable end-to-end handholding and tie-ups to reduce transaction cost and use digital platforms for outreach and awareness building.

So far, the state export promotion committee and the District export promotion committees have been constituted in all the 36 States and UTs. The products and services with export potential have been identified in all 733 Districts in the country and the draft action plan at the District level have been prepared for 497 Districts so far and we do hope to see more Districts coming in with their action plan and 75 Districts have been shortlisted for the first phase of outreach under this initiative

The third initiative production linked incentive which is expected to provide a boost for manufacturing covers 13 to 14 sectors.

She cited the example of pharmaceutical sector where we are the 3<sup>rd</sup> largest in volume and the second largest in USFDA approved plants, 14<sup>th</sup> largest by value and we are the largest manufactures of vaccines and generics. The PLI schemes for this sector are three-fold wherein one is for bulk drug, one for medical devices and third for pharmaceuticals. She also stated that the pharmaceutical exports have done well over the last ten years and there has been a steady growth.

She concluded with how Aatma Nirbhar Bharat responded during Covid. The covid response was driven by the Indian philosophy of “Vasudhaiva Kutumbakam” and we were able to export both drugs and vaccines.

### **Shri Vivek Johri**

Shri Vivek Johri addressed one aspect of Aatma Nirbhar Bharat, which is related to tax policy and administration, mainly indirect taxes. In his opinion, Aatma Nirbhar Bharat extensively supports exports. Moving on, he briefly touched upon three key aspects that need to be addressed, tax policy, the administrative and procedural interventions and lastly digitization and process simplification.

On the tax policy talking about the MFN rates, he mentioned that we have a structure in the country which already incentivizes the domestic value addition because of the graded tariff structure where you have the lowest to near zero rates on basic raw material, moderate rates on capital goods and the highest rates on final consumer goods. He further added that this seeks to achieve minimization of rate in versions that generate clear import bias for the finished product. He mentioned that they have

specific tariff interventions under the phased manufacturing plan in certain focus sectors with a pre-announced path. He mentioned some sectors where these phased manufacturing plans are working are mobile phones, televisions, electric vehicles, batteries, solar panels, X-ray machines, hearables and wearables and smart electricity meters. He narrated some of the other elements to support that the policy on Aatma Nirbhar Bharat has been the removal of rate and versions in GST, availability of raw materials at a nominal price under FTAs.

The second aspect is the administrative and procedural interventions. He quoted that one of the schemes launched in 2019 is manufacturing and other operations in warehouse whereby exporters can import duty-free products and capital goods and store them in a warehouse. They can process them, carry out manufacturing activities, re-pack them, re-organise the cargo and export them without any payment of duty. He further added that it is a simple procedure to apply for this scheme and does not require too many approvals. He further added that during covid, they were mindful of timely disbursal of drawbacks and refunds. Within CBIC they launched a special drive so that the working capital of exporters is not blocked.

In the last part, Mr Johri touched upon some of the digitization and process simplification initiatives. Under “Turant Custom” facilities are completely faceless, contactless, and paperless. Almost 85% of exports and imports consignments are facilitated without any intervention by customs or any other regulatory agency as they have completely automated the import of goods at concessional rate of duty. And lastly, they have a concentrated strategy on reducing the average release time of exim cargo and consequently reduction in transaction and logistics cost for exporters and this is measured every year through studies, both at national level and at the level of ports. They have also enlarged the scope of direct port delivery and direct port entry and have enabled substantial reduction in the average release time of the cargo.

He concluded his session by looking at the outlook for the future. They are currently working on business process re-engineering for customs processes applicable to SEZ units. Along with this they are also working on the scheme for gems and jewelry exports through e-commerce. They are also working on port utilization for Districts and lastly, they will be going for a greater focus on average release time for exports.

### **Shri Sunil Barthwal**

Shri Sunil Barthwal started his address by stating that if we look at the comparative advantage of any country, labour becomes a very important factor. From an Indian perspective we will see that India is one of the countries which has a wage cost advantage and when we talk about the labor supply, we have a huge demographic dividend and working age population is very high .62.5% are in the age group of 15 to 59 years and this demographic dividend will continue for another 25 years. When we talk about the labor force participation rate in general it is hardly 50.2% which gives a huge flexibility in terms of engaging labor. When we talk about the female LFPR in India, it is quite low at 24.5% which normally in other countries is around 50% so we can easily double it. There are a lot of factors impacting the cost competitiveness of the country such as difficulty in terms of retrenchment, lay-offs and closure of establishments and processes involved which are time-consuming and create exit barriers. The second is

dwarfism. 98.62 % of establishments employ less than 10 workers and there are thresholds in labor laws which disincentivize the growth in size of the establishments. Third is the labor productivity and if you look at the labor productivity in India, compared to the other countries it is quite low and this low labor productivity neutralizes all the benefits of the cost advantage we have. The fourth factor is the transaction cost, which impacts the ease of doing business. There are multiple registrations, licenses, multiple forms, filing of multiple forms, delayed approvals, and delayed exit permissions.

Talking about the labor, there were about 44 labor laws in this country and the department brought them down to now only four codes. In the four codes, the processes are not only simplified but are also rationalized and have been modernized which in turn will improve the competitiveness of the businesses improving the labor market flexibility and giving leverage to the state Government but at the same time the severance pay should be unchanged so that the labor is also protected. A new concept of fixed term employment removed all the restrictions which are on the engagement of women. We have allowed them night shifts provided that there is safety and security and similarly we have provided for the internal mobility of labor.

He further added talking about the transaction cost. Social Security cost sometimes is considered as a transaction cost, so they have tried to give some flexibility in registration and licensing which is very important for businesses. We have tried to rationalize and if you look at the registration, there were 80 forms earlier which we have now reduced to five and there were 41 returns which we have reduced now to a single electronical return. A limitation period has been put on assessments and exit permissions are being made online. Talking about the labor productivity, there have been steps taken such as improved productivity through operational health, formalization, integration of gig and platform workers and ease of living for workers.

He concluded by giving a way forward and said that the whole labor code approach is to provide “Flexi-Curity”. Flexibility to the employers and social security to workers and if these two things are done then it will not only give a competitive advantage to the manufacturers but also helps us in exports.

### **P Ravi Kumar**

Shri Ravi Kumar spoke about the quality aspects of the exports. He spoke about the issues and challenges faced. The focus was kept on 4 sectors namely Agriculture, MSME, Manufacturing and Services. As far as agriculture is concerned, only 12 %of our total exports is from agriculture. Talking about the challenges to Agri exports from India, he highlighted four points a) fragmented production and farmer base b) there is a limited focus in export-oriented production c) there is allow exportable surplus and insufficient supply chain. He cited few examples like the journey of mango and the journey of sea foods. But because of basic deficiencies we are unable to do our exports. He further proposed interventions thrust on quality should be the focus. The Govt of India is now pushing for the formation of FPOs and once it is cluster based then we can have better interventions. There is a need for training and the focus should also be on packaging. Right variety and right quality are required to be produced and the testing facilities are also very important factor in this regard. Certifications are also one of the key elements and the latest thing is the traceability for which the blockchain technology is being leveraged.

The next thing he talked about is the MSME sector and that it is a very fragmented across the country. We have more than 6 crore MSMEs but if we compare it to other countries, we are at a disadvantage because they are small with limited R&D. He suggested the interventions such as setting up of integrated clusters and we are working on reducing number of compliance burdens. There should be technology and skilling partnerships from Government to Government. Branding is also one crucial aspect which should be done. We should actively work towards meeting the global standards.

Next, he spoke about the manufacturing sector which requires larger investments, cost and availability of quality infrastructure, availability of skilled manpower and high tariffs and cost competitiveness. The services sector is where we are doing quite well but there is a scope for improvement there and particularly health sector. The latest is diagnostic and if our laboratories can meet the global standards we can do well there. A much higher level of training and skill development is required.

He concluded by saying that the thrust areas would be facilitation and promotion, logistics and infrastructure, information and awareness which will help in building quality culture. If these are done, we will be able to improve the quality of our exports and reach the targets of our five trillion economy.

### **Shri Piyush Goyal**

Shri Piyush Goyal started his concluding remarks by mentioning that he is happy with the kind of interest across the country on this subject, as it is bringing exports to center stage and is also happy to see the collective effort of all the departments and the officials in trying to make this a success story.

He congratulated all the awardees of the “Prime Ministers Award for Excellence in Public Administration”. The Civil Service Day is a day and occasion for each and every Civil Servant to reflect on the work that they have done and to renew their dedication to the cause that they are serving. He highlighted the importance and power of Civil Servant’s signature, which can impact lots of lives.

He was intrigued by the history of the Civil Service, which started way back in 1886, wherein for the first time, Indians were given an opportunity to serve the nation. He also believes that in last 75 years, our Indian Civil Servants have truly got an opportunity to serve our motherland, designed the Civil Services to suit the needs of contemporary India and in a way make the nation proud of the fact that we are a very active and living democracy. Shri Goyal highlighted that we have a transparent model of governance and across the globe we are seen as a trusted partner. He stated that the Iron man of India, Shri Sardar Vallabh Bhai Patel has been given the title of “Steel Frame” of India and highlighted the vision on how to serve the nation by laying down certain elements of good governance. He believes that Civil Services Day is a day to introspect and evaluate what we have done, what our colleagues have done and what we as a nation have done.

COVID 19 was a very challenging time, but we as a nation used this opportunity to convert the crisis and engaged with the world with self confidence in our abilities and played a greater role in the world economy. He proudly mentioned that our service sector has grown by leaps and bounds. We had \$250 billion export of services during the last year and this is without the contribution from 3 key sectors; travel, tourism and hospitality, which contribute significantly. He mentioned that one of the reasons why this happened was because people could move equipments and many of you ensured that broadband connectivity was taken to people’s homes. He further highlighted that throughout COVID, India did not let down anybody with whom we had our contracts and because of that, today India is

recognized across the world as a trusted partner, somebody with whom the world wants to increase their engagement. We are somebody who deliver in the adverse circumstances. As a nation we are somebody where the rule of law prevails, have a vibrant democracy, the media is live, and the judicial pillar is strong, ensuring that the laws are implemented.

All of this has helped to achieve a significant growth of over 43% in the export of goods during the last 12 months taking it to \$42 billion of exports. He happily reported that in the first 14 days of April, we are at about \$ 18.5 billion of exports. This was only possible because of the whole of nation approach. This entire approach helped us achieve the \$ 419.8 or \$ 420 billion merchandise export and \$250 billion in services exports for the first time ever.

This milestone is a part of growing Aatmanirbhar Bharat story. Clarifying on the concept of Aatmanirbhar Bharat, we are not attempting to close India's engagement with rest of the world, but we are actually opening our doors wider and recognizing that we need to be competitive, both when we are dealing with other countries and also when we are dealing within our country. We must look at high quality standards. We need to engage with economies of scale, particularly in comparison with other countries, who are eyeing the same pie which we are looking for. He mentioned few labour-oriented sectors like textiles, pharmaceuticals, gems and jewelry, leather, handloom and handicraft, agriculture and said that there are many other countries eyeing the same sectors. And India has a low share, which shows that there is tremendous potential. He further stated that reliability is an important point, and we cannot allow that trust to be eroded. We must meet our commitments and therefore the PLI schemes.

Adding on, he further stated that exports also earn us precious foreign exchange, it keeps our rupee stable, and we don't de-value our currency too much, which in turn ensures that inflation remains in check. Showing his disagreement to the school of thought which says that we need to de-value our currency to become competitive in the export market, he believes weakening our currency is detrimental to our nation's interest, to our growth story and to our ability to be competitive in the long run. It increases our cost of imports, brings inflation, increases cost of interest, makes our products uncompetitive and therefore it's important that we expand our exports significantly, encourage more investments exchange coming into the country, coupled with our earnings through large remittances. We can continue to grow our foreign exchange reserves which are a robust \$600 billion plus today and continue to serve India keeping our interest costs low, inflation low, our input costs low and this will help us become much more competitive in the years to come.

He further spoke about the presentation made by Mr Barthwal and reiterated that labour gets more opportunities as more investment flows. He complimented for maintaining a peaceful labor environment. He thinks that the effort that has been done by the Labor Department is truly supportive of new job generation and is favorably inclined for labor and their future.

Similarly, the effort that Mr Johri spoke about in terms of removing the inverted duties structures is very much welcome. We must make raw materials more and more competitive and affordable so that our finished goods can become competitive. He further stated that we cannot look at additional cost on our raw material because that makes Indian manufacturing non-competitive, resulting in the finished goods start getting imported in a bigger way.

When we export goods or services, we create more jobs and when there are more jobs it brings consumption expenditure in India, it adds to the income level and purchasing capacity and that adds to

the economic activity. It is a virtuous circle of growth coming out of exports, supporting domestic job creation, domestic jobs giving more purchasing power, additional revenues to Government, allowing for serving the people for social welfare activity, higher purchasing power creating more demand and therefore more economic activity, more investment. And this circle will take us to the true level of development that our country deserves. And this cannot happen unless Centre, States or local bodies work in tandem.

## Breakaway Session: PM Gati Shakti

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### SPEAKERS

**Chairman:** Shri Nitin Gadkari, Hon'ble Minister of Road Transport and Highways

### Panelists

- Shri Giridhar Armani, Secretary, Road Transport and Highways,
- Shri Pankaj Jain, Secretary, Ministry of Petroleum and Natural Gas,
- Shri Amrit Lal Meena Special Secretary, Logistics,
- Shri O.P Singh, Member Infrastructure, Railway Board,
- Shri Harikishan Koppula Reddy, CEO Cube Highways.

### Rapporteur:

- Shri Amit Ghosh, Additional Secretary, Ministry of Road Transport and Highways
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### Discussion

Shri Amit Ghosh started by welcoming the eminent panellists. He introduced the panellists to the audience, briefed the audience about the PM Gati Shakti, a visionary programme, which will bring together all the infrastructure related ministries on the same platform. The session began with the opening speech by the Chair, followed by remarks by other eminent panellists. The panel discussion was closed with final remarks from the Chair.

**Shri Nitin Gadkari, Hon'ble Minister of Road Transport and Highways** began his speech by welcoming all the panellists and greeting the Civil Servants on the 15<sup>th</sup> Civil Services Day. He mentioned that our Democracy has four important pillars and Civil Servants fall in one of these four most important pillars of Indian Economy- Civil Services, the administrative wing. The role of the Civil Servants, their participation and their contribution for implementation of a project of the scale of PM Gati Shakti, was very important.

He mentioned that to achieve the dream of our Prime Minister and to make Indian economy of \$5 trillion, PM Gati Shakti yojana is very important and for that infrastructure needs to be developed. He emphasized that water, power, transport, and communication were the four most important areas for developing infrastructure and after developing this further investment in industry and agriculture could be envisaged. Through this more employment could be generated, per capita income could be increased, and tourism could be developed.

He referred to Hon'ble Prime Minister's observation that coordination, cooperation, and communication between the different departments was required and work should not be carried out in silos. He emphasized on the importance of communication between the stakeholders and how important it was in resolving the problems. Collective team spirit could get the work done. He mentioned that to meet our targets, a strong team was needed and for this, the managerial skill and management skills were very important. He emphasised on the importance of coming together, thinking together, and working

together and for this, communication between the stakeholders was needed. He cited several personal experiences to emphasize on the fact that strong political will to get things done was very important. Giving an example of the political will, he mentioned that from 1995-2000, when he was a minister in Mumbai, he decided to make the Mumbai-Pune express highway and the Worli-Bandra sea link and 55 flyovers in Mumbai. With only INR 5 crores available to execute the project, he was also questioned by the media as to how he was so confident of creating such infrastructure with just 5 crores in hand? He mentioned that his simple answer was –“if there is a will, there is a way”.

Insisting on the importance of performance for PM Gati Shakti to be successful, he said that financial audits in PM Gati Shakti were important but performance audits would be more important. He reiterated to support people who were working in the positive direction and said people must be encouraged to take new initiatives, new innovations. He then touched upon the present status of the schemes, wherein under the chairmanship of Cabinet Secretary, all the on-going projects were reviewed. He stressed on the importance of taking appropriate decision at the appropriate time stating that delayed decision-making may lead to a lot of people facing huge economic crisis. He also touched upon the importance of planning in advance and planning in detail by citing example of road sector where a lot of problems were being faced due to illogical preparation of DPR. He said, based on his experience, majority of the road accidents occur because of poor road engineering. The cost of construction was required to be reduced but without compromising the quality of the roads.

He said that lack of appropriate vision was a big problem. To fulfil Prime Minister’s vision to make Indian economy, strong integration is required and working in silos must stop. He concluded by expressing his belief that with everyone’s co-operation, we shall be able to fulfil the dream of honourable Prime Minister Modi Ji.

### **Shri Giridhar Aramane, Secretary, Road Transport and Highways**

Shri Giridhar Aramane opened the session by wishing Civil Services Day to everyone present in the session. He then went on to explain the theme - PM Gati Shakti stating that PM Gati Shakti was not any regular programme or any scheme, rather it signified the change in attitude, change in the way the Government works. Citing the importance of inter-ministerial co-ordination, he gave various examples to elucidate the point how the Government departments work in silos and as a result, a lot of time was spent in meetings trying to co-ordinate with various ministries. Further elaborating his point, he mentioned that railway projects get delayed by forest ministry, highway projects get delayed by railway ministry and mining projects get delayed by all the ministries together, due to lack of co-ordination between the ministries and working in silos and emphasized that PM Gati Shakti was a solution to this.

He stressed upon the need for change in attitude, the way we operate and the need for integration and co-ordination at all levels. He mentioned that under PM Gati Shakti, an integrated and holistic infrastructure plan was proposed, and he gave three examples where such approach could be adopted:

- a. Multi-Modal Connectivity - Stressing upon importance of planning he said, while planning a dedicated freight corridor, or an expressway, all the stakeholders getting affected must be taken into consideration. Building infrastructure away from economic centres, not beneficial to vast majority of people is wastage of resources. He cited examples mentioning the importance of multi-modal connectivity either for passengers, or for goods. He compared the transport

solutions adopted in Singapore and stressed upon the need to facilitate and implement such solutions in India with better intent.

- b. Development of Multi modal logistics in freight sector.
- c. Alternative mode of transportation – He said that building roads in border areas, in the hilly states is costly due to reasons such as digging of tunnels, building via ducts and land being very scarce commodity in hilly areas, huge compensation is to be paid to the people. Alternative mode of transportation may be adopted for areas with small population. For instance, a cable car or a ropeway would be much more efficient, so various modes of transport must be optimised in such a way that people get the best experience and the most efficient mode of transport.

He then presented the guiding principles and objectives for integrated connectivity development to economic nodes.

- a. The first objective in the highway sector was to provide efficient, optimum, seamless connectivity to 860 economic nodes in the country, through either expressways or access-controlled roads, so that all the economic activities must be integrated through a highway or a railway. The DFC or bullet trains, which are the linear projects along with gas pipeline should integrate all economic activities in the country.
- b. The second objective is that when a Greenfield expressway is being planned, then other stakeholders' plans must be considered. If Railways are building a dedicated freight corridor just beside the national highway, then we must have the multi-modality built into the highway itself.
- c. The last objective is to make optimum use of the technical tool, by SAC (Space Application Centre), which has hundreds of layers of data which can be used in the planning phase itself and a lot of rework and wastage of resources and time can be avoided.

He then illustrated these points through a couple of examples.

- The first one was Delhi-Mumbai Expressway. It optimised the distance between the two cities. The net result of this has been that the travel time has gone down from 24 hours to 12 hours. It also ensured that there is high speed connectivity between the two largest economic centres in the country even by GST collection or income tax collection. It also took care of several under-developed areas on the way to Mumbai, like Dausa, Dahod, Valsari etc. so that whatever service industries development can take place in these areas can be attended to with the help of this highway. A dedicated utility corridor has been planned on this highway. DFC terminals such as Vadodra, Surat, Vasai, Mumbai etc. have also been connected to the highway so that multi-modal transport becomes positive. 20 economic nodes are getting connected by the Delhi Mumbai Expressway.
- The second one was the Trans Rajasthan Expressway which is under construction and some areas have been constructed. It will connect border areas of Rajasthan. Through this, direct connectivity between manufacturing clusters in North (Punjab, Haryana) to ports in the West (Jamnagar, Kandla, Mundra) has been provided. It has boosted economic development in Barmer, Sangaria etc. It is also in synergy with development of upcoming Pachpadra Oil Refinery to provide connectivity to North and West Regions. The integrated corridor development has also been taken up along this highway. Multi Modal freight movement is also being planned with major railway stations such as Bathinda, Barmer, Jodhpur getting connected. Around 34 cr

persons will be employed by construction of this expressway. The indirect benefit of this construction will be much higher.

He then touched upon the logistics cost in India, stating that logistics cost is so high that our exports become non-competitive, and the industry will fail to achieve any headway in international markets if this persists. He mentioned that this can be solved through multi-modal logistic parks wherein the manufacturer will be able to transport his goods to the nearest possible urban centre where a multi-modal park is present, get it inspected, quality checked, loaded into a wagon, and sent through a highway or a dedicated freight corridor to the nearest port. To bring down the logistics cost, MMLPs should be initially established in all the industrial corridors, where exports originate and also in all those areas which provide the raw material required for manufacturing of goods and finally in those areas which have very poor connectivity.

Stressing on the need of alternative transport solutions, he said that 134 proposals from various states have been received to build ropeways. This will reduce the cost of the transportation by a huge margin and also give a boost to tourism in those areas. He gave examples of Sonprayag being connected to Kedarnath, and Hemkunth Sahib getting connected through ropeway, which will boost tourism through ease of transportation.

He then briefed how MoRT&H will leverage PM Gati Shakti portal across planning and implementation. He said it will be ensured that planning is in tune with all other departments and that their requirements are met. Cost optimization shall be carried out by ensuring that optimum route and technology is selected. He also said that a lot of work has already been done in project preparation to automate things and to reduce transaction and approval time between the ministries. He gave example of compendium of designs prepared and shared by Railway Ministry which can now be adopted without seeking approvals. In a similar manner Ministry of Environment and Forest has made Parivesh Portal so effective that no paper needs to be submitted and entire process has been made online.

In the closing remarks he thanked everyone and said that with support of our colleagues, we can make this country prosperous once again.

#### **Shri O.P Singh, Member Infrastructure, Railway Board**

He started discussion with the railway projects being undertaken under PM Gati Shakti. He outlined commitment of railways to provide multi-modal connectivity along with facilitation to other ministries and departments having common interface with the railways in infrastructure domain.

He made a presentation highlighting the present status of infrastructure under Indian Railways. This included the total rail length, High density network (HDN) and Highly Utilized Network (HUN) routes etc. He mentioned that a total number of 484 projects were under planning or execution, having total length of 51 thousand kms at an estimated cost of INR 7.53 lakh crores. Out of these, 10,638 kms have already been commissioned at a cost of INR 2.14 lakh crores. Under PM Gati Shakti, total 209 projects, having total length of 17,303 kms have been identified. The cost of these projects is approx. 2.65 lakh crores. Out of these, a total of 54 projects having length of 3760 kms have been completed at a cost of INR 43,000 crores. Development of 100 cargo terminals has also been planned to improve freight loading and to provide easy accessibility of loading as per requirement.

Projects have been prioritized and categorized into three categories, 58 supercritical projects, 68 critical projects and other projects such as road connectivity have been placed in third category. Under the supercritical projects total length of 2849 kms at a cost of INR 34,370 crores has already been commissioned. Under critical projects, total length of 2263 kms at a cost of INR 41,800 crores has been commissioned. The remaining projects are to be completed by March 2024. He then detailed out other HDN/HUN multi tracking and port connectivity projects.

Important connectivity projects in North-Eastern States were also highlighted. He said there is a plan to establish railway network in each capital city of the North Eastern States. Some capitals, such as that of Assam, Arunachal Pradesh, and Tripura have established rail network. Other state capitals such as that of Sikkim, Manipur, and Mizoram will have rail network established by Dec 2023 and Nagaland by Mar 2026. He also highlighted the ongoing work in the Udhampur-Srinagar-Baramulla Rail Link Project which has a total length of 272 kms, out of which 161 kms have been completed. This project involves tunnelling work of 97.6 kms and also has the Iconic Chenab Bridge having length of 1315 m and is the highest railway bridge in the world.

He mentioned other very important international projects undertaken by Indian Railways. First one is in Nepal, Jogbani-Biratnagar 18 kms network and will be opened for public in this financial year. The second one is Jaynagar-Bijalpura 69 kms rail project where the work is ongoing. Another project in Bangladesh, Agartala-Akhaura will be opened for public in this financial year. This will facilitate trade between the two nations. Major achievements in the North-East region and DFC (Dedicated Freight Corridor) projects were highlighted. He concluded by mentioning the Gati Shakti multi-modal cargo terminal policy according to which 100 Gati Shakti cargo terminals will be set up in next three years.

#### **Shri Pankaj Jain, Secretary, Ministry of Petroleum and Natural Gas**

He started with the use case in the petroleum and particularly in the pipeline side. He outlined how Petroleum Ministry is envisaging connecting all the demand and consumption centres through a national grid. He initially mentioned the traditional approach followed in pipeline network planning. Such planning had requirement of multiple compliances and led to increase in cost overheads, delays in project execution and redundancy of various efforts. One such example was a project in Tamil Nadu which has taken more than 10 years for execution. He emphasized on the power of Gati Shakti, stating that the same Tamil Nadu project, with a detour of 80 additional kms and not planning the project alignment in a linear manner could have been completed in 2.5 years.

He mentioned that network of 400 kms of gas pipeline grew to 35000 kms of pipeline. To meet the requirements, to cut costs and meet timelines, a new approach was adopted and a revised SoP with respect to development of natural gas pipeline was framed. He then explained the new framework and said that all the new projects go into the network planning group and planning is done not only from the perspective of safety, but also from the future expansion perspective. He mentioned the need to deliver petrol and diesel through pipelines instead of trucks. Use of Inland waterways to transport LPG LNG was also highlighted. He mentioned the benefits of Gati Shakti which helps in optimizing resources, expanding network etc. He concluded by mentioning that optimization of resources must be done, for instance, existing right of way given for an expressway can be used for pipelines too and he left the floor open for questions.

#### **Shri Amrit Lal Meena Special Secretary, Logistics**

He began his address by talking about the PM Gati Shakti National Master Plan and highlighted the most common problems in planning such as land acquisition, forest clearance, utility shifting, clearance from other departments etc. He said PM Gati Shakti is an effort to reduce such problems. He then presented the tools and portals which have been integrated into one master portal so that one ministry can access the information available about another ministry on the portal.

He explained the importance of the portal during planning stage. While planning, a consultant can visualize the forest layers from the maps uploaded by the concerned state Governments on the land acquisition tool developed. He said similar portals are being created for state Governments to facilitate planning. He then showcased various infrastructure planning layers for highway, railway, airports and ports network etc. in the country. Highlighting its importance, he said this has facilitated planning since any combination of the data layer for any geographical area can be super imposed over another. He then explained use cases to explain how the data layers were useful in planning.

First case was that of Ministry of Railways who got their alignment prepared for dedicated freight corridors. The alignment prepared was super imposed over the National Master Plan and it was found that the alignment was crossing the leased area of Ultra Tech cement, a wildlife sanctuary, and an industrial park. This available information was used, and the alignment was re-aligned to avoid all the disruptions thus saving a lot of time which could have gone into seeking clearances from various ministries and could have delayed the implementation of the project.

Second case was that of department of telecom which wanted to convert all non-fiberized towers into optical fibre connectivity. The tool of OFC network data layer helped in realizing that 2214 kms of OFC length is required to connect the non-fiberized towers in the state of Goa. This helped in planning the project in a systematic and phased manner.

Another use of Patna City for 5G roll out was cited wherein the city was required to be converted into a grid of 200 square metres and the areas without towers were to be identified. The use of the tool helped in locating the areas where no towers were present in 200 square metres, thus helping in saving a lot of time.

He concluded by saying that the outcome of better planning is to implement projects without any time and cost overruns. He also mentioned that the logistics cost in India is 13% and in developed countries is 8% and through the intervention of PM Gati Shakti this will also be achieved. Concluding his address, he urged the state Governments to access the special funds, announced by ministry of finance, primarily meant for capital incentive assets with focus on logistically efficiency enhancement projects.

### **Shri Harikishan Koppula Reddy, CEO Cube Highways**

He started his address by briefing about Cube Highways. He brought out the methodologies being used at Cube Highways to ensure desired level of services and proposed how some of them could be used at national level. He mentioned how use of technology is being made at Cube Highways to provide services. He stated the use of Vision based incident detection system to locate safety hazard situations and stressed upon the need to use fibre optical cables to track vehicles

He stated that the traffic planning was not integrated earlier, and PM Gati Shakti is the opportunity to do the needful. He presented key elements for master planning of integrated infrastructure. He highlighted how the use of technology has evolved over the years and how the key elements for master

planning for integrated infrastructure are coming together. He mentioned key steps for integrated infrastructure development, understanding the mode choices and understanding the route choice models. He concluded by saying that we need to consider questions related to planning in the network planning stage itself, overlay all the lines of transportation such as fibre, roads, railways etc on a single map and see if the different modes such as roads, railways can be complementary rather than competing.

## Breakaway Session: PM SVANidhi Yojana



### SPEAKERS

**Chairman:** Shri Hardeep Singh Puri Hon'ble Minister for Housing and Urban Development, Minister of Petroleum and Natural Gas

### Panelists

- Shri Manoj Joshi, Secretary, Ministry of Housing and Urban Affairs
- Shri Sanjay Malhotra, Secretary, Department of Financial Services
- Shri Ram Sewak Sharma, CEO, National Health Authority
- Shri Dinesh Khara, Chairman, State Bank of India
- Shri G C Chaturvedi, Chairman, ICICI Bank

### Rapporteur:

- Shri Sanjay Kumar, Additional Secretary, Ministry of Housing and Urban Affairs.

### Discussion

The session was presided over by Shri Hardeep Singh Puri who initially invited Shri Sanjay Kumar to express his views.

**Shri Sanjay Kumar** began by mentioning the importance of street vending in the urban economy. He stated that street vending, the preferred means of earning livelihood for the poor in India was greatly affected due to the pandemic. The pandemic was very harsh on the street vendors and their business

places were snatched away from them. The challenge to help the street vendors to restart their businesses laid the backdrop for the launch of PM SVANidhi Yojana in June 2020. The primary objective of the Yojana was to provide micro credit to street vendors at affordable rates, wean them away from the private money lenders and digitize the informal urban economy. Calling the PM SVANidhi Yojana a great learning experience, he said that under the guidance of Hon'ble Minister Shri Hardeep Singh Puri, challenges encountered during the course of implementation were overcome.

**Shri Hardeep Singh Puri** initiated the discussion by sharing his thoughts on background, the context, and the importance of using technology for urban rejuvenation. He said in 1947 the urban population was 17% of the total population of 350 million people, however, at present the urban population has changed in an uncontrolled manner on account of rapid, robust, and autonomous urbanization. Before 2014, the mind was preoccupied with rural development and rural space. Even though this sector also requires attention, but during those times, the urban sector largely remained neglected. He stated that the lack of attention to urban space has been akin to criminal neglect. From 2004 to 2014, the total expenditure on urbanization and all schemes related to it was INR 1.57 lakh crore. In the Seven years, from June 2015, the expenditure has gone up to INR 11 lakh crores. He described that the approach to urbanization has undergone a fundamental change and technology has enabled that change and enumerated various examples, where technology was put to use by the ministry in the ongoing projects. He stated that the purpose of PM SVANidhi Yojana was to bring entire segment of street vendors on to the data book and ensure social and financial inclusion of the street vendors. Since the street vendors were being registered and their data was readily available, it could be ensured that they received benefits of other schemes run by the Government. After the launch of the scheme, for the benefit of the street vendors, Zomato and Swiggy onboarding for street food vendors was also done.

**Shri Manoj Joshi** began his note stating that street vendors formed one the largest sectors of employment generation other than the services sector and they have made a significant contribution in India's GDP. He said that the PM SVANidhi scheme started after the aftermath of COVID and the idea was to provide the street vendors necessary capital in the form of bank loan to restart their business. Over a period, along with the existing financial loans, several other benefits such as pension benefits, insurance, certificate of registration to work etc. were also included in the scheme to benefit them. He mentioned some statistics beginning with the registration of street vendors. 42 lakh street vendors were identified out of which 30 lakhs were provided INR 10,000 loan benefit and amongst those 11 lakhs have already repaid the loan. He briefed that once a street vendor repays the first loan he becomes eligible for second loan of INR 20,000 and subsequently after repaying the second loan, gets the third loan upto INR 50,000. A subsidy of INR 50 crores has also been given. The main intent of the scheme was "svanidhi se samridhi". He said that the urban poor are mainly migrants who are deprived of other benefits because they don't have the documents available to avail benefits of Government schemes. However, under the scheme, after registration, 26 lakh families have already been given benefits such as ration etc. In addition, 9000 people have been linked with Swiggy and Zomato to help them get more business and a turnover of INR 11 crore has already been achieved. Mentioning about the street vendors act 2014, he said that this gave security to the street vendors that they will not be evicted. In addition, certificate of vending was given to 26 lakh people, 5,800 vending zones were identified and eviction of street vendors went down to a large extent. Another 29-lakh people were identified under the PM SVANidhi scheme and all of them were given IDs. Focus has also been laid on digitization i.e receiving

payments online and more than half of the street vendors have arrangements for receiving payments through QR codes. The digital transactions have increased from 9.5 lakhs in the beginning to 17.7 crores.

He closed by mentioning a number of challenges that are being faced in the implementation of the scheme. Some of the challenges he mentioned were:

- Additional costs being incurred for digital transactions since the banks charge more for digital transactions than for transactions done in cash.
- QR code replacement issues.
- Trust building issues in moving street vendors from cash transactions to digital transactions
- Availability of credit

**Shri Ram Sewak Sharma** began his talk mentioning the digital leapfrog India has taken in the last 7-8 years and that this had been possible because of the Digital India Programme started by Hon'ble Prime Minister. He said that Hon'ble Prime Minister had the vision to transform India into a digitally empowered society and knowledge economy and his vision was based primarily on three aspects:

- Creating Digital Infrastructure for utility for the citizens and how could the connectivity infrastructure and other soft infrastructure be created.
- Creating software and services on demand riding on the digital infrastructure.
- Empowering citizens to use the digital infrastructure.

In line with the vision, huge digital infrastructure has been created. He mentioned that now we have 1.2 billion mobile connections, 800million internet connections, 600million mobile phones growing at 25 million per quarter, cheapest data rate in the world, well spread 4G connectivity throughout the country. On the soft infrastructure part, there are 1.3 billion people with digital identity and this soft infrastructure has a number of services offered along with it, such as

- electronic KYC, and till now 9 billion electronic KYC have been issued,
- digital authentication for delivery of ration,
- getting bank accounts, and till now 65 billion authentications have been done since beginning,
- e-signature,
- electronic consent artefact to use personal data.

He further explained the development of digital infrastructure in India by giving example of Digital empowerment and protection architecture (DEPA), which is a concept unique to India. Mentioning other developments, he said that on top of Aadhar, other digital artefacts such as account aggregator have been created which are now delivering services in multitude of ways. JAM (Jan Dhan Aadhar and Mobile) has created tremendous amount of financial inclusion. 300 plus million accounts were opened in 300 plus days. India has created huge digital artefacts and digital goods, and these are now being used to build various kinds of products. Open Network for digital commerce, Ayushman Bharat and Digital Tourism Mission etc are examples of it. COWIN was built in a matter of days, and it has 2 billion records in 14-15 months. All these are the elements of presence less, paperless and cashless governance.

While closing he mentioned that the overarching infrastructure of Indian digital infrastructure is scalable, interoperable, and completely free and this shall form basis for solving most of India's difficult problems.

**Shri Dinesh Khara** began his talk by presenting the statistics of the street vending population which is about 14% of the total non-agricultural population. Four cities namely Mumbai, Delhi, Kolkata and Ahmedabad house more than 10 million street vendors. He said that due to COVID, the cashflow had come to a total halt, the street vendors were living through miseries and they did not have any access to the market for procuring their goods. In such a tough time, the PM SVANidhi Yojana was like a boon for them. Under the scheme INR 10,000 were made available to the street vendors without any hassle with the help of Jan Dhan accounts. All of this was covered under CGTMSE (Credit Guarantee Fund Trust for Micro and Small Enterprises) which gave a lot of comfort and confidence to some of the bankers who were hesitant to offer credit to people who had no credit history or bureau record. The bureau record and credit history were also created for this type of population. As of 24<sup>th</sup> March 2022, INR 3,170 crores was disbursed under the scheme out of which INR 954 crores was disbursed by SBI.

He mentioned that since most of the street vendors were first time borrowers and were availing credit from the banking system for the first time, they were unaware of the credit discipline they were required to follow. Due to this, the NPAs of the banks rose. The NPA for SBI was INR 172 crores out of which INR 78 crores was recovered from CGTMSE. Some of the street vendors who availed loan in the 2<sup>nd</sup> tranche, in their case the NPA were minimal at 1.70% which shows the rising awareness amongst the street vendors to adhere to credit discipline and to avail credit facility in a seamless manner.

Further he said that SBI participated in the PM SVANidhi se Samridhi programme which also offers PMJJBY (Pradhan Mantri Jeevan Jyoti Bima Yojana) kind of insurance cover to the street vendors, thus moving ahead in terms of financial inclusion, wherein they not only got credit facility but also insurance cover. In addition, SBI also promoted digital transactions amongst the street vendors and for that QR codes were made available. About 4 lakh street vendors were covered through the QR codes and 70% of the street vendors are using digital means to promote digital transactions. He also mentioned that currently the credit facility is being offered in 3 tranches of INR 10,000, INR 20,000 and INR 50,000; however, with the increase in visibility of the turnover, assessment of credit to be lent to the street vendors will become possible and they will also be entitled to receive more credit in future.

He closed by making few suggestions as listed below

- The street vendors' application form can be uploaded on the PM SVANidhi portal.
- All the 3 tranches of INR 10,000, INR 20,000 and INR 50,000 can be sanctioned at one go and these will be accorded by the lending institutions from all the three tranches. The documents will also be executed for all the three tranches and as and when the first tranche loan gets closed, street vendors will be entitled for availing 2<sup>nd</sup> tranche loan and so on. This will enable seamless migration for the street vendors and will also bring formalization in economy.
- Increased Co-operation from Urban Local Bodies (ULBs) which are the connecting link between the bank and the street vendors.
- Promoting digital literacy and offering as many digital platforms as possible.

**Shri G C Chaturvedi** started by mentioning the existing infrastructure of ICICI bank. He said that ICICI bank had been in the forefront of using technology. He also mentioned that ICICI bank has huge network of branches and business correspondents etc for offering digital solutions for payments and transactions. The bank has around 3500 customer service points covering 9000 villages.

He then talked about the suggestions which, if covered in the PM SVANidhi scheme, will aid in implementation of the scheme. The scheme in rural areas which had the joint liability groups, where 10 to 15 individuals were engaged in same businesses to avail loan from the banks, provided more confidence to the banks since the group ensured that the payments were repaid in a time bound manner. He highlighted the importance of Micro Finance Institutes, stating that bank does not have to reach down to the lowest level and Micro Finance Institutes can help bridge this gap.

The second suggestion that he gave was to involve the banks themselves, through their CSR activities, in imparting training to the people to improve their income flow and give them opportunity to invest the working capital. In the present scenario, this work is being done by Urban Local Bodies (ULBs).

The third suggestion was given in terms of improving fast disbursement. Along with the applications details, the portal should also track the financial history of the applicant which will help the financial institution to select the applicant from the market who had not been allocated to the bank initially. ULBs can capture the applicant data while issuing the certificate of vending or letter of recommendation to the vendor and share the same with the banks.

Another suggestion which he gave was of geo-tagging and licensing of vendors and linking the same to the loan application in the portal which will enable better assessment of the application. He concluded by saying that the defaults, which are currently 15% of the portfolio, be reviewed and scaled up.

**Shri Sanjay Malhotra** began his address by deep diving into the history of banking infrastructure in India. In 2008, when 17% people had accounts, 15% could transact digitally, people hardly had any access to loans, banks and NBFCs had a lot of procedural formalities etc. He then stated the impact of Pradhan Mantri Jan Dhan Yojana, launched in 2014 since its launch. People have had easier access to opening and maintaining bank accounts. Between 2014 and 2017, 50% of the bank accounts opened globally, were in India and because of the initiative and the building blocks Jan Dhan, Aadhar, and Mobile (JAM), today we are at 186 crore bank accounts. He said 129 crore accounts have been Aadhar seeded and 122 crores are mobile seeded.

He then touched upon the digital payment mode and its growth in India. Aadhar enabled payment services were one of the ways in which digital payments were enabled and UPI in 2017 increased the digital payments exponentially. There were more than twelve thousand crore transactions in 2021-2022. Giving stats of non-digital transactions dipping from 500 million to 372 million, he said digital transactions were the way forward. Transactions of the size of our economy are now happening digitally.

He highlighted new initiatives are being taken by Department of Financial Services and banks to make financial journey for lenders and customers seamless, human less and digital. The banks were going through a straight through process in which end to end, right from sourcing of applications, processing and sanctioning them, digitization of the entire process has taken place. He then mentioned statistics of loans sanctioned and accounts opened in retail and MSME sector. Highlighting this phenomenal growth, he said that this was just the beginning and that we were at the beginning of a digital lending revolution.

He then talked about the account aggregator model, a framework, in which integration of all the information will be done and data pertaining to each user will be available at a single point. The data shall include information from all the banks and mutual funds at one place enabling users to access their

financial data with ease. There are 20 crores accounts already onboard in the framework and efforts are on to get mutual funds, insurance, and pension industry on board too. This data can be used by different stakeholders for different purposes including investment advice, advice on borrowings etc. and another use will be “Sahay” for lending purposes. He mentioned loans from mere INR 169 to lakhs of rupees have been given digitally without any human intervention. Lastly, he talked about another initiative of 15 Credit Linked Government schemes on a single platform– Jan Samarth.

## Breakaway Session: One District One Product (ODOP)



### SPEAKERS

**Chairman:** Shri Amitabh Kant, CEO NITI Aayog

### Panelists

- Shri Umang Narula, Advisor to LG Ladakh
- Shri Anurag Jain, Secretary, Department of Promotion of Industry & Internal Trade
- Smt. Anita Praveen, Secretary, Ministry of Food Processing Industries
- Shri Navneet Singh Chahal, Collector, Mathura, Uttar Pradesh
- Shri Rajiv Raushan, Collector, Darbhanga, Bihar

### Rapporteur:

- Smt. Sumita Dawra, Additional Secretary, Department for Promotion of Industry and Internal Trade

### Discussion

**Shri Amitabh Kant** welcomed all the panellists and participants and briefed the audience about the ODOP scheme. He mentioned that ODOP is a very transformational and critical step in realizing the potential of a District, to drive rural entrepreneurship, to drive Aatma Nirbhar Bharat at the District level and generate employment.

Shri Amitabh Kant then started the proceedings by requesting Shri Rajiv Raushan to explain Darbhanga's Makhana story to the audience, how the District was able to achieve success under the scheme, the challenges they faced and how the District would realize its full potential.

**Shri Rajiv Raushan** said that Darbhanga's Makhana story was a story from tradition to trade. He explained about the crop and said that Darbhanga had the required conditions for cultivation of the crop. Makhana had been grown in the District since a very long time, but the cultivation was not organized and systematic. Cultivation of makhana being very labour intensive, the farmers were not getting benefits from this crop cultivation, farmers lost interest and the area under the crop cultivation reduced. Under ODOP, collection of makhana was done under PFME and special focus was put on the crop. The focus was broadly divided under three segments:

- How to increase the production of makhana
- How to add value to the crop and its processing
- How to market, brand and pack the crop for exports.

The most significant step in production of makhana was the focus on crop intensification by Makhana Research Institute, Darbhanga. He explained how makhana, which was earlier grown in ponds and other small water bodies, in 4 to 5 feet deep water was now being grown in the fields in low-lying areas under 1 feet water and transplantation of makhana was started in a systematic manner. Secondly, high yield seed varieties were made available to the farmers due to which the production grew from 1.5MT/hectare to 3.5-4MT/hectare. He explained how adding value to makhana by making additional products such as makhana kheer, makhana flour etc. from the smaller sized makhana which was earlier wasted, boosted its demand in the market. Focus was laid on increasing the shelf life of makhana, its packaging and training of the stakeholders associated in crop cultivation and marketing. Several entrepreneurs developed their own websites to promote the sale of makhana. The value-added products of makhana increased its demand in the market and started export from Mundra and JNPT ports to UK and US. He closed by mentioning that a total of INR 138 cr of makhana was exported and 100MT of the exported Makhana was from Darbhanga.

Shri Amitabh Kant then requested Shri Anurag Jain to explain the ODOP scheme, the role it will play in India's economic development, how it will drive development of the Districts and how innovation and technology was being brought into ODOP scheme.

**Shri Anurag Jain** mentioned that ODOP started as a state level scheme in UP. He also mentioned various aspects such as increasing the productivity of the product, its marketing, branding, packaging, tie-ups with research institutes, etc. were necessary to increase the commercial value of the product. However, all these aspects were being carried out by various departments in silos and ODOP scheme has broken these silos and is working on the PM Gati Shakti concept to create a collaborative network. He brought out the various roles Invest India is playing in creating the collaborative environment such as facilitation through institutes such as NIFT, NID etc., marketing through ODOP bazar on Amazon etc. He further mentioned that role of ODOP is to match the beneficiaries to the schemes and vice-versa and this again was a part of the collaborative effort. He highlighted the initiative "one open network for digital commerce". He closed by highlighting the role of the Government in policy making, hand holding by coordinating and creating collaborative networks. He lauded the PM Awards for excellence in Public Administration and said that this was a big incentive for the collectors working on the field.

Shri Amitabh Kant then requested Shri Umang Narula to share the challenges, success stories around apricots and Seabuckthorn, the ODOP products of Ladakh.

**Shri Umang Narula** mentioned that Ladakh, despite being a cold desert area has several agriculture products and under the ODOP scheme the focus is on Apricots which is mostly grown in the Kargil area. Apricots are not only being used as a fruit to be marketed but also as a tourism product and in line with this apricot blossom festival was started. He stated that due to limited connectivity of nearby areas with Ladakh and short shelf life of apricots, it was very difficult to transport and export this fruit. Methods like solar drying were adopted to increase its life and this fruit was dried and sold. He then mentioned about Seabuckthorn, a wild berry grown in Leh. He said that the biggest challenge was to harvest this fruit due to its thorns and the production of this berry was limited since it was grown in wild and was not a horticulture product. He brought out the interventions taken under the ODOP scheme to promote these products. As a part of this, each part of the value chain was identified, and interventions were made at each level. For instance, emphasis on genetic improvement of the products was laid and one such attempt was to produce a less thorny variety of Seabuckthorn so that it's easier to harvest. On such ideas a model orchard for both the products was being developed. Another challenge faced for cultivation was lack of moisture in the soil and hence several interventions such as drip irrigation, mulching, water conservation were being taken to increase the crop yield. He then touched upon the processing and marketing of these products. Steps such as improved packaging, air refrigeration etc. were intended to be taken to improve the longevity of apricots during transportation. A center of excellence was being set up to assist farmers wherein farmers can learn the nitty-gritties of cultivating Seabuckthorn such as developing model orchards, learning harvesting techniques etc. He mentioned that aim was to make apricot a high value product and for this emphasis had been laid on house-hold industries and efforts such as promotion of self help groups, SPOs etc. were being made. Training, processing, and marketing support was being provided.

Post talk on Apricots, Shri Amitabh Kant asked Shri Navneet Singh Chahal about the achievements of the District under him.

**Shri Navneet Singh Chahal** initiated the session mentioning about Chandauli District, famous for paddy cultivation, and its product Black Rice. The Government had planned to double the farmers income by 2022 and for this many steps were taken. Once such step was diversification of the crop to produce high value product. Black rice seeds were procured from Manipur in 2018, cultivation was started by 30 farmers in 10 hectares of land, and they were able to produce 30MT of Black Rice. In 2020 it became the ODOP product of the District, more than 1000 farmers cultivated this crop and farmers income increased 5 times. The product is also being sold on Amazon, Flipkart, India mart and ODOP mart. It is also being exported to Australia, US, Oman, Qatar and other locations. This initiative has also been replicated by 15 other Districts in UP and Bihar. Chandauli Krishak Samiti was established, and all farmers became part of it, and this was converted into an FPO, aiding farmers in exporting the product on their own. The Government applied for collective mark for the product, and this gave the farmers the intellectual property right for the product. He stated that this product has many health benefits and the farmers have also gained in income creating a win-win situation for both producers and consumers. He closed by mentioning two ODOP products of Mathura. The first one being sanitary fittings and second one being – “Thakur ji ki Poshak and Kanthi Mala”. The second product has provided employment to more than 32,000 people. People through ODOP common facility centre could apply for loan upto INR 15 crores and get 90% of it in grant. Through this a project of 12.7 crores was envisaged and machines

were procured to produce Thakur ji ki Poshak and Kanthi Mala. More than 1000 people had been trained under the ODOP training and tool kit scheme and financial assistance was provided to people under the financial assistance scheme.

Shri Amitabh Kant then requested Smt. Anita Praveen to brief how ODOP could help in formalising the informal Indian food processing sector and to list out various schemes run by food processing ministry which could be leveraged by young officers in the Districts to make ODOP a success.

**Smt. Anita Praveen** started the talks by giving background about Indian Food Processing Industry. She said in 2020, India exported USD 41 billion of agricultural products and out of which 22% was processed food. She gave example of meat, where USD 3.2 billion worth of meat was exported, but the level of processing in the exported meat was miniscule, most of it was frozen and most of the processing was done by the countries to which meat was exported. She thus highlighted the huge potential of value addition as far as food products were concerned. Through the PM SME scheme credit linked incentive was provided to micro entrepreneurs having up to 1 crore investment and 5 crores of turnover. Hand holding was being provided to them so that they could come into formal sectors and upgrade themselves through investment provided up to INR 10 lacs. She highlighted several steps being taken by the ministry, such as:

- linking to banks and providing capacity building to micro entrepreneurs
- aiding in branding and marking of products.

She mentioned that 710 raw materials, fruits and vegetables, had been identified under ODOP to follow ODOP approach of development. Out of these 137 unique items were present and had potential of being developed further. She stated that the ODOP scheme was developed on Japanese model of One Village One Product. Under the scheme a lot of freedom was being given to Districts to present their need and requirements. She then mentioned the challenges faced in implementing this scheme. One of the challenges was delay in reaction time by the state level approving authorities. Another challenge was reluctance in providing loans by the banks. She urged the state collectors to develop the products identified for their Districts through meticulous local level planning and proper training which would be provided through training institutes chosen by the state. She closed by highlighting that, provided the state takes initiative, the products under the scheme demarked for each District could also be changed basis their requirement so that the products can be known nationally and internationally through Government handholding.

After the panellists finished sharing their experiences, Shri Amitabh Kant left the floor open for questions. Some of the questions asked were:

- Various institutes were giving commercial proposals for skill development, designing and training. Question was sought if concession could be provided or if such activities could be taken up as project?

Shri Anurag Jain replied to the query mentioning that costing of the institutes getting aid from the Government should be low and will be looked into.

- End to end support from filling of forms to linkage with buyers was sought.

Shri Anurag Jain replied that buyer seller meet could be organised and there would be no charges for the same.

**Smt. Sumita Dawra** concluded the session mentioning that DPIIT and DGFT have been working together and under the DGFT initiative Districts as export hubs, export committee have been formed in every state and District to assist in development and promotion of products under the ODOP scheme. She thanked the panellists for the enriching and productive discussion.

## Breakaway Session: Aspirational Districts Program



### SPEAKERS

**Chairman:** Dr Rajiv Singh Vice Chairman NITI Aayog in the rank and status of a cabinet minister. He also serves as the Chancellor of Gokhale Institute of Politics and Economics, Pune and Chairman of the Board of Governance of the Giri Institute of Development Studies, Lucknow.

### Panelists

- Shri Arun Kumar Singh, Additional Chief Secretary cum Development Commissioner Jharkhand
- Shri Pradeep Kumar Jena, Additional Chief Secretary cum Development Commissioner, Odisha.
- Mr. Dennis Curry, Deputy Resident Coordinator of United Nations.
- Smt Varnali Deka, Deputy Commissioner Kokrajhar, Assam
- Mr. Aditya Natraj, CEO Piramal Foundation

### Rapporteur:

- Shri Rakesh Ranjan , Senior Consultant NITI Aayog

### Discussion

**Dr. Rajiv Singh** began by remembering Hon'ble Prime Minister's words about the Aspirational Districts. He stated that if the Aspirational Districts were brought to national averages, then it would mean that the Government has won its development battle because Aspirational Districts were in some sense behind everyone in the line or were at the bottom of the pyramid. He recollected the time when the

Chief Economist of the World Bank, Dr François Bourguignon said that it was time to stop measuring the income of the country, rather it was time to measure the growth in the per capita income, the last decile of the country. Dr Rajiv Kumar assured that NITI Aayog could bring new ideas from the civil society, academia to any program like this and that their principal mandate was to work with the states to get the development going in the manner of “Sabka Saath Sabka Vishwas and Sabka Prayaas”. He said that he was of firm belief that in governance what was not measured was not really achieved and hence encouraged all the officers to specify targets that were measurable and outcomes that were required to be evaluated. He went further in referring to the revival of District Development plan (3-5 years) which sets out the vision or a medium-term target by bringing coherence in the District.

**Shri Arun Kumar Singh** commenced his session by stating that 19 Districts out of 112 from Jharkhand were included as aspirational Districts, discussing the huge no. of challenges Jharkhand was facing and said that building upon the theme of convergence, collaboration, and competition the Districts were trying to improve their performance in the 5 selected sectors of Health and nutrition, education etc. He pointed out that the performance of the Districts varied from quarter to quarter. He mentioned about the importance of stability of the tenure of the deputy commissioner (DC) which was somewhat lacking in the state. He explained that due to instability in the tenure of the DC, there was lack of ownership and the new person took time to the on going projects and by the time he was ready to deliver, it was time to get deployed in new District. Through his presentation he mentioned that out of 24 Districts, only 5 Districts were left out and all of these Districts were extremely affected Districts. He also pointed out the inconsistency in the performance of the Districts giving examples of some of the Districts which were at the bottom, moved to 62nd position and at present they were 112th position. He then talked about various initiatives which were taken up under the national FSA as far as health and nutrition was concerned. The primitive tribes were provided with food grains at their doorstep under the Dakia scheme. He deliberated upon the program, E Vidya Vahini which was started as a mobile and web based digital program called DAHAR. He was proud to mention that Jharkhand, which was considered as a food deficient state and whose contribution to the central pool was only 27000 tons in 2011, made huge progress in agriculture, raising the contribution to central pool to 7 lakh tones. He discussed about the initiatives taken to harvest potential of animal husbandry through Mukhyamantri Pashudhan Yojana to provide the cattle and other farm animals to farmers. Siddukano District Cooperative Federation was established to take care of the milk and dairy activities, promotion of bio-flog which was cultivation of fishes in cages, had been publicized. Through the promotion of green houses and horticulture mission program, he was optimistic that this was one area which could be really pushed to enhance the income levels of the people living in these Districts. He stated that in skill development there was pan IIT Alumni reach with the assistance of Preja foundation. Kalyan Gurukuls were set up along with setting of nursing colleges which also catered to the paramedical facilities. He was happy to mention about Kaushal vidya academies where employability was supported with vocational opportunities. He discussed about the Initiative of outcome budget which started in the state and was being linked with all the depts with the outcome budget. He closed by mentioning that dashboards would be prepared to track the outcomes of the state’s scheme and universal pension scheme to provide 1000 rupees per month to elderly people.

**Shri Pradeep Kumar Jena**, began his address by setting the context of ADP in India which was a 4-year-old program operating in 112 Districts. He highlighted that many of these Districts were backward and particularly in Orissa there were 10 Districts out of which 9 were at the bottom most position and all those Districts were left wing extremists. He pointed out that these Districts performed poorly in all

indicators. In terms of connectivity these were the Districts which faced a bigger problem of Naxalism. He was stated that all these Districts were held by young officers and the Government was very proud to have young officers doing exceedingly well, lot of things in different ways, with lot of energy and enthusiasm. He was elated to share that they had many success stories and taking the cues from young collectors they took few aspects into programmatic mode such as universal coverage of Nutri guidance in all the Anganwadi centres and all schools across all the state. Along with the positive aspects that were many challenges as well faced by the Districts. He laid out the first issue of loss of relevance of some the governance indicators at state level due to saturation and these were to be replaced by new ones. Secondly, he pointed that everything must be linked to SDG framework like in Orissa where they have tried to bring together everything in the form of dashboards. Thirdly, he pointed out that the Districts as a unit may be doing well but unless the blocks and the Districts don't perform equally well, then the District cannot achieve good results. Fourthly, he emphasized on defining the outcome targets effectively and communicating the same to the District Collector by giving them adequate support and increasing their capacity. By taking the help of technology in terms of monitoring and extensive dashboards and existing knowledge partners, consistent support could be extended to the officers. Lastly, he focused on the aspect of funding wherein the guidelines of different ministries needed to be revaluated to encourage convergence because the guidelines were generally standard for the whole country and might require some changes contextually.

**Mr. Dennis Curry** began his session by giving an introduction on the technical support that UNDP has given to NITI Aayog around the ADP and in particular the appraisal that they did. He elaborated that the appraisal was again from a wide range of respondents such as the District collectors from not just the aspirational but other Districts as well, knowledge partners and often the UN also. He discussed about some key highlights and messages from the appraisal.

The first highlight was the Data Evidence driven approach which was clearly a central success of program. An increase in monitoring revealed that focus on monitoring real time data supported collaboration across all Government programs and this had enabled aspirational Districts to perform as non-aspirational Districts. Another noteworthy part of that was the data driven approach to drive change and not only monitoring data but also measuring impact and using data to locate nodes of improvement to identify interventions that were required.

He went on to discuss the second highlight which was the cross learning and peer exchange that came within the program. He pointed out that the Districts in India were comparable to many mid-size and large countries with respect to their size and complexity. So, the best practices coming from the program were not only replicable within India but very much offer lessons for countries around the world particularly in areas where there were regional disparities. He was mindful of the fact that the political will that the program marshalled to challenge issues of persistent inequalities was key so that it demonstrated commitment from the top-most political leadership of the country to bring rapid progress in the underdeveloped pockets of India. In the closing couple of minutes, he posed some questions from the perspective of UNDP as a partner, friend to NITI Aayog and other states they work in.

1) Aspirational Districts Program had overcome various bottlenecks, in governance for instance departments were working as closely as they should and accountability structures were driven by data driven governance. He said it would be interesting to see how these agile Government structures could be maintained or expanded or improved. He mentioned that one possible approach to that was to link

the AD indicators to local SDG indicators. The frameworks that have been developed by Panchayati Raj Institutions and recommendation of preparation of local indicators frameworks by Ministry of Panchayati Raj seems like an opportunity to bring these things together.

2) The program accounted for regional imbalance and development initiatives and that's how the AD were selected, but the idea to look towards inequalities that persists within these Districts was important. He suggested that this could be addressed by following a granular approach, disaggregation of data within these Districts moving behind the averages at the District level.

He encouraged all to ask

- If a more comprehensive approach to development could be taken up where the DDP could come in?
- Could the indicators be looked as minimum threshold and not as limited bound?
- Could wider development issues through localization of all the SDGs be focused on.
- Could the Government elicit feedback and capture the live experience of program beneficiaries at this stage of the program?
- Could the outcomes be measured in a deep way and engage with program beneficiaries to directly get that impact?

**Smt Varnali Deka** initiated her session by giving her brief background as a field practitioner. She appreciated the fact that the ADP platform provided an empirical monitoring tool at the fingertips to measure whether the initiatives work or not. At the same time, she highlighted that competition across Districts was really working and it enabled to compare the performances of 112 Districts. She expressed her gratitude that the dynamic digital dashboard and champion of change portal led Goalpara, to attain saturation in the number of KPIs in a two-pronged approach in terms of systematic small scale, systematic improvements. District Transformation Roadmap was another method which was discussed and it had inputs from various departments and stakeholders. The approach was followed via A) In terms of systematic roadmap B) in terms of innovation that they had designed, piloted and thereafter it was replicated in all blocks of the District.

She remembered that during the early days of her service, social sector KPIs were really abysmal, drop outs were high and malnutrition was at its peak. She deliberated upon a new strategy of involving children by giving them a voice and treating them as community leaders. She believed that they should have them as society leaders who could lead attitudinal and behavioural change. Keeping this in mind they launched Poshan clubs in 1698 schools of the District. She was proud to state that the results were phenomenal as within a few months there were 16000 Poshan club members.

She talked about the nutritive outreach programs in all the 800+ villages of the District and how the transition rate came to 100%. She said whenever a child would drop out of school, the Poshan club members went to the child, interacted with their parents and ensured that the child joined back. She discussed the various incentives which were provided for e.g every month the best performing club won a trip to DC office and they got to interact with the senior officials. She also pointed out that these clubs were a massive exercise of convergence for various depts, for ex: when a girl child was born the health dept would coordinate with the education dept and CRCCs would talk to the social forestry dept and would ensure planation of fruit bearing trees in the girl child's house. She was proud to state that these

were some of the convergences that led to multiple impact across the number of KPIs. For ex: the Poshan clubs alone impacted 15/49 KPIs .

She moved further to discuss about the Accelerated Community learning program. She gave a landscape understanding of the tribal community where there was lack of quality educators receptivity to outsiders. So, the methodology she adopted was to pick up their own community college going students and train them to take up the responsibility of ensuring the education of young children. She mentioned that they did a book donation drive, hanging libraries and in a short period of time of 3-4 months, 100 club Poshan clubs could improve the learning outcomes of 8000 student of one tribal block.

She stated another of her success story of the Rabha tribe. She mentioned about Mission Vidyashakti wherein a quick survey of 1 tribal block was conducted. 23000 households were mapped and they had made 6895 illiterate women completely literate thereby saturating their KPI in one block of adult female literacy. She was happy to share that the unit cost of educating per unit a tribal woman came to only 432 rupees.

She explained about the formidable institution of Anganwadis for both kids and guardians which had developed as a feeding center for the children. Through local crowdsourcing and CSR, some model Anganwadis were taken up with unit cost of about 5-6 lakh with all the modern facilities. She stated that the results were immediate wherein an increase of 64% in attendance was recorded and there was a reduction in underweight kids along with doubling of the enrolment rates. Then she moved on to deliberate upon the education sector where STEM learning was the dream and a network of smart classes through donor/ CSR funds and crowdfunding was set up. Some of the other achievements like pass % had increased. She was happy to share that saturation was achieved not just in the aspirational KPIs but also occurred in the other parameters as well.

She elaborated upon the 100% saturation in health sector achieved through intervention, convergence and innovation. She stated that clinics for immunization were established, and covid vaccination in the riverine sores which had major issues of accessibility was conducted. She went on to talk about her award-winning initiative, Goalmart lauded by UNDP as replicable best practice. It was a G2C portal which had been indigenously developed without any extra cost to the exchequer. It enabled wider market reach, better pricing options, eliminated middle-men and gave people a safe and secure opportunity without having to go to the middlemen.

In the digital technologies division, she pointed out towards the infrastructure snapshot app developed through CSR initiatives without any additional cost to the exchequer. She talked about the Khelo Kokrajhar, an exercising conversion, which was shortlisted for PM awards 2021-22. She particularly talked about water management where water management was made the responsibility of every department including -tagging of water bodies District and water conservation plans. She referred to a water conservation development plan.

She discussed about their ODOP as mushroom, and that they had become Aatmanirbhar in the production of mushroom. She was proud to state that convergences of mushroom with mid-day meal schemes and with the Khelo schemes was done.

She concluded her insightful session by sharing her views on the ardent need felt by the collectors to reinvent the wheel, instead she encouraged all to feel free to learn and share their knowledge and

collaborate. A robust system of replication of best practices was needed to achieve saturation, she added.

She suggested that in terms of access to various organizations, perhaps a GIS planning and mapping could be adopted which would enable to see how far off is a particular habitation from the primary healthcare center and school.

**Mr Aditya Natraj** commenced his session by labelling it as 'learnings from the field' wherein he looked at it from the beneficiary point of view. He explained that his organization had worked with NITI Aayog for the last 4 years, starting with only 25 Districts but later had people in almost all 112 Districts. He recollected his time from the humble beginnings and explained the trajectory in 3 phases- Pre covid phase where there was just mobilizing and understanding what these Districts were, Covid phase where immunization and basic covid related safety was ensured and the review phase wherein futuristic plans were outlined to do something substantial in the next 3-4 years. He mentioned that the indicators that were easier to saturate were all saturated and at present the pressing issues were different.

He elaborated upon how learnings were improved and how out of school children were brought back in schools, libraries. The key initiative that was taken in education was that every panchayat was made to have at least one school from KG to 12<sup>th</sup> which eventually worked since it gave a sense of confidence and motivated the sarpanches to invest their money. He highlighted the work done in the health sector wherein he mentioned that the most important initiative was *Village Health, Sanitation and Nutrition Day* which brought together mothers, children, and adolescent girls. He said that institutionalizing this as a mechanism was important. He discussed about the need to have one registered hyper local NGO in all blocks which cared for the group and was ready to support the group and its interface with the Government. He added that since these NGOs would be there for a longer time, the capacity building of these technical agencies institutes that are local was also important.

He mentioned two key levers for saturation, and that they had broken those down into processes- collaboration process and convergence process. He proudly stated that the competition process in aspirational Districts was outstanding because of the champions of change dashboard. He also appreciated that the collaboration at a national level was great but at the District level, the interface between the District collector and NGOs and SHGs was not easy. There was no formal structured mechanism for Government to NGO interface. There was trust gap at the District level. He interestingly noted that a lot of work happened through faith leaders such as initiating a behaviour change for delaying marriage of girls. He mentioned that there were Districts in Assam where 54% of girls who were officially in NFHS were pre-18 and were pregnant. He said that access to these girls can only be attained when the faith leaders would encourage a change through their preachings. He was positive to state that bringing these 6 channels - local NGO, SHG, local college, local media guy, women SHG, panchayat samiti, faith leaders, which are connected to the community, will lead to major collaboration. These 6 channels represented the entire community.

He concluded his session by referring to the issue of multiple pitstops to attain the benefits. He said convergence at the sub District level amongst the ministries was extremely critical wherein the collector has the power to pull all these 7 ministries/channels together. He stated that it takes 3-4 years to organize for collaboration and convergence to happen but once the platform was set, multiple problems start to resolve themselves as inter-ministerial disputes and Government to civil society friction reduced.

## Day 2: 21<sup>st</sup> April 2021 Valedictory Session



### SPEAKERS

- Hon'ble Prime Minister, Shri Narendra Modi
- Hon'ble Minister of state, Dr Jitender Singh
- Principal Secretary to PM, Dr PK Mishra
- Cabinet Secretary Shri Rajiv Gauba
- Secretary of DARPG, Shri Srinivas

### Address by Shri Rajiv Gauba, Cabinet Secretary

He welcomed all the hon'ble guests and wholeheartedly thanked the Hon'ble Prime Minister for taking out time from their precious and busy schedule and honored them with their presence. He was elated to acknowledge that after 3 consecutive years they were able to celebrate Civil Services Day on a large scale. He was happy to find many young officers from different services to be physically and virtually present. Moreover, officer from the lateral entry scheme and people from the past years who had served as Assistant secretaries in India were also present virtually. He was delighted to have them all in the event.

He recounted that on 15<sup>th</sup> August 2021, on the occasion of Independence Day, through our Hon'ble PM the commitment for India at 2047 was decided and many new initiatives to promote Aatma Nirbhar Bharat were taken. He mentioned that the PM Awards for Excellence in Public Administration on the Civil Services Day was an important highlight.

He recollected the vision of our Prime Minister, to increase the efficiency in public administration, bring in innovation and infusion of healthy competition amongst the Civil Servants and therefore these awards enable the Governments to bring constant evolution. He stated that they are also attempting that after the service tenure of the officers, these measures should not be forgotten rather institutionalization and replication of best practices should become the norm. He appreciated the fact that this year out of 715 Districts, 2105 nominations were received and almost 40% of these applied for the innovation category. Objective evaluation was carried out on these large-scale applications after a rigorous scrutiny. He congratulated all the award winners and also to those who could not receive one because of initiating good governance reforms.

He was happy to share that Prime Minister has a great focus on encouraging Civil Servants and not only spend time with senior officers but also made a conscious attempt to interact with every level of officer including the newly appointed ones. He assured that it has enabled all the officers with great enthusiasm and vigor to carry out their duties. He reassured that they all are the biggest advocates in maintaining the standards of Civil Servants and giving a direction to the idea of *Naya Bharat*. Thank you, Jai Hind.

### **Address by Dr Jitendra Singh, Hon'ble MOS (PP):**

He began by reminiscing the time when right after the govt was formed in 2014, Hon'ble Prime Minister had kept a mantra in front of all- Maximum Governance and Minimum Government. After a while Modi ji did away with measures introduced during the British times. One example is permission to self-attest. He was proud to state that the world got a message that this govt has the capacity to trust its citizens.

He recollected that 15<sup>th</sup> Aug 2015 was the day when from the Red Fort, the Hon'ble Prime Minister encouraged to think over the suggestion of doing away with interview during the recruitment of the officers. He was happy to announce that DoPT within 3 months did away with this process and provided a level playing field to all the citizens. He stated that the ideas of Perform, Reform and Transform had allowed everyone to do away with 1500 redundant laws.

He gave examples of the time when many new reforms were brought in, where Assistant secretaries had 3 months *prashikshan* and changed the face of PM Excellence Awards. Before that, it used to be evaluated on persona profile but after PM's suggestion it was now done as per the performance of the Districts. He was elated to share that 700+ Districts with great enthusiasm participated in it.

He discussed about the ideals of citizen participation through which CPGRAMS was established. He mentioned that before 2014, only 2 lakh grievances would be registered but now 25 lakh grievances were registered and catered to in a time bound manner. Dr Jitender Singh further discussed that to promote the concept of Swachh Bharat, from 2 October to 31<sup>st</sup> October DARPG not only cleared all the files but also disposed electronic scrap and because of that 62 Lakh crore was replenished into the national treasury.

He went to discuss about the Ease of living through Ease of Governance which is possible through capacity building and now they are heading towards Next Gen Reforms. He stated that at a District level, Good Governance Index of Jammu Kashmir, Uttar Pradesh and Andhra Pradesh has been applied and a new movement through ARPG has been started towards the Panchayats called, Prashahan Gaon ki Aur.

He concluded his address with the discussion about Mission Karmyogi where the focus is on shift from rule to role, whole of govt approach and wider integration of a new culture has been introduced. He stated that in these 75 years, the role of Civil Servants has kept evolving. From being called as a collector to District development Commissioner, the nature of their responsibilities has also changed but now the prime focus is being laid on those officers who still have 25 years to give because they will be the makers of Modi's New India.

***An insightful film showcasing the administrative initiatives taken by the Districts was displayed thereafter.***

On Civil Services Day 2022 centering on the Good Governance qualitative achievement and last mile connectivity, unusual and innovative administrative measures and good practices were collectively presented in the form of *E-Coffee table book on Select Priority Programs for PM Awards for Excellence in Public Administration 2021- Shining Horizons* and e-Coffee table book on *PM Awards for Excellence in public Administration- Cutting Edge transformations*. Hon'ble Prime Minister launched the two E-Coffee table books soon after.

***16 PM Awards for Public Administration 2021 were distributed alongside an illustrative film on their innovative initiatives which was displayed.***

#### **INNOVATION CENTRE**

1. Department of Defense Production: ***iDex***
2. Department of Land Resources: ***National Generic Document Registration System***

#### **INNOVATION STATE**

1. Agriculture Department, Ladakh- ***Building of efficient Greenhouse to grow crops***
2. Education Department, Gujarat- ***Technology Driven Transformation of School Education system in Gujarat through Vidya Sameeksha Kendra***

#### **INNOVATION DISTRICT**

1. West Champaran, Bihar- ***Navpravartan Start up Zone, Chanpatia***
2. Bongaigaon, Assam- ***Sampoorana***

#### **PROMOTING JAN BHAGIDARI OR PEOPLE'S PARTICIPATION IN POSHAN ABHIYAN**

1. Asifabad, Telangana
2. Datia, Madhya Pradesh

#### **PROMOTING EXCELLENCE IN SPORTS AND WELLNESS THROUGH KHELO INDIA SCHEME**

1. Churu, Rajasthan
2. Bishnupur, Manipur

#### **DIGITAL PAYMENTS AND GOOD GOVERNANCE IN PM SVANidhi YOJANA**

1. Varanasi, Uttar Pradesh
2. Anantnag, Jammu & Kashmir

**HOLISTIC DEVELOPMENT THROUGH ONE DISTRICT ONE PRODUCT SCHEME**

1. Siddharthnagar, Uttar Pradesh
2. Darbhanga, Bihar

## Address By Shri Narendra Modi, Hon'ble Prime Minister



मंत्रिमंडल के मेरे साथी डॉ. जितेन्द्र सिंह, पी.के मिश्रा जी, राजीव गौबा जी, श्री वी. श्रीनीवासन जी और यहां उपस्थित सिविल सेवा के सभी सदस्य और वर्चुली देश भर से जुड़े सभी साथियों, देवियों और सज्जनों, सिविल सेवा दिवस पर आप सभी कर्मयोगियों को बहुत बहुत शुभकामनाएं। आज जिन साथियों को ये अवार्ड मिले हैं। उनको उनकी पूरी टीम को और उस राज्य को भी मेरी तरफ से बहुत-बहुत बधाई। लेकिन मेरी ये आदत थोड़ी ठीक नहीं है। इसलिए मुफ्त में बधाई देता नहीं हूँ मैं। कुछ चीजों को इसके साथ हम जोड़ सकते हैं क्या? ये मेरे मन में ऐसे ही आए हुए विचार हैं लेकिन आप उसको अपने administrative system की तराजू पर तोलना ऐसे ही मत कर देना। जैसे हम यह कर सकते हैं कि जहां भी हमारे सिविल सर्विस से जुड़े जितने भी ट्रेनिंग इंस्टीट्यूट्स हैं। चाहे विदेश मंत्रालय की हो, पुलिस विभाग की हो, या मसूरी हो या रेवेन्यू हो, कोई भी जहां भी है आपके। क्योंकि काफी बिखरा हुआ सारा ये कारोबार चल रहा है। हर सप्ताह एक डेढ़ घंटा वर्चुली ये जो अवार्ड विनर हैं। वे अपने ही राज्य से इस पूरी कल्पना क्या थी, कैसे शुरू किया, कौन सी कठिनाई आई, पूरा प्रेजेंटेशन दे वर्चुअली इन सब ट्रेनीज़ को। Questions Answers हों और हर सप्ताह ऐसे दो award winners के साथ अगर विशेष चर्चा हो तो मैं समझता हूँ कि जो नई पीढ़ी आ रही है। उनको एक प्रैक्टिकल अनुभव बात चीतों को लाभ मिलेगा और इसके कारण जिन लोगों ने इस काम को achieve किया है। उनको भी इस काम के प्रति जुड़े रहने का एक आनंद आएगा। धीरे-धीरे उसमें innovation होते रहेंगे, Addition होता रहेगा। दूसरा एक काम, ये जो आज 16 साथियों को यहा अवार्ड मिला है। हम सभी देश के साथियों से वैदिक जो जिले हैं उन सबको निमंत्रित करें। इन 16 में से आप किसी एक स्कीम को सेलेक्ट किजिये। किसी एक व्यक्ति को इंजार्च बनाइये और आप तीन महीने, छह महीने के प्रोग्राम के अंतर्गत इसको कैसे लागू करेंगे? लागू करने कि दिशा में क्या करेंगे? और मान लीजिए पूरे देश में से 20 डिस्ट्रिक्ट ऐसे निकले जिन्होंने एक स्कीम को सेलेक्ट किया है। तो कभी उन 20 डिस्ट्रिक्ट का वर्चुअल समिट करके जिस व्यक्ति का, जिस टीम का ये काम है उनके साथ उनकी बातचीत हो और राज्यों में से कौन टॉप बनता है उसमें, Implementation में। इसी को institutionalize करते हुए उस जिले का इसको स्वभाव में परिवर्तित करने के लिए क्या कर सकते हैं? और पूरे देश में से वन स्कीम वन डिस्ट्रिक्ट हम कम्पटीशन को

उपर कर ला सकते हैं क्या? और जब एक साल के बाद मिलें तो उसका भी जिक्र करें, उसको अवार्ड देने की जरूरत नहीं है अभी। लेकिन जिक्र हो कि भई ये स्कीम जो 2022 में जिनको सम्मान किया गया था। वो चीज यहां तक पहुंच गई। अगर मैं समझता हूं कि हम लोग इसको institutionalize करने के लिए institutionalize करें। क्योंकि मेने देखा है कि सरकार का स्वभाव, जब तक वो किसे कागज के चौखट में चीज नहीं आती है। वो चीज आगे बढ़ नहीं पाती है। इसलिए किसी चीज को institutionalize करना है तो उसके लिए एक institution बनानी पड़ती है। तो जरूरत पड़े तो ये भी एक व्यवस्था खड़ी कर दी जाए। तो हो सकता है कि otherwise क्या होगा कि भई चलिए कुछ तो ऐसे लोग होते हैं। कि जो मन में तय करते हैं कि मुझे ये achieve करना है। तो 365 दिन दिमाग उसी में खपाते हैं। सभी को उसी में जोड़ देते हैं। और एक आद achieve कर लेते हैं और अवार्ड भी प्राप्त कर लेते हैं। लेकिन बाकी चीजों को देखें तो कई पीछे रह जाते हैं। तो ऐसी कमियां भी महसूस न हो। एक स्वस्थ स्पर्धा का वातावरण बने। उस दिशा में हम कुछ सोचें तो शायद जो हम चाहते हैं कि एक बदलाव आए वो बदलाव शायद हम ला सकते हैं।

साथियों,

आप जैसे साथियों से इस प्रकार से संवाद मुझे लगता है शायद 20-22 साल से मैं लगातार इस काम को कर रहा हूं। और पहले मुख्यमंत्री के रूप में करता था एक छोटे दायरे में करता था। प्रधानमंत्री बनने के बाद थोड़ा बड़े दायरे में हुआ और बड़े-बड़े लोगों के साथ हुआ। और उसके कारण एक प्रकार से हमे अन्य – अन्य कुछ आपसे मैं सिखता हूं कुछ मेरी बातें आप तक पहुंचा पाता हूं। तो एक प्रकार से संवाद ना एक अच्छा सा हमारा ये माध्यम बना है, परंपरा बनी है और मुझे खुशी है कि मुझे बीच में कोरोना के कालखंड में थोड़ा कठिनाई रही otherwise मेरा प्रयास रहा है कि मैं आप सब से मिलता रहूं। आपसे बहुत कुछ जानता रहूं। समझने का प्रयास करूं और अगर संभव हो तो उसको अगर मेरे व्यक्तिगत जीवन में उतारना है तो उसको उतारूं और कहीं व्यवस्था में लाना है तो व्यवस्था में लाने का प्रयास करूं। लेकिन यही एक प्रक्रिया है जो हमे आगे बढ़ाती है। हर किसी से सीखने का अवसर होता ही होता है। हर किसी के पास किसी न किसी को कुछ देने का सामर्थ्य होता ही है और अगर हम उस भाव को विकसित करते हैं। तो स्वाभाविक रूप से उसको स्वीकार करने का मन भी बन जाता है।

साथियों,

इस बार का आयोजन वो रूटीन प्रक्रिया नहीं है। मैं इसे कुछ विशेष समझता हूं। विशेष इसलिए समझता हूं कि आजादी के अमृत महोत्सव में जब देश आजादी के 75 साल मना रहा है तब हम इस समारोह को कर रहे हैं। क्या हम एक काम कर सकते हैं क्या? और मैं मानता हूं कि इसको हमने क्योंकि कुछ चीजें होती हैं जो सहज रूप से नया उमंग उत्साह भर देती है। मान लीजिए आप जिस डिस्ट्रिक्ट में काम करते हैं और पिछले 75 साल में उस डिस्ट्रिक्ट के मुखिया के रूप में जिन्होंने काम किया है। उसमें से कुछ जीवित होंगे कुछ नहीं होंगे। इस आजादी के अमृत महोत्सव के निमित्त एक बार उस डिस्ट्रिक्ट में उन सबको बुलाइये। उनको भी अच्छा लगेगा 30-40 साल के बाद वो उस जगह पर वापस गए हैं, आपको भी अच्छा लगेगा उनके पुराने – पुराने लोगों को याद करेंगे। यानि एक प्रकार से उस जिला इकाई में किसी ने 30 साल पहले काम किया होगा, किसी ने 40 साल पहले काम किया होगा, जो बाहर से वहां आएगा वो भी एक नई उर्जा लेके जाएगा और जो वहां है उसको मैं अच्छा-अच्छा ये देश के कैबिनेट सेक्रेट्री, वो कभी यहां थे। उसके लिए बड़े आनंद की बात हो जाएगी और मुझे पक्का विश्वास है कि हमने इस दिशा में जरूर प्रयास करना चाहिए। मेरा एक मुझे विचार इसलिए आया शायद मैं नाम तो भूल गया गोडबोले जी या देशमुख। I forgot the name. हमारे कैबिनेट सेक्रेटरी रहे थे तो एक बार और बाद में वो अपना जीवन रक्तपित्त के लोगों के सेवा में उन्होंने रिटायर होने के बाद खपा दिया। तो गुजरात में उनका वो रक्तपीत संबंधित कार्यक्रम के लिए आए थे। मुझे मिलना हुआ तो तब तो संयुक्त मुंबई राज्य था। महाराष्ट्र और गुजरात अलग नहीं था। तो उन्होंने मुझे बताया मैं बनासकांठा का था मैं डिस्ट्रिक्ट कलेक्टर था। और बाद में बोले महाराष्ट्र बना तो मैं महाराष्ट्र कैडर चला गया और फिर मैं भारत सरकार में चला गया। लेकिन इतना सा सुनना मेरे लिए मुझे एक दम से उनके साथ जोड़ दिया। तो मैंने उनको पूछा वो समय बनासकांठा कैडर में कैसा होता था, कैसे काम करते थे। यानी चीजें छोटी होती हैं। लेकिन उसका सामर्थ्य बहुत बड़ा होता है और एक monotonous जिंदगी में बदलाव लाने के लिए व्यवस्था में जान भरना बहुत जरूरी होता है। व्यवस्थाएं जीवंत होनी चाहिए। व्यवस्थाएं dynamic होनी चाहिए और जब पुराने लोगों से मिलते हैं तो उनके जमाने में व्यवस्था किस कारण से

विकसित हुई थी। उसकी background information हमें उस परंपरा को चलाना नहीं चलाना बदलाव लाना नहीं लाना बहुत चीजें सिखाकर के जाते हैं। मैं चाहूंगा कि आजादी के इस अमृत काल में आप अपने डिस्ट्रिक्ट में जो पहले डिस्ट्रिक्ट कलेक्टर के रूप में काम करके गये हैं। एक बार अगर हो सके उनका मिलने का कार्यक्रम बनाइये। आपके उस पूरी डिस्ट्रिक्ट के लिए वो एक अनुभव नया आएगा। उसी प्रकार से राज्यों में जो chief secretary के नाते काम करके गये हैं। एक बार राज्य के मुख्यमंत्री उन सबको बुला लें। देश के प्रधानमंत्री जितने भी cabinet secretary रहे हैं कभी उनको बुला लें। हो सकता है एक क्योंकि आजादी का अमृत काल 75 साल की इस यात्रा में भारत को आगे बढ़ाने में सरदार पटेल का ये जो तोहफा है हमें सिविल सर्विसेस का, इसके जो ध्वजवाहक लोग रहे हैं। जो आज उसमें से जितने भी जीवित हैं। उन्होंने कुछ न कुछ तो योगदान दिया ही है इस देश को आज तक पहुंचाने में। उन सबको स्मरण करना, उनका मान सम्मान करना ये भी आजादी के अमृतकाल में इस पूरी सिविल सर्विसेस को ऑनर करने वाला विषय बन जाएगा। मैं चाहूंगा इस 75 साल की यात्राओं को हम समर्पित करें। उनका गौरवगान करें और एक नई चेतना लेकर के हम आगे बढ़ें और इस दिशा में हम प्रयत्न कर सकते हैं।

साथियों,

हमारा जो अमृत काल है, ये अमृतकाल सिर्फ बीते सात दशक का जय जयकार करने का ही है ऐसा नहीं है। मैं समझता हूं हम 70 से 75 गए होंगे, रूटीन में गए होंगे। 60 से 70 गए होंगे, 70 से 75 गए होंगे, रूटीन में गए होंगे। लेकिन 75 से 2047 India at 100 ये रूटीन नहीं हो सकता है। ये आज का अमृत महोत्सव हमारा वो एक watershed होना चाहिए। जिसमें अब 25 साल को एक इकाई के रूप में ही हमने देखना चाहिए। टुकड़ों में नहीं देखना चाहिए और हमने India at 100, अभी से उसका वीजन देखकर के, और वीजन देश में क्या वो नहीं, डिस्ट्रिक्ट में मेरा डिस्ट्रिक्ट 25 साल में कहां पहुंचेगा। मैं इस डिस्ट्रिक्ट को 25 साल बाद कैसा देखता हूं और मैं कागज में लिखित रूप से हो सके तो आपके डिस्ट्रिक्ट की दफ्तर में लगाइये। हमें यहां-यहां तक पहुंचना है। आप देखिए एक नई प्रेरणा, नया उत्साह नया उमंग उसके साथ जुड़ जाएगा। और multiplier activity के साथ हमने डिस्ट्रिक्ट को ऊपर उठाना है और अब केंद्र हमारा है। भारत कहां पहुंचेगा, राज्य कहां पहुंचेगा, हमने 75 साल इन सारे लक्ष्यों को लेकर के चले हैं। India at 100, डिस्ट्रिक्ट हम 25 साल में कहां ले जाएंगे। हिन्दुस्तान में मेरा डिस्ट्रिक्ट नंबर एक बनाकर के रहूंगा। कोई भी क्षेत्र ऐसा नहीं होगा कि मेरा डिस्ट्रिक्ट पिछे हो। कितनी ही प्राकृतिक मुश्किलों वाला जिला होगा तो भी मैं करके रहूंगा। ये inspiration ये सपना, ये संकल्प और उसके लिए सिद्धि प्राप्त करने के लिए निरंतर पुरुषार्थ परिश्रम इसके संभावनाओं को लेकर के हम चले तो ये सिविल सर्विसेस के हमारे लिए एक नई प्रेरणा का कारण बन जाएगा।

साथियों,

हर भारतवासी आज आपको जिस आशा आकांक्षा से देख रहा है उसे पुरा करने में आपके प्रयासों में कोई कमी न हो उसके लिए आज आपको भी सरदार वल्लभभाई पटेल ने हम सबको जो प्रेरणा दी। जो संदेश दिया और जिस संकल्प के लिए हमें प्रेरित किया। हमें उस संकल्प को फिर एक बार दोहराना है। हमें फिर से खुद को उसके लिए वचनबद्ध करना है और यहीं से कदम को आगे बढ़ाते हुए निकलना है। हम एक लोकतांत्रिक व्यवस्था में हैं और हमारे सामने तीन लक्ष्य साफ-साफ होने चाहिए और मैं मानता हूं कि उसमें कोई compromise नहीं होना चाहिए और तीन ही हो ऐसा नहीं है बाकी और भी चीजें हो सकती हैं। लेकिन मैं सिर्फ तीन को आज समाहित करना चाहता हूं। पहला लक्ष्य है कि आखिरकार हम ये देश में जो भी व्यवस्थाएं चलाते हैं जो भी बजट खर्च करते हैं। जो भी पद प्रतिष्ठा हम प्राप्त करते हैं किसके लिए है जी? ये सब क्यों है? ये मेहनत किस बात के लिए है? ये तामजाम किस बात के लिए है? और इसलिए मैं कहना चाहूंगा कि हमारा पहला लक्ष्य है कि देश में सामान्य से सामान्य मानवीय की जीवन में बदलाव आए। उसके जीवन में सुगमता आए और उसे इसका एहसास भी हो। देश के सामान्य नागरिकों को अपनी सामान्य जिंदगी के लिए सरकार से जो नाता आता है उसे जद्दोजहद न करनी पड़े। सहज रूप से सब उपलब्ध हो। ये लक्ष्य सदा सर्वदा हमारे सामने होना चाहिए। हमारे प्रयास इसी दिशा में होने चाहिए कि देश के सामान्य मानवी के सपनों को संकल्प में बदलने के लिए, उसका सपना संकल्प कैसे बने, उस सपने को संकल्प तक यात्रा पूरी कराने में एक positive atmosphere एक स्वाभाविक वातावरण पैदा करना ये व्यवस्था का जिम्मा है। जिसका नेतृत्व हम सबके पास है। हमें ये भी देखना चाहिए कि देश के नागरिकों को अपने संकल्पों के सिद्धि की यात्रा में सपना संकल्प बन जाए बात वहां अटक नहीं

सकती है। जब तक की संकल्प सिद्ध न हो और इसलिए सपना संकल्प बनें, संकल्प सिद्धी बने इस पूरी यात्रा वहां जहां भी जरूरत हो हम एक साथी की तरह एक colleague की तरह उसके साथ हो उसकी hand holding करें। Ease of living को बढ़ाने के लिए हम जो कुछ भी कर पाएं, वो हमें जरूर करना चाहिए। अगर मैं दूसरे लक्ष्य की बात करूं तो आज हम ग्लोबलाइजेशन – ग्लोबलाइजेशन पिछले कई दशकों से सुन रहे हैं। हो सकता है भारत कभी दूर से इन चीजों को देखता था। लेकिन आज स्थिति कुछ अलग है। आज भारत का positioning बदल रहा है और ऐसे में हम देश में जो भी करें उसको वैश्विक संदर्भ में करना अब हमारे लिए समय की मांग है। भारत दुनिया में शीर्ष पर कैसे पहुंचे, अगर दुनिया की गतिविधियों को नहीं समझेंगे, नहीं जानेंगे तो हमें कहां जाना है और हमें शीर्ष स्थान पर जाना है तो हमारी राह कोन सी होगी, हमारे क्षेत्र कोन से होंगे ये हमें identify करके और उसका तुलदात्मक अध्ययन करते हुए हमें आगे बढ़ना ही पड़ेगा। हमारी जो योजनाएं हैं, हमारे गवर्नेंस के जो मॉडल हैं वो हमें इसी संकल्प के साथ विकसित करने हैं। हमें कोशिश ये भी करनी है कि उनमें नवीनता आती रहे, उनमें आधुनिकता आती रहे। हम पिछली शताब्दी की सौच, पिछली शताब्दी के नीति नियमों से अगली शताब्दी की मजबूती का संकल्प नहीं कर सकते हैं और इसलिए हमारी व्यवस्थाओं में, हमारे नियमों में, हमारी परंपराओं में पहले शायद बदलाव लाने में 30 साल 40 साल चले जाते होंगे तो चलता होगा बदलते हुए विश्व और तेज गति से बदलते हुए विश्व में हम पलक-पलक के हिसाब से चलना पड़ेगा ऐसा मेरा मत है। अगर मैं आज तीसरे लक्ष्य की बात करूं जो एक प्रकार से मैं दोहरा रहा हूं क्योंकि इस बात को मैं लगातार कह रहा हूं। सिविल सर्विस का सबसे बड़ा काम ये कभी भी हमारा लक्ष्य ओझल नहीं होना चाहिए। व्यवस्था में हम कहीं पर भी हों पद पर हम कहीं पर हों लेकिन हम जिस व्यवस्था से निकले हैं उस व्यवस्था में हमारी वो प्राइम रिस्पॉसबिलिटी है और वो है देश की एकता, देश की अखंडता। उसमें हम कोई compromise नहीं कर सकते हैं। स्थानीय स्तर पर भी हम जब भी कोई निर्णय करें। वो निर्णय कितना ही लोक लुभावना हो। वाह वाही बटोरने वाला हो, कितना ही आकर्षक लगता हो। लेकिन एक बार उस तराजु से भी उसको तोल दीजिए। कि मेरा ये छोटे से गांव में कर रहा हूं जो निर्णय है कहीं वो मेरी देश की एकता अखंडता के लिए रुकावट बनने वाला तो, मैं कोई बीज तो नहीं बो रहा हूं। आज तो अच्छा लगता हो। प्रिय लगता हो लेकिन श्रेयस करना हो और महात्मा गांधी हमेशा श्रेय और प्रेय की बात लगातार करते थे। हम उस बात की ओर आग्रही बनें। हम नकारात्मकता को छोड़कर के, हम ये भी देखें हमारा कोई भी फैसला देश की एकता को मजबूत करने वाले स्पिरिट से जुड़ा होना चाहिए। सिर्फ वो तोड़ता नहीं है इतना enough नहीं है। वो मजबूती देता है कि नहीं देता है और विविधता भरे भारत के अंदर हमें लगातार एकता के मंत्र का साल्यूशन करते ही रहना पड़ेगा और ये पीढ़ी दर पीढ़ी करते ही रहना पड़ेगा और उसकीचिंता हमें निकाली पड़ेगी और इसलिए मैं पहले भी कह चुका हूं आज फिर कहना चाहता हूं भविष्य में भी कहता रहूंगा। हमारे हर काम में कसौटी एक होनी चाहिए इंडिया फर्स्ट। नेशन फर्स्ट, मेरा राष्ट्र सर्वोपरि। हमें जहां पहुंचना है। लोकतंत्र में शासन व्यवस्थाएं भिन्न भिन्न राजनीतिक विचारधाराओं से वैदित हो सकती हैं। और वो भी लोकतंत्र में आवश्यक भी है। लेकिन प्रशासन की जो व्यवस्थाएं हैं उसके केंद्र में देश की एकता और अखंडता और निरंतर भारत की एकता को मजबूत करने के मंत्र को हमने आगे बढ़ाना चाहिए।

साथियों,

अब जैसे हम डिस्ट्रिक्ट लेवल पर काम करते हैं, राज्य लेवल पर काम करते हैं या भारत सरकार में काम करते हों। क्या इसका कोई circular निकलेगा क्या? कि national education policy में से क्या क्या मुझे मेरे डिस्ट्रिक्ट के लिए उठाना है। उसमें से कौन सी चीजें लागू करनी है। इस Olympic के बाद देश के अंदर खेलकुद के प्रति जो जागरूकता आई है। उसको मेरे डिस्ट्रिक्ट लेवल पर एक institutionalize करके मेरे डिस्ट्रिक्ट से भी खिलाड़ी तैयार हो ये नेतृत्व कोन देगा? क्या सिर्फ खेलकुद विभाग देगा कि पूरी टीम की जिम्मेवारी होगी? अब अगर मैं डिजिटल इंडिया की बात करता हूं। तो क्या मेरे डिस्ट्रिक्ट में डिजिटल इंडिया के लिए मैं कुछ टीम बनकर के सोच रहा हूं यहां। आज मार्गदर्शन करने के लिए कुछ करना पड़े ऐसी जरूरत है ही नहीं। अब जैसे आज यहां दो कॉफी टेबल बुक का लॉन्चिंग हुआ लेकिन इस बात को न भूलें। ये कॉफी टेबल बुक हार्ड कॉपी नहीं है। ई-कॉपी है, क्या मैं भी मेरे जिले में ये हार्ड कॉपी के चक्कर से बाहर निकलूंगा क्या? वरना मैं भी बड़े-बड़े थप्पे बना दूंगा और बाद में कोई लेने वाला नहीं निकलता है। हम बनाए, अगर आज हमें देखने को मिला है कि यहां ई-कॉफी टेबल बुक बना है तो मतलब हम भी आदत डालें कि हम भी जरूरत पड़ेगी, हम भी ई-कॉफी टेबल बुक बनाएंगे। यानि ये चीजें, चीजों को percolate करने की हमारी जिम्मेदारी

बनती है उसको अलग से कहना न पड़े। मेरा कहने का तात्पर्य यही है कि आज डिस्ट्रिक्ट को गाइड करने के लिए किसी व्यवस्था की जरूरत पड़े, ऐसी जरूरत नहीं है, सारी चीजें available हैं। डिस्ट्रिक्ट में किसी चीज में पूरा जिला अगर उठकर के खड़ा हो जाता है, achieve कर लेता है तो बाकी चीजों पर positive impact अपने आप आना शुरू कर जाता है।

साथियों,

भारत की महान संस्कृति की ये विशेषता है। कि हमारा देश और मैं ये बात बड़ी जिम्मेदारी के साथ कह रहा हूँ। हमारा देश राज्य व्यवस्थाओं से नहीं बना है। हमारा देश राज सिंहासनों की बपौती नहीं रहा है। नहीं राज सिंहासनों से ये देश बना है। ये देश सदियों से, हजारों वर्ष के लंबे कालखंड से उसकी जो परंपरा रही है। जन सामान्य के सामर्थ्य को लेकर के चलने की परंपरा रही है। आज जो भी हमने प्राप्त किया है। वो जनभागीदारी की तपस्या का परिणाम है। जन शक्ति की तपस्या का परिणाम है और तब जाकर के देश नई ऊंचाइयों को प्राप्त कर सकता है। पीढ़ी दर पीढ़ी के योगदान से, समय की जो भी आवश्यकताएं थीं उनको पूरा करते हुए, उन परिवर्तनों को स्वीकार करते हुए जो कालबाह्य है उसको छोड़ते हुए, हम वो समाज है हम जीवंत समाज हैं जिसने कालबाह्य परंपरा को खुद ने तोड़-फोड़ उठाकर के फैंक दिया है। हम आंखे बंद करके उसको पकड़कर के जीने वाले लोग नहीं हैं। समयानुकूल परिवर्तन करने वाले लोग हैं। दुनिया में, मैं एक दिन बहुत पहले की बात है। अमेरिका के स्टेट डिपार्टमेंट से मेरी बातें हो रही थी। तब तो मैं राजनीति में मेरी कोई पहचान भी नहीं थी। मैं कोने में छोटा सा कार्यकर्ता था। किसी कारण से मेरा कुछ विषय संबंध रहता था। तो वहां मेरे से चर्चा चली। मेने कहा दुनिया के अंदर कोई भी समाज आस्तिक हो, नास्तिक हो, इस धर्म को मानता हो, उस धर्म को मानता हो, लेकिन मृत्यु के बाद की उसकी जो मान्यता है। उसके विषय में वो ज्यादा बदलाव करने का साहस नहीं करता है। वो वैज्ञानिक है के नहीं है, उपयुक्त है कि नहीं है। समय रहते उसे छोड़ना चाहिए नहीं चाहिए। उसमें वो साहस नहीं करता है। वो मृत्यु के बाद की जो सोच बनी हुई है, परंपरा बनी हुई है उससे जकड़ के रखता है। मैंने कहा हिंदू एक ऐसा समाज है भारत का कि जो कभी मृत्यु के बाद गंगा के तट पर चंदन की लकड़ी में अगर जलता था शरीर तो उसको लगता था कि मेरा अंतिम कार्य पूर्णता से हुआ। वही व्यक्ति घूमता-घूमता-घूमता इलेक्ट्रिक शमशान भूमि तक चला गया, उसको कोई संकोच नहीं आया, इस समाज की परिवर्तनशीलता की एक बहुत बड़ी ताकत का इससे बड़ा कोई सबूत नहीं हो सकता। विश्व का कितना ही आधुनिक समाज हो, मृत्यु के बाद उसकी जो धारणाएं हैं, उसको बदलने का सामर्थ्य नहीं होता है। हम उस समाज के लोग हैं, इस धरती की ताकत हैं कि हम मृत्यु की बाद की व्यवस्थाओं में भी अगर आधुनिकता की जरूरत पड़ी तो उसको स्वीकार करने के लिए तैयार होते हैं और इसलिए मैं कहता हूँ, ये देश नित्य नूतन, नित्य परिवर्तनशील नवीन को स्वीकारने के सामर्थ्य वाली एक समाज व्यवस्था का परिणाम है कि आज उस महान परंपरा को गति देना हमारे जिम्मे हैं। क्या हम उसे गति देने का काम कर रहे हैं क्या? फाइल को ही गति देने से जिंदगी बदलती नहीं है साथियों, हमने उस एक सामाजिक व्यवस्था के तहत शासन व्यवस्था का एक सामर्थ्य होता है कि मुझे पूरे समाज जीवन का नेतृत्व देना है, ये हमारा दायित्व बन जाता है और वो सिर्फ पॉलिटिकल लीडर का काम नहीं होता है। हर क्षेत्र में बैठे हुए सिविल सर्विस के मेरे साथियों को लीडरशिप देनी होगी। और समाज में परिवर्तन के लिए अगुवाई करने का काम के लिए अपने आपको सज्य करना होगा और तब जाकर के हम परिवर्तन ला सकते हैं दोस्तों। और परिवर्तन लाने का सामर्थ्य आज देश में है और सिर्फ हम ही विश्वास लेकर के जी रहे हैं ऐसा नहीं है, दुनिया बहुत बड़ी आशा के साथ हमारी तरफ देख रही है। तब हमारा कर्तव्य बनता है कि उस कर्तव्य की पूर्ति के लिए हम अपने आप को सज्य करें। अब जैसे हम नियमों और कानूनों के बंधन में ऐसे जकड़ जाते हैं, कहीं ऐसा कर करके जो सामने जो एक नया वर्ग तैयार हुआ है, जो युवा पीढ़ी तैयार हो रही है। क्या हम उसके साहस को, उसके सामर्थ्य को हमारे ये नियमों के जंजाल उसे जकड़ तो नहीं रही है ना? उसके सामर्थ्य को प्रभावित तो नहीं कर रही है ना? अगर ये कर रही है तो मैं शायद समय के साथ चलने का सामर्थ्य खो चुका हूँ। मैं उज्ज्वल भविष्य के लिए, भारत के उज्ज्वल भविष्य के लिए अपने आपके कदम सही दिशा में सही सामर्थ्य के साथ चला सकूँ, वो शायद मैं खो चुका हूँ। अगर मैं इससे बाहर निकलता हूँ तो मैं स्थितियों को बदल सकता हूँ। और हमारे देश ने आज भी देखा होगा। अब ये आईटी सेक्टर, दुनिया में भारत की जो छवि बनाने में अगर किसी ने शुरुआती रोल किया है तो हमारे आईटी सेक्टर के 20, 22, 25 साल के नौजवानों ने किया है। लेकिन अगर मान लीजिए हम ही लोगों ने उसमें

अड़ंगे डाल दिये होते, कानून नियमों में उसे जकड़ दिया होता तो न मेरा ये आईटी सेक्टर इतना फला-फूला होता, न ही दुनिया के अंदर उसका डंका बजा होता।

दोस्तों,

हम न थे तो वो आगे भी बढ़ पाए, तो कभी-कभी हमें भी तो सोचना चाहिए कि दूर रह कर के, ताली बजाकर के प्रोत्साहित करके भी दुनिया को बदला जा सकता है। आज हम गर्व कर सकते हैं स्टार्ट अप्स के विषय में, 2022 अभी तो पहला क्वार्टर अभी-अभी पूरा हुआ है, 2022 के पहले क्वार्टर में तीन महीने के छोटे कालखंड के अंदर मेरे देश के नौजवानों ने स्टार्ट अप की दुनिया में 14 यूनिर्कॉर्न की जगह प्राप्त कर ली, मित्रों ये बहुत बड़ा अचीवमेंट है। अगर 14 यूनिर्कॉर्न सिर्फ तीन महीने की भीतर-भीतर मेरे देश का नौजवान उस ऊंचाई को प्राप्त कर सकता है। हमारी क्या भूमिका है? कभी-कभी तो हमें जानकारीयां भी नहीं होती हैं कि मेरे डिस्ट्रिक्ट का नौजवान था और टियर-2 सिटी के कोने में बैठा हुआ काम कर रहा था और अखबार में आया तो पता चला कि अरे वो तो यहां पहुंच गया है। इसका मतलब ये हुआ कि शासन व्यवस्था के बाहर भी समाज के सामर्थ्य की ताकत बहुत बड़ी होती है। क्या मैं उसके लिए पोषक हूँ कि नहीं हूँ? मैं उसको प्रोत्साहित करता हूँ कि नहीं करता हूँ? मैं उसे recognize करता हूँ कि नहीं करता हूँ। कहीं ऐसा तो नहीं कि भई तूने कर लिया जो कर लिया लेकिन पहले क्यों नहीं मिले थे? सरकार के पास क्यों नहीं आए थे? अरे नहीं आया वही तो है आपका टाइम खराब नहीं किया लेकिन आपको बहुत कुछ दे रहा है, आप उसका गौरव गान कीजिए।

साथियों,

मैंने दो चीजों का उल्लेख किया है, लेकिन ऐसी बहुत सी चीजें हैं, even कृषि क्षेत्र में, मैं देख रहा हूँ हमारे देश के किसान आधुनिकताओं की तरफ जा रहे हैं। शायद उनकी संख्या कम होगी। मेरी बारीक दृष्टि में, मेरी नजर में वो कहीं स्थिर हुआ है क्या?

अगर साथियों,

हम अगर इन चीजों को करते हैं तो मैं समझता हूँ कि बहुत बड़ा बदलाव आएगा। एक और बात मैं कहना चाहता हूँ, कभी-कभी मैंने देखा है कि सिर्फ खेलना ज्यादातर लोगों के स्वभाव का हिस्सा बन जाता है। अरे छोड़ो यार, चलो भाई हमें कहां कितने दिन रहना है, एक डिस्ट्रिक्ट में तो दो साल तीन साल बहुत हो गए, चले जाएंगे आगे। हुआ क्या, मैं किसी को दोष नहीं देता हूँ लेकिन जब एक assured व्यवस्था मिल जाती है, जीवन की security पक्की हो जाती है। तो कभी-कभी स्पर्धा का भाव नहीं रहता है। लगता है अब तो यार सब कुछ है चलो, नए संकट कहां मोल लें, जिंदगी तो चली जानी वाली है, बच्चे बड़े हो जाएंगे, कहीं न कहीं मौका तो मिलना ही है, हमें क्या करना है? और उसमें से खुद के प्रति भी उदासीन हो जाते हैं। व्यवस्था छोड़ो, खुद के लिए भी उदासीन हो जाते हैं। ये जिंदगी जीने का तरीका नहीं है दोस्तों, स्वयं के प्रति कभी भी उदासीन नहीं होना चाहिए। जी भर के जीने का आनंद लेना चाहिए और कुछ कर कर के गुजरने का हर पल का हिसाब लेते रहना चाहिए। तब जाकर के जिंदगी जीने का मजा आता है। बीते हुए पल में मैंने क्या पाया? बीते हुए पल में मैंने क्या दिया? इस लेखा जोखा करने का अगर स्वभाव नहीं है तो जिंदगी धीरे-धीरे खुद को ही खुद से उदास कर देती है और फिर जीने का वो जज्बा ही नहीं रहता है दोस्तों। मैं तो कभी कभी कहता हूँ कि सितार वादक और एक टाईपिस्ट दोनों का फर्क देखा है क्या? एक कम्प्यूटर ऑपरेटर उंगलियों को खेल करता है लेकिन 45-50 की उम्र पर पहुंचते हुए कभी मिलोगे तो बड़ी मुश्किल से ऊपर देखता है। एक दो बार में तो वो सुनता भी नहीं है। बड़ा आग्रह से कहो, हां साहब क्या था। आधा मरी हुई जिंदगी जी रहा है वो, जिंदगी बोझ बन गई है, करता तो उंगली का ही काम है। टाइपराइटर पर उंगलियां ही घुमाता है और दूसरी तरफ एक सितार वादक वो भी तो उंगली का खेल करता है लेकिन उसको 80 साल की उम्र में मिलिए चेहरे पर चेतना नजर आती है। जिंदगी भरी हुई नजर आती है, सपनों से जीने वाला इंसान नजर आता है दोस्तों, उंगली के ये खेल दोनों ने गुजारें हैं, लेकिन एक चलते-चलते मरता चला जाता है, दूसरा चलते-चलते जीता चला जाता है। क्या ये बदलाव जिंदगी को भीतर से जीने का संकल्प हमारा होता है क्या, तब जाकर के जिंदगी बदली जाती है दोस्तों और इसलिए मैं कहता हूँ साथियों कि मेरी स्टीम में देश के हर कोने में लाखों मेरे साथी हैं, उनके जीवन में चेतना होनी चाहिए, सामर्थ्य होना चाहिए, कुछ कर गुजरने का संकल्प होना

चाहिए तभी तो जिंदगी जीने का आनंद आता है दोस्तों। कभी लोग मुझे पूछते हैं कि साहब थकते नहीं हो? शायद यही कारण है कि जो मुझे थकने नहीं देता है। मैं पल-पल को जीना चाहता हूँ। पल-पल को जीकर के औरों के जीने के लिए जीना चाहता हूँ।

साथियों,

इसका परिणाम क्या आया है? परिणाम ये आया है कि जो चौखट बनी हुई है, हम जहां भी जाते हैं अपने आपको उसमें ढाल लेते हैं। और उसमें तो आपकी मास्टरी है अपने आप को ढाल देने में। किसी को ये अच्छा लगता होगा ये लेकिन मुझे ऐसा लगता है कि शायद ये जिंदगी नहीं है दोस्तों, जहां जरूरत है वहां तो ढाल दें, जहां जरूरत है वहां ढाल बन जाएं लेकिन जरूरत है वहां ढाल बनकर के उस बदलाव के लिए भी कदम उठाएं, ये भी जरूरत होता है। क्या हमने सहज रूप से गवर्नेंस में रिफॉर्म, ये हमारा सहज स्वभाव बना है क्या? छोटी-छोटी चीजों के लिए कमीशन बनाने पड़े। expenditure कम करो, commission बिठाओ। governance में बदलाव करो, commission बिठाओ। 6 महीने के, 12 महीने के बाद रिपोर्ट आए, फिर रिपोर्ट देखने के लिए एक और कमेटी बनाओ। उस कमेटी की implementation के लिए और एक कमीशन बनाओ। अब ये जो हमने किया है उसका मूल स्वभाव है कि हमने governance में reform समयानुकूल बदलाव बहुत जरूरी होता है जी। किसी समय युद्ध होते थे तो हाथी होते थे, हाथी वालों ने हाथी छोड़कर के घोड़े पकड़े और आज न हाथी चलता है न घोड़ा चलता है कुछ और जरूरत पड़ती है। ये रिफॉर्म सहज होता है लेकिन युद्ध का दबाव हमें रिफॉर्म करने के लिए मजबूर करता है। हमें देश की आशा-आकांक्षाएं हमें मजबूर कर रही हैं कि नहीं कर रही हैं, जब तक देश की आशा-आकांक्षाओं को हम समझ नहीं पाते हैं, तब हम खुद हो कर के governance में reform नहीं कर सकते हैं। Governance में reform एक नित्य प्रक्रिया होनी चाहिए, सहज प्रक्रिया होनी चाहिए और प्रयोगशील व्यवस्था होनी चाहिए। अगर प्रयोग सफल नहीं हुआ तो छोड़ के चले जाने का साहस होना चाहिए। मेरे ही द्वारा की हुई गलती को स्वीकार करते हुए मुझे नया स्वीकार करने का सामर्थ्य होना चाहिए। तब जाकर के बदलाव आता है जी। अब आप देखिए सैकड़ों कानून ऐसे थे, मैं मानता हूँ देश के नागरिकों के लिए बोझ बन गए थे। मैं जब 2013 में पहली बार प्रधानमंत्री पद के उम्मीदवार के रूप में मेरी पार्टी ने घोषित किया और मैं भाषण दे रहा था तो दिल्ली में एक business community ने मुझे बुलाया था, चुनाव के 4-6 महीने अभी तो बाकी थे 2014 के। तो उन्होंने मुझे पूछा क्या करोगे? मैंने कहा मैं रोज एक कानून खत्म करूंगा, नए कानून नहीं बनाऊंगा। तो उनको आश्चर्य हुआ और मैंने पहले 5 साल में 1500 कानून खत्म किये थे। मुझे बताइये जरा साथियों, ऐसे कानूनों को लेकर के हम क्यों जिंदा होते? और मुझे आज भी... आज भी मेरा मत ऐसे बहुत से कानून होंगे, बेकारण पड़े हुए हैं, अरे आप तो कोई initiative लेकर के खत्म करो उन्हें भाई। देश को इस जंजाल से बाहर निकालो। उसी प्रकार से कंप्लायंस, हम न जाने नागरिकों से क्या-क्या मांगते रहते हैं जी। मुझे कैबिनेट सेक्रेटरी ने कहा कि बाकी दुनिया के देश के काम होंगे, आप इसका जिम्मा लीजिए, ये कंप्लायंस से देश को मुक्त कीजिए, नागरिकों को मुक्त कीजिए। आजादी के 75 साल हुए, नागरिकों को इस जंजाल में क्यों फंसा के रखे हुए हो। और एक दफ्तर में 6 लोग बैठे होंगे, हर टेबल वाले के पास जानकारी होगी लेकिन फिर भी वो अलग से मांगेंगे, बाजू वाले से नहीं लेगा। इतनी चीजें हम नागरिकों से बार-बार मांगते आ रहे हैं। आज टेक्नॉलोजी का युग है जी, हम ऐसी व्यवस्थाएं क्यों न विकसित करें, हम कंप्लायंस से, बर्डन से देश को मुक्त क्यों न करें? मैं तो हैरान हूँ। अभी हमारे कैबिनेट सेक्रेटरी ने एक बीड़ा उठाया है, लगे हैं कि भई हर चीज में जेल लेते हैं भई नागरिकों को, मैंने एक ऐसा कानून देखा कि अगर कारखाने में जो toilets हैं उसको अगर हर 6 महीने चूना नहीं लगाया है तो आप जेल जाएंगे, अब बताइए। हम कैसा देश को ले जाना चाहते हैं? अब ये सारी चीजों से हमें मुक्ति चाहिए। अब ये सहज प्रक्रिया होनी चाहिए, इसके लिए कोई सर्कुलर निकालने की जरूरत नहीं होनी चाहिए। आप को ध्यान में आता है कि राज्य सरकार के बस का रोग है, राज्य सरकार को बताइये, भारत सरकार की जिम्मेदारी है, उनको बताइये। संकोच मत कीजिए भाईयों। कहना है जितना हम नागरिक को इस बोझ से मुक्त करेंगे, उतना ही मेरा नागरिक खिलेगा। बहुत बड़ी ताकत के साथ खिलेगा। हमें छोटी सी समझ है, बड़े पेड़ के नीचे कितना ही अच्छा फूल का पौधा लगाना चाहते हैं, लेकिन बड़े की छाया का दबाव इतना होता है कि वो फूल नहीं पाता है। वही पौधा अगर खुले आसमान के नीचे छोड़ दिया जाए, वो भी ताकत के साथ खड़ा होना चाहता है, उसको इस बोझ से बाहर निकाल दीजिए।

साथियों,

आमतौर पर देखा गया है कि जैसा चल रहा है, उसी व्यवस्था में मैंने कहा जैसे-तैसे गुजारा करते हैं, समय काटने की कोशिश करते हैं। पिछले 7 दशकों में अगर हम इसकी समीक्षा करें तो एक बात आपको ज़रूर दिखेगी। जब भी कोई संकट आया, कोई प्राकृतिक आपदा आई कोई विशिष्ट प्रकार का दबाव पैदा हुआ, तो फिर हमने बदला, कोरोना आया तो दुनिया भर के बदलाव हमने किये अपने हित में। लेकिन क्या ये स्वस्थ स्थिति है क्या? बड़ा प्रेशर आ जाए तब जा कर के हम बदले, ये कोई तरीका है क्या? हम अपने आप को सज्य क्यों न करें दोस्तों और इसलिये हमने संकट के समय में रास्ता खोजने... अब एक समय था हम अभाव में गुजारा करते थे और इसलिये हमारे सारे जो नियम विकसित हुए वो अभाव के बीच कैसे जीना, वो बने। लेकिन अब अभाव से जब बाहर आए हैं तो कानून भी तो अभाव से बाहर लाइए भैया, विपुलता की ओर क्या सोचना चाहिए उस पर हम सोचें। अगर विपुलता के लिए हम नहीं सोचेंगे, अगर एग्रीकल्चर में आगे बढ़ रहे हैं, अगर फूड प्रोसेसिंग की व्यवस्था पहली कर दी होती तो आज कभी-कभी किसानों पर जो चीजें बोझ बन जाती हैं वो शायद न बनती। और इसलिए मैं कहता हूँ कि संकट में से रास्ते खोजने का तो तरीका सरकार ने सीख लिया है, लेकिन स्थाई भाव से व्यवस्थाओं को विकसित करना, ये हम लोगों का... और हमें visualize करना चाहिए कि हमें ये-ये समस्याएं आती हैं, ये समस्याएं खत्म कैसे हों उसके लिए समाधान क्या निकले इसके लिए काम करना चाहिए। उसी प्रकार से हम चुनौतियों के पीछे मजबूरन भागना पड़े, ये ठीक नहीं है जी। हमें चुनौतियों को भांपना चाहिए, अगर टेक्नोलॉजी ने दुनिया बदली है तो मुझे उस governance में उसके साथ आने वाली चुनौतियों का मुझे पता होना चाहिए। मैं अपने आप को उसके लिए सज्य करूँ। और इसलिए मैं चाहूँगा कि Governance reform ये हमारा नित्य कर्म होना चाहिए। लगातार कोशिश होनी चाहिए और मैं तो कहूँगा कि जब भी हम रिटायर हो जाएं तो मन में से एक आवाज निकलनी चाहिए कि मेरे कालखंड में मैंने Governance में इतने इतने reform किये। और वो व्यवस्थाएं विकसित की जो शायद आने वाले 25-30 साल तक देश को काम आने वाली हैं। अगर ये बदलाव होता है तो तो परिवर्तन होता है।

साथियों,

बीते 8 साल के दौरान देश में अनेक बड़े काम हुए हैं। इनमें से अनेक अभियान ऐसे हैं जिनके मूल में behavioral change है। ये कठिन काम होता है और राजनेता तो इसमें कभी हाथ लगाने की हिम्मत ही नहीं करता है। लेकिन मैं राजनीति से बहुत परे हूँ दोस्तों, लोकतंत्र में एक व्यवस्था है, मुझे राज व्यवस्था से गुजरकर के आना पड़ा है वो अलग बात है। मैं मूलतः राजनीति के स्वभाव का नहीं हूँ। मैं जन नीति से जुड़ा हुआ इंसान हूँ। जन सामान्य की जिंदगी से जुड़ा हुआ इंसान हूँ।

साथियों,

ये जो behavioral change की मेरी जो कोशिश रही है। समाज की मूलभूत चीजों में परिवर्तन लाने की जो प्रयास हुआ है। सामान्य से सामान्य मानवीय की जिंदगी में बदलाव लाने की जो मेरी आशा-आकांक्षा उसी का एक हिस्सा है और जब मैं समाज की बात करता हूँ तो शासन में मैं समझता हूँ कि बैठे लोग अलग नहीं हैं इससे, वो कोई दूसरे ग्रह से नहीं आए हैं, वो भी उसी का हिस्सा है। क्या हम ये जो बदलाव की बात करते हैं, मैं देखता हूँ कभी अफसर मुझे शादी का कार्ड देने आते हैं तो मेरा तो स्वभाव है मैं छोड़ नहीं पाता हूँ और मैं जरा, मेरे पास आते हैं तो बड़ा महंगा कार्ड नहीं लेके आते हैं, बहुत ही सस्ता कार्ड लाते हैं। लेकिन उस पर प्लास्टिक का कवर होता है transparent, तो मैं सहज पूछता हूँ कि ये single use plastic अभी भी use करते हैं आप? तो बेचारे शर्मिंदगी महसूस करते हैं। मेरा कहना ये है जो हम देश के पास अपेक्षा करते हैं कि भई single use plastic न करें, क्या मेरे दफ्तर में मैं जहां हूँ, मैं काम करता हूँ, क्या मैं मेरे जीवन में बदलाव ला रहा हूँ, मेरी व्यवस्था में बदलाव ला रहा हूँ। मैं चीजों को छोटी-छोटी चीजों को इसलिए हाथ लगाता हूँ कि हम बड़ी चीजों में इतने खोए हुए हैं कि छोटी चीजों से दूर चले जाते हैं। और जब छोटी चीजों से दूर चले जाते हैं तब छोटे लोगों से भी दीवारें बन जाती हैं दोस्तों, मुझे इन दीवारों को तोड़ना है। अब स्वच्छता का अभियान, मुझे कोशिश करनी पड़ती है, हर 15 दिन में डिपार्टमेंट में क्या चल रहा है, देखों स्वच्छता का कुछ हो रहा है। क्या इतने दो साल, तीन साल, पांच साल हो गए दोस्तों, क्या अब वो हमारे डिपार्टमेंट में वो स्वभाव बनना चाहिए कि नहीं बनना चाहिए? अगर वो स्वभाव नहीं बना है तो देश के सामान्य नागरिक से उसका वो स्वभाव बन जाएगा, ये अपेक्षा करना अगर ज्यादा ही होगा और इसलिए मैं कहता हूँ साथियों हमने इसकी व्यवस्था को स्वीकार किया। अब हम डिजिटल

इंडिया की बात करते हैं, एक Fintech की चर्चा करते हैं, भारत ने Fintech में जो गति लाई है, डिजिटल पेमेंट की दुनिया में जो कदम उठाया, जब मैं काशी के किसी नौजवान को इनाम मिलता है हमारे अफसर को तो ताली बजाने का मन तो कर जाता है क्यों, क्योंकि वो रेड़ी पटरी वाला कोई डिजिटल पेमेंट का काम कर रहा है और हम वो तस्वीर पर देखकर के अच्छा लगता है। लेकिन मेरा बाबू, वो डिजिटल पेमेंट नहीं करता है, अगर मेरी व्यवस्था में बैठा हुआ इंसान वो काम नहीं करता है मतलब मैं इसे जन आंदोलन बनाने में रुकावट बना हूँ। सिविल सर्विस डे में ऐसी बातें करनी चाहिए कि नहीं करनी चाहिए विवाद हो सकता है, आप तो दो दिन बैठने वाले हो तो मेरी भी बाल की खाल उतार लो गे मुझे पता है। लेकिन फिर भी साथियों मैं कहता हूँ जो चीजें अच्छी लगती हैं, जो हम समाज से अपेक्षा करते हैं उसका कहीं न कहीं हमें अपने से भी शुरू करना चाहिए, हमें ये कोशिश करनी चाहिए। अगर हम इन चीजों को कोशिश करेंगे तो हम बहुत बड़ा परिवर्तन ला सकते हैं, हम कोशिश करें। अब GeM पोर्टल, क्या बार-बार सर्कुलर निकालना पड़ेगा क्या कि हम अपने डिपार्टमेंट के GeM पोर्टल पर 100% कैसे ले जाएं? एक सशक्त माध्यम बना है दोस्तों, हमारा यूपीआई globally appreciate हो रहा है। क्या मेरे मोबाइल फोन पर यूपीआई की व्यवस्था है क्या? मैं यूपीआई की आदत डाल चुका हूँ क्या? मेरे परिवार के सदस्यों ने डाला हुआ है क्या? बहुत बड़ा सामर्थ्य हमारे हाथ में है लेकिन अगर मैं, मेरी यूपीआई को स्वीकार नहीं करता हूँ और मैं कहूँगा कि Google तो बाहर का है, दोस्तों अगर हमारे दिल में अगर यूपीआई के अंदर वो भाव होता है तो हमारे यूपीआई भी Google से आगे निकल सकता है, इतनी ताकत रख सकता है। Fintech की दुनिया में नाम रख सकता है। Technology के लिए full proof सिद्ध हो चुका है, world bank उसकी तारीफ कर रहा है। हमारी अपनी व्यवस्था में वो हिस्सा क्यों नहीं बनता है। पीछे पड़ते हैं तो करते हैं मैंने देखा है। मैंने देखा है कि हमारे जितने uniform forces हैं, उन्होंने अपनी कैंटीन के अंदर कंपलसरी कर दिया है। वो डिजिटल पेमेंट ही लेते हैं। लेकिन आज भी हमारे secretariat के अंदर कैंटीन होते हैं, वहां नहीं है व्यवस्था। क्या ये बदलाव हम नहीं ला सकते हैं क्या? बातें छोटी लगती होंगी लेकिन अगर हम कोशिश करें दोस्तों, तो हम बहुत बड़ी बातों को कर सकते हैं और हमें आखिरी व्यक्ति तक उचित लाभ पहुंचाने के लिए हमें लगातार एक perfect seamless mechanism खड़े करते रहना चाहिए और जितना ज्यादा हम इसमैकेनिज्मको खड़ा करेंगे मैं समझता हूँ कि देश का आज आखिरी व्यक्ति का empowerment का हमारा जो मिशन है उस मिशन को बहुत अच्छे ढंग से हम आज पूरा कर सकते हैं।

साथियों,

मैंने काफी समय ले लिया है आपका, कई विषयों पर मैंने आपसे बात करी है। लेकिन मैं चाहूँगा कि हम इन चीजों को आगे बढ़ाएं। इस सिविल सर्विस डे हमारे अंदर एक नयी ऊर्जा भरने का अवसर बनना चाहिए। नए संकल्प लेने का अवसर बनना चाहिए। नए उत्साह और उमंग से जो नए लोग हमारे बीच आए हैं उनका hand holding करें। उनको भी इस व्यवस्था का हिस्सा बनने के लिए उमंग से भर दें। हम खुद जिंदा दिल जिंदगी जीते हुए अपने साथियों को आगे बढ़ाएं। इसी एक अपेक्षा के साथ मेरी आप सबको अनेक-अनेक शुभकामनाएं हैं। बहुत-बहुत धन्यवाद!