

REGIONAL CONFERENCE ON

“GOOD GOVERNANCE” FOCUS ON ASPIRATIONAL DISTRICTS

10-11 December, 2018
Thiruvananthapuram, Kerala

PROCEEDINGS



GOVERNMENT OF INDIA
DEPARTMENT OF ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES

INSTITUTE OF MANAGEMENT IN GOVERNMENT,
THIRUVANATHAPURAM,
GOVERNMENT OF KERALA

**Regional Conference on
GOOD GOVERNANCE**
MINUTE TO MINUTE PROGRAMME: 10th-11th December, 2018
Thiruvananthapuram, (Kerala)
Day-1: (10.12.2018)

09.00-10.00	Registration
10.00-10.45:	(Pre-Inaugural) Session [DAR&PG and IMG, Thiruvananthapuram]
10.00-10.15:	Introduction and context setting by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances
10.15-10.30:	Presentation on PM Award Scheme for Civil Services Day, 2019
10.30-10.45:	Briefing by Dr. Ram Mohan, Professor, IMG, Thiruvananthapuram
10.45-11.15	Tea (Everyone to be seated in the Hall by 11.15 AM)
11.30-12.25:	Inaugural Session
	National Anthem
11.30-11.35:	Welcome Address by Shri K. Jayakumar , Director, Institute of Management in Government, Thiruvanthapuram, Kerala
11.35-11.45:	Keynote Address by Shri K. V. Eapen , Secretary to the Government of India, Department of Administrative Reforms & Public Grievances
11.45-11.55:	Presidential Address by Shri Tom Jose , Chief Secretary, Kerala
11.55-12.10:	Lighting of Lamp and Inaugural Address by Shri Justice (Retd.) P. Sathasivam , Hon'ble Governor of Kerala
12.10-12.20:	Film on PM Awarded Initiatives
12.20-12.25:	Vote of Thanks by Shri V. Srinivas, Additional Secretary to the Government of India, Department of Administrative Reforms & Public Grievances
	National Anthem
12.30-13.30:	Session-I [Presentations on Effective Governance]
12.30-12.50:	Local Self Governance – Learnings from Kerala by Shri S.M. Vijayanand, Chairman, Centre for Management Development, Thiruvananthapuram, former Chief Secretary, Kerala and Secretary (Panchayati Raj), Government of India
12.50-13.10:	Beat Plastic Pollution by Prof. (Dr.) R. Vasudevan, Dean, Thiagrajar College of Engineering, Madurai (Padma Shri Awardee)
13.10-13.30:	Citizen Satisfaction on Public Distribution System in Kerala by Prof. (Dr.) S. Jaya, Institute of Management in Government, Thiruvananthapuram
13.30-14.30	Lunch

14:30-15:30:	Session – II [Presentations by Aspirational Districts]
14:30-14:50:	Breast Milk Banks in District Ramanathapuram by Shri K. Veera Raghava Rao, Collector, Ramanathapuram (TN)
14:50-15:10:	Block Task Force in District Gadchiroli by Shri Vijay Chandrakant Rathod, CEO-Zila Parishad, Gadchiroli (Maharashtra)
15:10-15:30:	Narmada Transformation Corps (for effective outreach & awareness campaign of schemes at village and block levels) by Shri Jignesh Tanna, Superintendent (Prohibition & Excise), Gujarat
15:30-16:00:	Tea
16:00-17:00:	Session III [Presentations on Transformation of Aspirational Districts]
16:00-16:20:	Transforming Aspirational Districts by Shri Rama Kamaraju, Senior Consultant, NITI Aayog
16:20-16:40:	Aspirational District Waynad –Impact by Shri Ajayakumar AR, Collector, Waynad Panel Discussion:
16:40-17:00:	Moderator: Shri V. Srinivas, Additional Secretary, DAR&PG Panelists: Shri Rama Kamaraju and Collectors/Representatives of Aspirational Districts
19:00-21:00	Cultural Programme followed by Dinner

Day- 2: (11.12.2018)

10:00-11:00	Session – IV [Presentations on PM/NCEG/CAPAM Awarded Initiatives]
10:00-10:20:	Unnayan Banka - Reinventing Education Using Technology by Shri Ahsan, DPO, Department of Education, District Banka, Bihar
10:20-10:40:	Padhe Dantewada - Likhe Dantewada, by Shri Pranith Simha, Bachpan Banao, NGO Partner, Dist. Dantewada, Chhattisgarh
10:40-11:00:	Unified Agriculture Markets by Shri Manoj Rajan, Secretary, Market Reforms and Cooperative Department, Karnataka
11:00-11:20:	SAMRAKSHANE by Shri Shakeel Ahmed, Project Director, HRMS and Shri Samartharam N R, Technical Director, NIC, Centre for e-Governance, Government of Karnataka
11.20-11.50	Tea
11:50-13:30:	Session –V [Presentations on Citizen-Centric Services]
11:50-12:10:	Advantages accrued from Root Cause Analysis of Grievances and Way Forward suggested for States by Ms. Apoorva Prakash, Project Manager, Quality Council of India
12:10-12:30:	Samadhan Ek Din and CM Helpline by Shri B. Chandrashekhar, Executive Director, State Agency for Public Services and Secretary to CM, Madhya Pradesh
12:30-12:50:	Efficient Waste Management in Goa by Shri Dominic Fernandes, OSD, Solid Waste Management, and Shri Ganesh Kandaswamy, Director, Solid Waste Processing Plant, Department of Science and Technology, Goa
12:50-13:10	Project 2 nd innings by Shri Vijay Kharadi District Collector, Dahod, Gujarat
13:10-13:30	Promotion of Digital Payments in Daman by Smt. Charmie Parekh, SDM, Daman
13.30-13.55:	Valedictory Session
13.30-13.40:	Address by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances, Govt. of India
13.40-13.50:	Address by Shri K.V. Eapen, Secretary, Department of Administrative Reforms & Public Grievances, Govt. of India
13.50-13.55:	Vote of thanks by Dr. Ram Mohan, Professor, IMG, Thiruvananthapuram, Kerala
14:00-14:30	Lunch
14.30-17:30	Field Visit

Introduction

The regional conference on Good Governance- Focus on Aspirational Districts for the Southern and Western Regions was conducted on December 10 and 11, 2018 at Thiruvananthapuram, Kerala. The regional conference was attended by representatives from nine states and five union territories.

The major objective of the conference was to act as a knowledge sharing platform for the officials working in various states in the realm of good governance. The conference also showcased several award winning initiatives undertaken for promoting good governance in various parts of the country.



Lighting of Lamp by Shri Justice (Retd.) P. Sathasivam, Hon'ble Governor of Kerala

DAY 1

PRE-INAUGURAL SESSION

The regional conference commenced with a pre-inaugural session wherein Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms and Public Grievances set out the context for the two days event. This was followed by a Presentation on the PM Awards Scheme for Civil Services day, 2019 by Shri Jitendra Sihwag, Under Secretary and a briefing regarding the programme by Dr. Ram Mohan R, Professor Institute of Management in Government.

Introduction and context setting by Shri V. Srinivas, Additional Secretary, DAR&PG

Respected Secretary DARPG, Distinguished Director, Institute of Management in Government, Kerala, Additional Chief Secretaries, Principal Secretaries, Representatives of State Governments, and Distinguished Delegates.

On behalf of the Department of Administrative Reforms and Public Grievances, I extend a warm and hearty welcome to each one of you for the 2-day Regional Conference on Good Governance. This is the 3rd Regional Conference being organized in 2018 by the Department of Administrative Reforms and Public Grievances in partnership with a State Governments.

The objective of the Regional Conferences on Good Governance is knowledge dissemination – the aim is to bring together a group of highly accomplished individuals on a common platform for intensive deliberations on the challenges to governance to identify a road map forward in the March to a New India. The Department of Administrative Reforms and Public Grievances acknowledges the support of the Institute of Management, Thiruvananthapuram, Government of Kerala in organizing this Regional Conference.

I appreciate the importance of the subject and urgent need for “Transformation of Aspirational Districts” in the context of “The March to New India 2022”. My humble village background spent in the remote tribal villages of Andhra Pradesh has laid a strong empathy for a deeper understanding of governance of rural India. My father served as a Chief Entomologist of the National Malaria Eradication Program in the tribal villages of Dummugudem and Araku Valley for the first twelve years of my life. I went to a Panchayat School in Bhadrachalam where teaching standards were poor, sat on the floor and studied in Telugu medium. I often accompanied my father on his official visits to a number of neighboring villages, studying in kerosene lamps and occasionally in petromax lamps. There was no electricity in Tribal villages. The mighty Godavari flooded often, and carried a number of mosquito borne diseases. I became a chronic malaria patient, which kept recurring annually for nearly two decades. I had the opportunity to visit a number of Primary Health Centers and Community Health Centers which witnessed acute shortages of medical and nurse practitioners. I also saw the massive mortality that Malaria caused.



On selection into the Indian Administrative Service in 1989, I was assigned the Rajasthan cadre and joined as an IAS probationer at Nagaur, a life in the Thar desert beckoned. I ate Bajraki Roti, conducted night-halts in remote villages, sleeping in Tehsil offices, Patwar Ghars, and Dak Bungalows with intensity and commitment for public cause. Determined implementation of Government policy, constant oversight and honest work can benefit millions of India's population, and I have witnessed India's institutions rising and falling with individuals. In May – June, 2018, as Chairman Board of Revenue for Rajasthan, I had the responsibility to oversee the Nyay Aapke Dwar campaign, which necessitated a road travel of 8000 kms in Rajasthan, covering 32 districts of the State, interactions with 60,000 farmers and 5000 officials. I travelled from Barmer to Dholpur, Sri Ganganagar to Banswada over a period of 60 days. What struck me in every village I visited was the proliferation of Digital Technology. India's villages have changed, and villagers are technologically enabled. E-Mitrass, Digital Merchants, Business Correspondents are visible in every village. The proliferation of Jan Dhan accounts and Aadhar has enabled a huge transformation and empowerment. Direct Benefits Transfer has ensured targeted subsidy distribution and reduced leakages. Transparency and increased accountability levels in Governance were visible at the village level. I visited the 4 Aspirational Districts of Rajasthan- Karauli, Dholpur, Baran and Banswada where the challenges health, education, agriculture, financial inclusion and basic infrastructure were significantly higher than in the developed Districts. If India were to achieve the vision of Dr. Abdul Kalam that "India will be a Nation where there is equitable distribution and adequate access to energy and quality of water, where agriculture, industry and services sector work together in symphony ... a Nation where the best health care is available to all, where the governance is responsive, transparent and corruption-free.. ", it can only be done with inclusive growth, radical reforms and transformational governance in the 115 Aspirational Districts. It is in this context that the Regional Conference with focus on Good Governance gains considerable importance. The Transformation of Aspirational Districts Program launched by the Prime Minister in January 2018 aims to bring overall transformation of Identified Aspirational Districts creating a mass movement with States as main drivers. The Aspirational Districts scheme is aimed to effectively transform these districts through Convergence (of Central & State Schemes), Collaboration (of Central, State level 'Prabhari' Officers & District Collectors), and Competition among districts driven by a mass Movement. In every District, the District Collector is envisaged to play a critical role in bringing about inclusive growth amongst all sections of society.

The main theme of the Conference is Good Governance. As an Institution, the Civil Services particularly the All India Services have always commanded considerable respect from the people of India. Such respect emanates from a perception that decision-making would be neutral and unbiased and would enable the Nation to achieve the objectives outlined in the Preamble of the Constitution. In a broader sense, the challenges that civil servants face in the 21st century are no different from those of the 20th century - Commitment to the larger public good against all odds. Further the New Age competency remains anchored in integrity, building credibility and trust in the institution of civil service. Even in a New Age India, these values are foundational and non-negotiable. You can hire skills, but leadership and faith in fairness and impartiality cannot be outsourced.

Those who won freedom for India and created its constitutional system were men of rare talents and dedication. India's constitutional values are deeply rooted in high moral tones with a universal dimension. In the Constituent Assembly, Acharya Kriplani said

“I want this house to remember that what we have enunciated are not merely legal, constitutional and formal principles, but moral principles and moral principles have got to be lived in life. They have to be lived, whether it is in commercial life, political life or the life of an administrator. They have to be lived throughout. These things we have to remember if our Constitution is to succeed.

These moral principles in the Indian Constitution have been reflected in the code of ethics for civil servants which include financial probity, integrity in work, intellectual honesty in tendering advice and morality in personal life.

This Regional Conference will be inaugurated by H.E. The Governor of Kerala. A distinguished Jurist, a Former Chief Justice of India, we are privileged that H.E. The Governor of Kerala will be inaugurating the Conference. The Secretary DARPG and the Chief Secretary of Kerala would also be speaking in the inaugural session.

The inaugural session will be followed by 5 Technical Sessions with 15 Speakers.

The first session on ‘Effective Governance’ has 3 listed Speakers. Shri S.M. Vijayanand, IAS former Chief Secretary of Kerala and former Secretary Panchayati Raj will speak on “Local Self Governance”. The 2nd speaker listed in this session is Padmashri Professor R. Vasudevan, Dean, Thiagarajar College of Engineering, Madurai who will speak on “Recycling of Plastic Waste” with focus on innovative use of plastic waste in construction of Roads, toilets and other

structures. The 3rd speaker listed in this session is Professor Jaya S. Anand from the Institute of Management Thiruvananthapuram who will present her work on “Citizen Satisfaction on Public Distribution System in Kerala”.

The second and third sessions will focus on Aspirational Districts with District Collectors from Ramananthapuram Shri Veera Raghava Rao, Gadchiroli Shri Vijay Chandrakant Rathod and Waynad Shri Ajay Kumar presenting their successful interventions on Breast Milk Banks, Block Task Force and New Initiatives. We have the Senior Consultant of NITI Aayog Shri Rama Kamaraju to present the status of implementation of the program and the roadmap forward.

On Civil Services Day (CSD), 2018 Prime Minister’s Award for best innovation by an Aspirational District was conferred on District Banka for initiative “Unnayan Banka – Reinventing Education”. District Banka also received the Commonwealth Association for Public Administration and Management (CAPAM) International Innovation Award, 2018 in the category Innovation Incubation. “Padhe Dantewada – Likhe Dantewada” was conferred the National e-Governance Award, 2018. These two award winning initiatives which have changed the dynamics in the field of education are being presented in the 4th scheduled for December 11, 2018. This session also includes speakers on the “Unified Agriculture Markets”, and “Project Samrakshane”. The Unified Agriculture Markets of Karnataka enables the farmer to sell his produce throughout the country at a competitive price, with provision for online trading through UMP platform. Project Samrakshane is an initiative of Government of Karnataka seeks to create a transparent and farmer friendly system for calculation and payment of compensation under the Crop Insurance Schemes. The listed Speakers in this session would be Shri Ahsan, Shri Pranith Simha, Shri Manoj Ranjan, Shri Shakeel Ahmed and Shri Sartharam.

The 5th session shall deliberate on Citizen Centric Services with 4 listed Speakers. Grievance Redressal has become a focus area of Good Governance initiatives with help lines and Grievance Redressal Cells in every District Headquarters. The District Vigilance Committees have been empowered to redress grievances in a timely manner. It is in this regard, the Quality Council of India will present on the Analysis of Public Grievances and the Roadmap forward. “Samadhan-EkDin” is an initiative to deliver 34 Public services in Madhya Pradesh. The Speaker will be Shri B. Chandrashekhar, Secretary, Public Services, Government of Madhya Pradesh. “Efficient Waste Management Practices in Goa” will be presented by Shri Dominic Fernandes, OSD in Science and Technology Department and Shri Ganesh Kandaswamy, Director of the Solid Waste Processing Plant, Department of Science and

Technology, Goa. Promoting Digital Payments has been a priority of the Government. Smt. Charmie Parekh, SDM (Daman) will make a presentation on “Promotion of Digital Payments in Daman.” Daman was conferred Prime Minister Award, 2018 for implementing this priority programme.

The five technical sessions shall be followed by the Valedictory session chaired by Secretary Department of Administrative Reforms and Public Grievances, Government of India.

The Prime Minister’s Awards for Excellence in Public Administration are conferred on Civil Services Day (April 21 of every year) and National e-Governance Awards in the National e-Governance Conference (February 15). The participation of District Collectors in these awards is being encouraged. The DARPG is the nodal authority in Government responsible for documentation and dissemination of good governance initiatives and citizen centric governance. This Regional Conference is a part of documentation and dissemination activity.

The 21st century has witnessed a significant expansion of the Civil Services processes and responsibilities. The recruitment has become highly competitive, training norms more stringent, performance appraisal timely and constant evaluations have been introduced on the capacity of the civil servant to meet current challenges. There is greater emphasis on performance management practices. Effective management of public resources has necessitated open, transparent and accountable systems of delivery. The regulatory oversight by the Central Vigilance Commission, the Comptroller & Auditor General, the Central Bureau of Investigation has increased. Clearly accountability levels today are far higher than they ever were in the past.

A New Age India 2022, envisages Civil Servants as agents of change, striving for radical reforms and transformational governance. Relentless pursuit of excellence can only be achieved with enormous amount of dedication and seriousness of purpose. There are simply no shortcuts to success.

I am reminded of George Bernard Shaw’s vision

“I want to be thoroughly used up when I die, for the harder I work, the more I love. I rejoice life for its own sake. Life is no brief candle for me, it is sort of a splendid torch which I have got hold of, for the moment and I want to make it burn as brightly as possible before handing it on to future generations.”

That’s what a civil servant can be – an inspiration to one and all.

Let me extend a warm and hearty welcome to each of the participants for the Regional Conference with the expectation that the cordial and constructive dialogue in the next 2 days will inspire each of us to pursue excellence in Governance.

Jai Hind

Presentation on PM Awards Scheme for Civil Services Day, 2019

Shri Jitendra Sihwag, Under Secretary, DARPG screened a short video on the PM Awards Scheme for Civil Services Day 2019, followed by a briefing about the same. Four Priority Programmes identified for the awards are National Agriculture Market (e-NAM), National Rural Livelihood Mission (NRLM), SAUBHAGYA (Pradhan Mantri Sahaj Bijli Har Ghar Yojana) and Mission Indradhanush. In addition to that, two awards are given to Organizations of Central/ State Governments / Districts for Innovations in environment conservation, disaster management, water conservation, energy, education and health, women and child centric initiatives, etc., of which one shall be given for innovations by Aspirational districts, under the Aspirational Districts Programme (ADP).



Dr. Ram Mohan (Professor, IMG Thiruvananthapuram)

Dr. Ram Mohan briefed the audience about the schedule for the two days ahead and gave the instructions to facilitate an effective conference experience for all the participants.



INAUGURAL SESSION

Welcome Address by Shri K. Jayakumar, Director, IMG Thiruvananthapuram

In his welcome address, Shri K. Jayakumar stated that governance is the most critical issue facing the governments today: there is no dearth of policies but we lack quality implementation. Placing the conference in the light of Human Rights Day celebrated on the same day, he remarked that the right to good governance is a fundamental human right and that thus it is truly appropriate for the conference to take place on the day. He concluded by emphasizing that Democracy is only as strong as its weakest link; its success depends on our will to make it successful. His closing remarks captured the spirit of the two days of programme.



Keynote Address by Shri K. V. Eapen, Secretary to the Government of India, DAR&PG

Excellency Shri Justice P. Sadasivam, Hon'ble Governor of Kerala, Shri Tom Jose, Chief Secretary, Shri K. Jayakumar, Director, IMG, Shri V. Srinivas, Additional Secretary, DARPG, distinguished guests, delegates from the media, Ladies and Gentlemen.

At the outset, let me first welcome on behalf of the Department of Administrative Reforms and Public Grievances, the Hon'ble Governor to this small as Shri Jayakumar says, hopefully effective Conference, because we are having here representatives of more than 10 States and Union Territories who have come from different parts of India including the North East. So obviously this Conference, like many Conferences which were held before, is an experience exchange as well as a way to bring the latest strength in public administration to the attention of all administrators across India.

I have often heard it being said in my position as Secretary DARPG about what do we do as a Department. My simple answer is that we try to promote good governance, the simple way of looking at it. Of course the follow up to that particular point is what exactly good governance is. This is a question that is difficult to answer but I feel that it is my Department's bounden duty to try and do it. My pet response often is that nobody can define good governance but whenever it doesn't exist, everybody knows it because it is immediately felt. So it is more defined in the negative.

Shri Prajapati Trivedi, whom many in this room might have heard of, is a public administration expert who works as a Director in the Commonwealth Secretariat. He recently wrote the following:

“Everybody has his or her definition of good governance. Indeed good governance seems to lie in the eyes of the beholder and there is no consensus on the definition.”

Consequently, if we do not know what good governance means, how can we improve it? Thus, in my opinion, a lack of common understanding about the meaning of governance is the major hurdle to improve it. As they say, what gets measured is done. If we cannot measure governance, we cannot improve it. Shri Trivedi then



goes on to write, “To me good governance simply means reducing the gap between promise and delivery. ‘ In Hindi we say –“Kehni or karni ek’ (कहनी और करनी एक). If we adopt this simple definition and try to narrow the gap, most of our problems will be solved. Indeed, most of the problems that we observe are merely symptoms of a dichotomy between the promise and its delivery. So if the gap between the promise and delivery is to be reduced, what is to be done? Sensitization of the population is, perhaps, the first step because literate and aware population demands awareness and accountability. And there is no better example of this then the State we are in today. During the last devastating flood in Kerala, we read about, and perhaps, some of you experienced, how the Government and some of its officers led by my friend Tom here rose to the occasion. Indeed it was a prime example of good governance where Government, civil society and people joined hands in reaching out and saving those in distress. But as one perceptive writer who hails actually from North India pointed out at the end of the day – this is what a literate and an aware population expects to happen. They would not have been satisfied with anything less than that. Equally devastating floods have happened in other parts of the country, e.g. the State where I have served most of my life i.e., Assam as well as in Bihar. But is the population as united and as aware in expecting the best of the government? For the people in the State, it is the least that they demand from the government. They have paid their taxes, sent their remittances and thus the minimum expectation is proper service during the calamity. Thus to Shri Prajapati Trivedi’s definition of narrowing the gap between service and delivery, I could add that this is not possible without unified, strong public pressure. As this is a short address, I wouldn’t like to expand on this theme, but I would like that we perhaps discuss aspects of this in the next two days.

In fact, today we are here, in Kerala, after a gap of 10 years, and we are organizing this regional conference and the last time when we organized such a Conference was in January 2008 in Thiruvananthapuram on the theme ‘Excellence in Public Service Delivery’. Regional Conference are being organized since 2006 and as I said are an important forum to generate awareness about administrative reforms and new developments in various States. 30 such Conferences have been organized by my Department so far. The present regional conference is for the southern and western region, where, as I said more than ten States have been covered. Through these Conferences, we hope that new programmes, a positive change in existing programmes will be done by the State Government and which will lead to the improvement of life of a common man. That, to me, is the real test of the Conferences like this and I hope that we collectively contribute to make it a success.

An important concept of these Conferences is the focus on District Collectors through the aspirational districts programme and we have a representative from NITI Aayog who would be leading us through that. Most of the Central and State scheme are being implemented in the field with the supervision of the District Collector. The efficiency of the collector has a direct bearing on the quality of the implementation of various programmes and the overall quality of governance. One of the functions of the Department of Administrative Reforms is to provide a forum for select Prime Minister's Awards awarded and e-Governance awarded initiatives to showcase to all Central Ministries, State and Union governments and academicians for dissemination of good governance practices. This is being done to ensure that replication is done uniformly across the country by tapping the existing scheme to avoid the multiplicity of schemes or efforts by State.

This year we are focusing on four priority programmes of Government of India and the awards will be given in 2019. These four schemes are the National Agricultural Market (e-NAM), National Rural Livelihood Mission (NRLM), Saubhagya, which is basically the electricity programme and Mission Indradhanush. I know in these areas, the state of Kerala really has gone far ahead but for a large part of the country these are very-very important programmes. In addition, there is a category for Innovations, which are having two awards, one in Environmental Conservation, Disaster Management, Water Conservation etc., and one for the Aspirational District Programme. So such awards really is the way in which we try to encourage new initiatives, we try to see that they are awarded and finally we try to see that they are replicated.

I would like to conclude by saying that we have had an excellent partnership with the IMG over the last 4 years,. We have actually released more than 3.4 crores in terms of funds to IMG to do as many as 5 different projects. The latest one is Citizen Report Card for institutions under the Social Justice Department and the Women and Child Development of the Government of Kerala. This will be done by the IMG for which we have released almost Rs. 55.00 lakhs and we have had a very good experience in working closely with IMG and I am sure that this time too in this Regional Conference, the next two days will provide a lot of thought, a lot of ideas and finally implementable solutions to many of the problem that our country faces.

Thank you very much.

Presidential Address by Shri Tom Jose, Chief Secretary, Kerala

Hon'ble Governor of Kerala Shri Justice (Retd.) P. Sathasivam, my colleague Shri K. V. Eapen, Secretary, DARPG, GOI, Shri Jayakumar, Director, Institute of Management in Government, Kerala, Shri V. Srinivas, Additional Secretary, DARPG, GOI, distinguished guests, ladies and gentleman.

My colleague, Shri Eapen has been saying that it's extremely difficult thing to define good governance. Probably, depending upon your worldview, it means different things to different people, even though there might be a kind of a common bond or common thread running through that. There have been umpteen number of qualifying words, phrases and sentences to define what good governance is. People talk about transparency, accountability, efficiency, sustainability, stakeholder consultation, citizen participation, consensus, equity, justice and so on and so forth. The list is endless. It's only limited by the range of your vocabulary. However, I think, if you examine closely defining governance and finding the core meaning of governance, as I mentioned initially, it is a cumbersome process. I think both the speakers before me have dwelled upon this point briefly.

At this juncture, let me draw your attention to one of the most outstanding management experts Chris Argyris. At least about 20-25 years back, he had this theory. With theory of 'Congruence of Objectives', he mentioned in one of his papers that unless there is a degree of confluence, a degree of congruence in the individual objectives and the organisational objectives, where the individual works, harmony will not be there. There will be opposing forces pulling people apart from one another, just like the stars and the galaxies are flying apart people will move apart. They will not come together for a sustained objective, for achieving one of those goals, whatever be the objective of organization. And I think that this particular theory of Argyris is quite relevant today to us as well.

If you substitute for the company or the organization by the word nation then I think it becomes a little clearer. What are our national objectives and what are our individual objectives as citizens of India. Unless there is a congruence, chances are that good governance would not happen because citizens have one interest, individually people will be having their



individual interests, collectively their family, their tribe, their clans, their communities – all of them will have different kinds of interests.

You may have a common national interest. It is necessary for the citizens to come together and subscribe to that. Otherwise the chances are that good governance will be simply something, which we talk about occasionally in seminars and workshops and something which is hard to detect on the ground. Let me give three examples in this case. First example, my colleague Shri Eapen said that during the time of flood, the people of Kerala came together. Apart from many other reasons of management leadership and other things, I think the one reason why we all came together was that our objectives were the same. The kind of adrenaline that pumped through our bodies and the biochemical processes which every citizen of Kerala went through during that period of two weeks or 20 days was pretty much the same. We all wanted to combat the flood and we succeeded in that. At least that's what the feedback says.

Now once the critical situation is over what are we going to do when we are looking at rebuilding Kerala. The situation is not the same. There are 1000 opinions on issues or 1000 opinions on what the procedures ought to be how we should go about, what are the sectors to be considered. Now congruence in such situations is not very easy to come by.

Take another example of one of the sectors, which this nation probably failed to focus on. That is the sector of, the area of population control. We don't have any Act, which states that you should have one child or two children. But there is a kind of a policy of the Government of India: that if you have two children, let us not go beyond that. Even the maternity benefits generally are provided to people for two children. now this may not be agreed to by every individual. Some of the religious groups very vociferously object to that kind of a policy. But nevertheless this is a kind of national policy which we have been following for some time. There is no congruence and I believe there was not been any sincere / serious congruence otherwise we wouldn't be having 1.2 billion population today. We could be doing much better if we had some sort of congruence on this issue.

The third example which I would like to give is the subject of Waste Management. Everybody in Kerala agrees that we should get rid of the garbage that is flooding around in our water-bodies, in our streets, on our roads. There's no question of any difference of opinion on what whoever you talk to everybody says, yes. But nobody knows how. And if the Government takes positive action, affirmative action, to get rid of the garbage, there are always a bunch of people in some corner of the district somewhere who say no. I call it a paradox model. You

want the garbage to be removed, you want the waste to be taken out, but when the government comes in with affirmative action, you resist that.

I think it's quite an interesting phenomenon or characteristic of the Keralites. We need to study why there is no congruence on these things. Why good governance fails on such an issue. The Government of Kerala decided that we should have since the Municipalities were unable to fulfill their jobs in a very satisfactory fashion despite them trying so hard, the Government of Kerala decided that we should set up centralized Waste-to-Energy plants in seven parts of Kerala. In Northern Kerala, in Malabar Area we don't have too much of resistance. In Calicut they said yes, this is a wonderful move. We want to clean up Calicut city and the entire district. In Kannur, yes, but in Thiruvananthapuram, where the greatest governance takes place and probably the largest number of intellectuals is concentrated, we have a serious opposition.

Two days back, I was aghast to see in one of the leading English newspapers, two photographs. We have selected a place, which belongs to the Agricultural Department, that's about 175 acres in area. We have selected about 15 acres inside that plot without any problem to anybody, which is government land for setting up a plant which would take care of the garbage issues of the entire Thiruvananthapuram district. However, we have opposition from the local people. And, looking at the photographs of these people who protest, I was amused and surprised. The first photograph shows a bunch of boys and girls who are at pre-puberty level may be 8-9 years old. They don't even know what they are protesting about. And in the second photograph you have lots of women who are about 80 years old who are talking about biodiversity, serious stuff. I'm not belittling their level of knowledge but all I am saying is that when it comes to issues macro-issues that concern us, we find that there is always a miniscule minority who capture the public space and who try to do exactly the opposite of what any civilized citizen or any civilized government would want to do for this country. Why does it happen? Are we not involving them? Is there a non-congruence of their objectives and the objectives which the government of Kerala has set for itself and the people of Kerala? I really don't know! I really don't have the answer. But I think this is really a matter of governance that why is it that when faced with reality, some people voluntarily or involuntarily get driven into imagined realities. I cannot think of a reason, why would anybody object to waste being cleaned up? There may be some reason, there may be individual reason, there may be family reasons or there may be tribal reasons but it also shows the fact that more needs to be done on governance issues from a practical point of view if we have to achieve our national objectives. And, I think this august assembly of people gathered here - experts, professionals and practitioners from the field of

governance would try and see how some of the serious problems faced by this nation can actually be solved using good governance as a tool.

Thank you very much Ladies and Gentleman.

Inaugural Address by Shri Justice (Retd.) P. Sathasivam, Hon'ble Governor of Kerala

Shri Tom Jose, Chief Secretary, Government of Kerala; Shri Jayakumar, Director, Institute of Management in Government; Shri K.V. Eapen, Secretary, Department of Administrative Reforms and Public Grievances, Government of India; Shri V. Srinivas, Additional Secretary; Delegates from various parts of India, particularly West and South; Dear Officers; Ladies and Gentlemen; Friends and Media.



I am very happy to address you at the Regional Conference on Good Governance organised by the Department of Administrative Reforms and Public Grievances, Government of India. The topic is very important. Since, you know my background; I come from judiciary having served for two decades - Two High Courts, Chennai and Punjab & Haryana, then served in Supreme Court and retired as 40th Chief Justice of India.

I had an opportunity as a young Lawyer, as a medium Lawyer, as a Law Officer for the state of TN and as a judge of the Madras and Punjab & Haryana as well as Supreme Court. I had the opportunity to issue various directions on the failures or excesses or inappropriate. About those things, while winding up, I would give 3-4 instances, what all things are to be avoided and what things the officers should keep in their mind. I am going to say with my own experience as a person from judiciary.

At the outset I complement the Department of Administrative Reforms & Public Grievances for organising this conference to provide a formal platform for exchange of reform related ideas and successful practices. As we all know, the concept of good governance and reforms in administration is as old as the systems of governance. The very fact that the Ministry that handles Administrative Reforms has been placed directly under the overall charge of the Prime Minister, assisted by a Minister of State, reveals the strategic importance of this function. The idea of good governance has been part and parcel of our development as a society, right from the days of Kautilya's Arthashastra, the treaties on statecraft. Kautilya prescribed for the kings an active life dedicated to the prosperity and welfare of their people because the happiness of the people is true happiness of the King.

The latin phrase: Vox Populi, Vox Dei means voice of the people is the voice of God. What Pandit Jawaharlal Nehru emphasised as the major goal of Indian democracy in his famous ‘Tryst with Destiny’ speech was also the welfare of the people through the ending of poverty, ignorance, disease and inequality of opportunities.

All the great ideals of good governance and administrative reforms that would improve the quality of life of our people have been amply clarified by our constitution. Any person holding an important office in society cannot be in doubt if he or she internalises the ideals mentioned in the Preamble, Fundamental Rights and Directive Principles of State Policy. I feel that a thorough understanding of our constitution is essential to anyone in Administration. Therefore, our reforms in Administration must begin with this.

It is not my case that all of you must be aware of the entire constitution but you must keep in your mind what our Preamble says. This I am saying to every student in school and college. If preamble is in our minds no one claim that I am a Malyalee, I am a Tamil, I am a Biharee, we are all Indians. That thought we must develop in the young minds. Another is Fundamental Rights.

I am adding one more thing, People must also be aware of Fundamental Duties. Under the guise of referring Fundamental Rights, everyday hundreds of people agitate in front of the Secretariat and march towards Raj Bhavan, if anything against the Centre, as if I am representing only Centre. These are all wrong notions. Let them do their protests but they must be aware of their duties. I have informed this to our elected members many times, “You have the right to object to the policies of the Government but there must be some time limit. You must let the Session continue.” I convey this to all the members that they have the right to criticise, it is democracy.

The aim of our democratic machinery is to translate the policies of the Government into action in such a way that the welfare of Society is ensured. Since, society and its outlook are always changing the administration must keep pace with such positive changes. It is here that the Department of Administrative Reforms and Public Grievances plays the significant role of exchanging and disseminating reform related ideas and best practices. Dissemination of Best Practices of Good Governance helps to encourage different levels of Government to work towards the common goal of welfare and to foster excellence in every action. The idea of instituting ‘*Sevottam*’ or ‘excellence in service’ to ensure a quality management system in administration points to the importance attached to the improvement of our services.

Here we often speak very highly of certain initiatives like the Right to Information, Right to Service and the Citizen Charter. One day I received a question as a Chief Justice, “What are all the items you have in your breakfast.” Another question, “Sir when you heard my case you noted several things in your register.” Judges always carry a Register to note down but, it is not reflected in the order. “What happened to those notes?” Just for information I am sharing these examples. So, we have to be very-very cautious. Nothing wrong, but sometimes under the guise of Right to Information, we are getting irrelevant and unconnected questions. We have to be thorough with that. While our Administrative Machinery is duty bound to serve nation by providing information, the focus of many of us is on how to give information. It is high time we looked into how many organisations in Kerala have updated their Citizen Charter in last 5 years or have prepared and hosted one of their Websites.

Let me reiterate that Good Governance is not possible without strengthening our Institutions, without the active involvement of the Civil Society. Our willingness to allow the involvement of the civil society is a reform that must come from within us. I stress the involvement of society because we cannot ignore issues, like the role of excessive discretion in decision making that promotes corrupt practices. Corruption denies justice to the deserving sections of Society and so it has to be avoided at any cost. Collective and informed decisions are helpful in eliminating corruption. We also need to find more effective and efficient ways to implement socio economic welfare schemes so that benefits reach the intended beneficiary. Hence, I suggest the use of technology to ensure transparency in service delivery. I am certain that our IT policy will make this a reality.

In Kerala, we have set up an Administrative Reforms Commission headed by a former Chief Minister and one of the most respected political figures, Shri V.S. Achutyanandan, who is an encyclopaedia on pulse of Society. I had recently read the Commission’s proposal to treat those giving dowry as victims than as perpetrators and exempt them from punishment to overcome the hurdles in implementing Kerala Dowry Prohibition Act, 1961. I would suggest that the recommendations of such State Level Committees should also become topics of discussion in the Conferences like this.

We must examine the successful practices prevalent in the informal sector also. After all, the informal sector is also important in our economy. There is no harm in working out models for joint ventures and partnerships in social, business, environmental spheres.

I must also draw your attention to the need for effective documentation of the changing pattern of our Administrative Reforms. These should not be allowed to sleep in the Government data base or libraries. Instead the essence of these documents must reach our educational Institutions, which shape the Officers and Leaders of tomorrow. Our students must know the value of every official step towards redressing grievances in our society. They should grow up learning the fact that every grievance of the public is a clear feedback from the society on the need for change.

Before I conclude, I would like to share certain instances from my own experience and my background in judiciary. Some of you have reached the position of Secretary. In this two-day Conference some Collectors from other districts are also coming for participation. Whenever, the persons in office starting from the Revenue Office, District Revenue Officer, Collector or other Officers, receive any petition from the public, they are supposed to attend to it within reasonable time say. You must go through it; most of them are in vernacular language, one or two in English. You must forward it to the person concerned. For example, if a person/citizen wants a ration card, the Collector after receiving the application, has to forward it to the concerned Talluk Supply Officer or Tehsildar with a request to take a decision within a week. It is open to the Tehsildar or the Talluk Supply Officer to issue the Ration Card or if it is not possible, to communicate to him the reasons, as to why he is not eligible. This applies to the Secretary, Chief Secretary and the Collector also. It applies to me also as a first citizen of the state. Whenever any officer rejects, he must give reason or reasons because one third of the pending cases in all High Courts in India and Supreme Court are only because of inaction or no response. The litigant goes to a lawyer who files a writ petition seeking a simple mandamus, “direct the officers to dispose my representation”. So the Court will issue a direction, to do it in 4-8 weeks. Some judges, will unfortunately issue notice to the Collector or Government. It will take minimum 2 years. That’s why cases keep piling up.

Or, if you reject and simply say, “Your application is not entertained and approved, it is rejected,” this is also incorrect. Nowadays our citizens won’t to go to the higher authority in appeal as other remedies are there. He will go to the High Court and unfortunately nowadays High Courts also admit. Actually, there is a rule – in the Writ Petition, in the last paragraph before the prayer, the deponent has to assert, “I have no other effective or efficacious alternative remedy. Hence, I am approaching the High Court under Article 226”. Many officers in the High Court don’t insist this, they simply underline and the Hon’ble Judge also issues notice. If small things are taken care of there is nothing wrong. First sentence, “this is the

application” and second “for this reason, you are not eligible.” Say so, no court will entertain and we can avoid thousands of litigations.

Another example, from criminal side, – If a person commits a mistake an offence under Indian Penal Code and is likely to be arrested any time, he may seek anticipatory bail by filing an anticipatory bail application in the Magistrate Court and he will hide somewhere. The Magistrate will ask the Public Prosecutor or issue notice to the concerned Station House Officer to respond maximum within 3 days, but normally because of so many law and order and other issues, the Inspector or the Officer won’t send instructions to the Public Prosecutor. So, the next time when the case is called Public Prosecutor will ask for another one week. Normally, no court will grant. It is a bail, he is in jail. No problem, they will adjourn. He is seeking anticipatory bail; how long this fellow can hide somewhere. So immediately court will say in spite of giving sufficient opportunity, no proper response from the State Government and this is a simple offence, hence bail granted. You must know all these things; you must pull the subordinate officers.

Now, I am going to give one more example about petition/representation. You have to give proper/ adequate reasons for accepting or rejecting a request. If your reply is vague and no reason is given, any court will entertain when it is challenged in the court. Nowadays all political leaders and officers are pointing out huge arrears in Courts. They are the persons responsible for creating arrears. I served as a Law Officer for the Government of Tamil Nadu for 8 years before my elevation. I know the mindset of the officers.

Another thing, now I cite from my own case. Before, my elevation at the age of 45, I was a Legal Advisor for Madras* Metropolitan Development Authority (MMDA). Now, there is a separate Corporation – Madras* Metropolitan Water Supply and Sewerage Board (MMWSS) (now *Chennai) providing water supply, earlier it was being handled by MMDA. I was the Legal Advisor at that time and the chairperson was Ms. Shanta Sheela Nair. Later, she served as Secretary to Madam Jaylalita, the then Chief Minister. Ms. Shanta Nair, as Chairperson used to take monthly meetings, without fail, preferably at the month end, Friday evening 5’0 Clock. She would send intimation to all the Divisional Engineers and myself. She asked me to sit next to her and all the engineers on the opposite side. First she would ask me, this month how many cases of Metro Water you handled; how many cases we won, we succeeded; how many cases we lost? Then only she will take the stick. Madam, two cases went against us, we have to implement. Then, she will ask one by one, “the first case, which division? Whether you got proper information by the Division or you could not present our case properly or the court

committed a mistake? Tell me.” If the mistake is on the part of the Court, she will ask me, “next day you fly to Delhi and file appeal in the Supreme Court.” If I say, “Madam, in spite of persuasion, I couldn’t get anything from your office,” immediately she will pass an order suspending the officer. This kind of administration is required. Everyone must follow that procedure. You must ask the Law Officer, “What are all the cases pending; whether you have filed a counter affidavit?” In the High Court also, one-third of the cases go against the State Government and Central Government for want of proper assistance. I served as a Judge for nearly 19 years. Periodical superintendence of subordinate officers is mandatory for good governance.

Finally, you must also know the ground realities. In a lighter vein, humbly I am saying, it is not necessary to get a foreign doctorate to occupy a high position. I will tell two examples. I and my companion Judge heard a sensational case of murder of a bar tender Jessica, near Qutab Minar. Shri Ram Jethmalani was appearing for the accused. He argued, citing several instances from Europe, Australia etc. We heard him for two days because he is a knowledgeable man. Third day, while entering the court, I cautioned my fellow judge that today we have to concentrate on our case. We have to deal the Senior Advocates very cautiously. When I entered the Court, I complimented Shri Ram Jethmalani, “Mr. Jethmalani for the last two days we have heard several things from you but we have to dispose off your appeal, what are the merits of your application? Why don’t you concentrate on your case?” Then, he argued. We mentioned, in Australia a single murder takes place once in a year, likewise in Europe. Can you compare those cases to Indian atmosphere? Here, minimum 10 to 12 murders are committed every minute. I am saying about all India. Then, I said, we learnt good literature from you. Ultimately, we imposed life sentence. I am saying because, we must know the ground reality. You must know the pulse, the problems and feelings of our farmers and workers. That is my request.

Finally, I will give one more illustration and conclude. Last year when I attended Governors Conference at Rashtrapati Bhavan, Hon’ble Prime Minister also participated. After finishing the lunch the Prime Minister was supposed to leave. The Vice-Chairman, NITI Aayog and I were discussing an issue on one side. At that time, the Prime Minister was passing by that area. We were about to stand; he rushed to us, asked us to sit down and he conveyed to the Vice Chairman, “You are talking not only to the former Chief Justice of India; he is a farmer’s son in true sense. So, whatever he says about farmers’ problems, please keep it in your mind and please convey it to me one day. That is the advice he gave to him. So you must know the ground realities. What are all the problems of our farmers? What all are the problems of our

area, our workers? That is why even in many important judgements, I did not violate anything. If it is the jurisdiction of the Parliament, I made a humble request to the Parliament to consider. But, nowadays in some cases they are exceeding their limit. They are issuing various directions, which is the work of the elected body. Not even a Governor can do it. I know the duties and functions of the Governor, as mentioned in the Constitution of India. Only in the lighter vein, I mentioned. You must know the ground reality. And, if you people are conveying it to Finance Minister and Prime Minister, they are then bringing it in the form of legislation or schemes. They are taking it to the public.

I have just mentioned some of my random thoughts on Good Governance and Administrative reforms. Let me repeat, Good Governance is a reflection of the successful functioning of the institutions of State with the welfare of citizens as its noble goal. A professionally managed civil service committed to serve all people equally with eternal vigil over the interest of all communities, I am underlining - over the interest of all communities in the State, is the edifice of Governance. Therefore, this Conference which aims to improve the efficiency of the civil servants has great relevance. I once again greet all the officers and experts present here and wish the deliberations all success.

Thank you. Jai Hind !

Vote of Thanks by Shri V. Srinivas, Additional Secretary to the GoI, DAR&PG

H.E. Shri Justice Sathasivam, Shri K.V. Eapen, Secretary to Government of India, Department of Administrative Reforms and Public Grievances, Shri Tom Jose, Chief Secretary, Government of Kerala, Shri K. Jayakumar, Director Institute of Management in Government, Thiruvananthapuram, Distinguished Delegates,

I rise to propose the vote of thanks at the inaugural session of the Regional Conference on Good Governance with Focus on Aspirational Districts.



At the outset, let me thank H.E. Shri Justice Sathasivam for inaugurating the Regional Conference and delivering the inaugural address. I have read about your path breaking judgements as a Jurist, which aimed to bring an end to the practice of manual scavenging and prevent future generations from this inhuman practice, protecting national assets in oil and gas exploration, and in bringing the accused to justice in the Mumbai Blasts case. You have often encouraged children to live in a knowledge society, make maximum use of technical facilities and acquire 21st century skills. Your inaugural address has inspired us to rededicate ourselves to the cause of Nation Building.

I take this opportunity to thank Shri K.V. Eapen, Secretary to Government of India, Department of Administrative Reforms and Public Grievances, for his key note address. You have been the guiding force behind the Regional Conference and we look forward to knowledge dissemination and experience sharing on Aspirational Districts and Good Governance Practices under your leadership over the next 2 days.

I wish to thank Shri Tom Jose, Chief Secretary Government of Kerala for gracing this occasion and delivering the Presidential Address. We are grateful to the Government of Kerala for their efforts in making the conference a success.

I wish to thank Shri K. Jayakumar, Director Institute of Management in Government, Thiruvananthapuram for his welcome address. We look forward to your continued participation over the next 2 days in making the conference a success.

Lastly I wish to thank the Joint Secretary Department of Administrative Reforms Shri V. Shashank Shekhar and his team of officials who worked tirelessly to make this Regional Conference a success. Let me wish all delegates a wonderful stay and constructive deliberations in Thiruvananthapuram.

SESSION I – PRESENTATIONS ON EFFECTIVE GOVERNANCE

Local Self Governance - Learnings from Kerala by **Shri S. M.Vijayanand**, Chairman, Centre for Management Development, Thiruvananthapuram; Former Chief Secretary, Kerala; Former Secretary, Panchayati Raj, GoI

Major learning from Kerala is to understand how to get decentralization started. Getting started is the most important thing, Window of opportunity comes for a brief time and using that window is important. Campaign is very important in the initial stages because it arouses the expectations of everyone, brings in participation and also makes government committed to its promises.



In view of the limited time available for presentation, the speaker put forth his points in a '7 F' framework.

- (i) **Function:** Providing clarity to each role and sub-function. Precision derives from well-thought out and well-phrased orders and not directly from the laws framed.
- (ii) **Functionaries:** Kerala Model of own revenue and entrusting of officials to Panchayats was a successful initiative.
- (iii) **Finances:** Most important, Kerala model is a text book. Panchayats mobilises money through user charges which is a good source of finance. Kerala has untied funds and that helps a lot. State Finance Commission is important.
- (iv) **Framework of laws and planning:** Kerala's law has a provision for accountability. Participatory planning is very important so is town planning.
- (v) **Freedom:** implies autonomy. A Gram Panchayat's decision could not be changed by cabinet; it could be challenged only by Ombudsman.

- (vi) Facilitation: VTC Voluntary technical groups assist the local government in plan formulation and vetting. Other bodies like the coordination committee, State Development Council etc. facilitate the process of plan preparation.
- (vii) Fraternity: Alliances for the local governance. Self Help Groups SHGs work along with the government not under them. Local government associations play an important part in fostering local governance too.
- (viii) Functioning: Bharat Ratna and Noble laureate Amartya Sen stresses the importance of Capacity building in effective policy implementation. The State has a premier institution, Kerala Institute of Local Administration, catering to South Asian countries in their local governance initiatives.

Panchayats naturally have participatory governance. Panchayats make more sense in Aspirational Districts because any work done by Panchayats are more effective and 15% cheaper than government departments. Panchayats are also good at care programmes. Finally, he remarked that treating the Gram Panchayat officials respectfully and with due acknowledgement of their role in the process of governance is essential because they are at the frontline executing the work and positive reinforcement yield better and effective results.

Beat Plastic Pollution by Prof. (Dr.) R. Vasudevan Dean, Thiagrajar College of Engineering, Madurai; Padma Shri Awardee

The speaker drew heavily on Hindu philosophy to outline the harmful effects of plastic and its adverse effects on the world. Stating that not ban, but plan is the way forward, he set out to demonstrate the drawbacks in Plastic consumption and disposal from three fronts - Industry, Individual, and Government. The attitude at the end of the three spectrums is “forget”.



He exhorted the participants to embrace the green way of life and foster this through governmental policy and action. Industries, as an urban way of living have high contribution in the environmental pollution as well as global warming. Plastic is a common man's need viz use of plastic chairs, beds, etc. The problem is garbage culture; the unused dustbins go which is a cultural problem. After the use, the waste plastics need to be converted to resources. Reuse, reduce and recycle is today's mantra. But only 10 percent of plastic is recycled today.

He informed, Plastic tar roads and Plastones are his innovations. Using single-used plastic for the construction of road is cost-efficient, reduces the usage of bitumen and there is no need for maintenance around 12 years. Plastones can also be made out of the waste plastic which is useful for construction. Only plastic and stone is needed to make plastone. No toxic gas evolves if the plastic is heated at 170 degree which makes it sure that the environment is not polluted due to the burning of plastic.

A proper system of waste collection – both industrial and household is necessary. The role of planning lies here. At the domestic level, awareness creation and waste collection is the way forward. Industrial sector need to own the responsibility and help the collection of waste by producing eco-friendly products. Through effective implementation of the above processes and

dutiful execution of laws, governments should contribute to the cause. The speaker concluded the presentation, by sharing in detail, the various recognitions bestowed on him by the Government and Foreign Universities.

Citizen Satisfaction on Public Distribution System (PDS) in Kerala by Prof. (Dr.) Jaya S. Anand (Professor, IMG)

The presentation is based on a study conducted in 2016-17. Its objective was to assess the citizen satisfaction in PDS. Professor Anand said that there exists a governance crisis. There exists Inefficiency or Poor Access to Public Services , Non Responsiveness or indifference, apathy, Weak accountability or Rampant corruption, Extortion by `Agents & Middlemen, Abuse of Discretion or Loose Systems & Weak Integrity, and a weak civil society.



National Food Security Act 2013 aimed to provide for food and nutritional security in human cycle approach by ensuring access to adequate quantity of quality food at affordable prices to people to live a life with dignity. It was implemented only from 2016. In Public Distribution System (PDS), state government lifts the items from Food Corporation of India (FCI) and supplies it to the ration shops. The Air Way Bill (AWB) has been eliminated from the chain since it increases costs and does not add value to the transactions.

Ration card is the only family Identity (ID) and it is used for the Below Poverty Line (BPL) identification and thus has high demand. Only 28% were aware about the actual quantity as they never got the stipulated quantity. Regarding the price, citizens were well aware. But at the same time the display boards were empty. The accessibility of the ration shops is not much of a problem. It was found out from the study that there was huge diversion at the Authorised Ration Dealer (ARD) level and the dispensed quantity was adequate only to meet half of the need. Satisfaction index was worked out and the satisfaction level for BPL was higher than APL. Pilferage of rice at the ration shop level was detected. Around 32.4% was the rate of pilferage for APL. Mobile Governance was introduced in 2016. Portability, to help the customers to lift the goods from any fair price shops was also implemented. To tackle the

problems relating to portability, recommendation for giving salaries for the fair price shopkeepers has been tabled. Awareness as well as procurement of materials which are in demand should also be taken care of. The Rationing Inspectors have too many shops under their jurisdiction and that number has to be reduced.

The existing laws are old. Also periodic review of eligible BPL customers has to be done to eliminate ineligible beneficiaries.

There are 6 dimensions to service delivery viz. Awareness and Transparency, Access to Service, Adequacy of commodities, Quality and Quantity, Grievance Redress, and Responsiveness. Based on the study, the overall satisfaction index hovers around three only which indicates that the service delivery has to be further improved. It may be also concluded that the BPL card holders are relatively and slightly more satisfied than APL category.

The way forward lies in the following steps to be taken:

- End-to-end computerisation
- m-Governance – arrival of commodities at ration shops
- Portability
- Awareness regarding grievance redress mechanisms
- Procurement/distribution of preferred variety of commodities
- Ownership to Kudumbasree/ Self Help Groups (SHG)
- Revisit the redundant rules/Kerala Rationing Order, 1966 (KRO) Updation
- Simplification of procedures
- Robust System for periodic review of eligible beneficiary /priority list

- People Participation in the monitoring of ration shops(Vigilance Committees)
- De-linking of ration cards from other purposes
- Rationing Inspector jurisdiction of inspection to be limited to a reasonable number.
- Global Positioning System (GPS) for tracking movement of commodities
- Behavioural training to rationing inspectors /other staff.
- Display board(stock position) to be updated on a daily basis

To conclude, customers by and large have 'no complaints' but are not fully satisfied. End-to-end computerisation' alone is not a substitute to Good Governance. Revamp in terms of quality, entitlement, ration shop functioning, plugging leakages and more realistic identification of the priority cardholders is required so that inclusion error is minimized.

SESSION II – PRESENTATIONS BY ASPIRATIONAL DISTRICTS

Unnayan Banka – Reinventing Education Using Technology by Shri Ahsan DPO, Department of Education, District Banka, Bihar and Shri Apoorv Mishra



The ratio of teachers in government schools is very low and there is no personal attention to student. Integrating technology is a solution to overcome this challenge. The Model comprised of Smart classes arranged for those students who did not have access to mobile phones or internet. Contextualized content, Multi-platform model, Virtual classrooms, Artificial Intelligent AI based performance analysis were the various elements of the innovative model.

Idea was to simplify the complicated concepts with the help of animations and video. There are two modes: offline mode and online. The concepts are introduced with the use of videos which is followed with a test and doubt discussion. There is (Eckovation) a global expert group to solve the doubts of students. Questions could be asked in the group by students and the experts would post answers. Thus the students in the village in a way have access to the resource persons all over the world.

Adaptive Learning is practiced. There is a personalized feedback form and with the data generated from the feedback form, necessary recommendations are given to fix the problems. Monitoring is done through 'Daily Teacher Attendance' via WhatsApp. The teachers were asked to post their photos in the class. 'School on Wheels' concept was developed. TVs were

installed in mobile vans and crash courses were arranged for students around their examination time. Unnayan programme has received several accolades and the model has been replicated in 5 states and in 4 different languages including Odiya, Hindi, Assamese and English. What was started in 5 schools with 1000 students in 2017 now stands at 4 languages, 2700 schools, 750000 students, 5 states and the PM's Innovation Award in April 2018. There was increase in percentage of attendance from 17 to 53 and pass percent from 38% to 71% The programme also received the CAPAM Award for Innovation in Governance.

Block Task Force in District Gadchiroli by Shri Vijay Chandrakant Rathod, CEO-Zila Parishad, Gadchiroli, Maharashtra

Lack of convergence, lack of coordination, low efficiency, inefficient administrative processes, limited collective responsibility are the issues currently facing governance in Gadchiroli District. To overcome these, all Taluk level officials were made members of the Block Task Force. Tahsildar as Chairman, BDO as Vice-Chairman, CDPO, Block Health officer, Block Agricultural Officer, Block Veterinary Officer, Block Education Officer as members. There were mandatory field works to identify various problems and the issues were presented in the review meeting. Block Task Force was entrusted with responsibilities of identification of bottlenecks in implementation of policies, need identification, convergence of schemes possible to be identified. Its major positive outputs were achieved in case of Institutional delivery, Nutrition month, and successful implementation of Gram Swaraj Abhiyan, Mission Indradhanush, PMJDY, Soubhagya programmes.



Narmada Transformation Corps (NTC) by Shri Jignesh Tanna, Superintendent, Prohibition & Excise, Gujarat

The Narmada Transformation Corps was created for effective outreach and awareness campaign of schemes at village and block levels. An initiative of Narmada District Collectorate, the tagline ‘Hajavana Narmada, Lekharya Narmada’ means ‘Narmada Be Healthy, Narmada Be Literate’.

Narmada is a tribal area and the challenge before the administration was to connect the remotest talukas. A single window platform was started called NTC to make the young people of district aware of the programmes of government. All the youth registered from five taluks of the district. The committees were formed and meetings were convened. Communication is a major hurdle when it comes to development. With the help of NTC, information was disseminated to the young people regarding various schemes of the government. Youth energy was used in a constructive way and they were also engaged in various dialogues.

Government to Youth (G2Y) Communication was enabled to gain confidence of the youth community especially the educated who had become disillusioned with the way government is working. It is aimed at convergence of youth energy and facilitating their meaningful engagement in development. Poshan Vainin, Sangini Project (Health involvement of NTC Vols), Shiksha Santi Project (Education sector), Skill development by hospitality training to local youth for promoting eco-tourism; apprentice mela for job exposure; Bank Mitras for coverage of shadow area panchayats for financial inclusion are the various interventions taken in this regard. The NTC were used to communicate with the people in local dialect.



Its new direction is of a NTC Youth Audit instead of social audit. Rather than a medium of Dialogue, District Administration plans to leverage NTC as a platform for Youth Audit. A Rating system and Feedback mechanism is being devised to engage NTC youth more actively.

SESSION III – PRESENTATIONS ON TRANSFORMATION OF ASPIRATIONAL DISTRICTS

Transforming Aspirational Districts by Shri Rama Kamaraju, Senior Consultant, NITI Aayog

A lot of work has been carried out in the ground level, to transform backward districts. Weights were assigned based on several data including nutritional, educational, etc. 117 districts from 28 states were selected and consultations with Chief Secretary were held and their views were taken into account. Heterogeneity is distributed across the country thus even in the advanced state there are pockets which lag behind.

This programme identifies such pockets and helps to achieve better outputs.

The features of the Programme are:

Convergence of schemes: Inter-Departmental coordination is a major issue in our governance; MNREGA is a case in point.

Collaboration: This is first programme where there is collaboration both vertically and horizontally.

Competition among districts: The data is updated periodically and the same is used by the District Magistrates which help in evidence-based review mechanisms. There are 49 indicators across various sectors. There are 81 data points in total. Not all are monthly indicators - some are yearly. Some data is obtained from ministries, and from self-reported data. 13 indicators have been validated by survey teams.



Mass movement/community involvement-: The programme runs on Public Private Partnership (PPP) model. In addition to the bureaucracy, NGOs, agencies and foundations are also partners.

Voices of change: Videos have a lasting impact on the social media and they reach millions of people.

Regular Reviews: Regular reviews by Hon'ble PM, Interactions with DMs/DCs on State visits, Review with CMs in Governing Council Meeting of NITI, Cabinet Secretary Reviews, Regular Empowered Committee Meetings, Meeting of Prabhari Officers, CEO, NITI Video-Conference with DMs/DCs.

Interventions: 1) Primer- Compilation of the indicators and the steps to be taken to achieve the desired outputs/ outcomes. 2) Booklet for training on Aspirational districts was developed. Specific actions in Health, Nutrition, education, skill development, financial inclusion, power, agriculture sectors were initiated by respective ministries.

What is further required is (i) Convergence at block level – health, *Swachhta* and nutrition needs improvement (ii) State Prabhari officers network need further activation (iii) Vacancies in Health, education and Agriculture extension worker, especially at block level needs to be filled up (iv) Using Aspirational district template, ranking and rewarding of block level functionaries should be done. (v) Posting dynamic collectors with fixed tenure of 3 years to ensure consistent and comprehensive action.

Aspirational District Wayanad – Impact by Shri Ajaykumar AR, Collector, Wayanad

Since there is a large population of tribals, health is a weak sector in the district. There is a lack of co-ordination between Health Department and Integrated Child Development Services (ICDS) workers. Workshops have been conducted and positive change was witnessed. Wayanad is the only district selected from Kerala among the 117 Aspirational Districts in India.

Major issues to be addressed are:

- Agriculture & Water Resources: Soil Health Card Targets need to be revised based on the 1.5 lakh actual farmer population in the district.
- Basic Infrastructure: PMAY guidelines need revision based on the latest socio economic survey and in consonance with state housing schemes.
- Skill Development: One Government ITI and two polytechnics and a engineering college function in the district. There is a need to expand corporate Social Responsibility to have more technical training institutions and additional batches in the existing institutions. Initiatives for tapping CSR Funds for skill development are on wheels.

As part of the State Missions, various activities have been taken up. Aardram, Health Mission aims at the transformation of State's public health system into patient-friendly and delivers equitable, affordable and quality care to public. *Hairtha Keralam* Mission, by making use of linkages, tries to enhance water availability, production of organic manure, 'safe-to-eat agricultural' produces, reduce pollution and enhanced environmental security.

State follows Overflow Waste Management approach by managing waste at Households, Institutions, Community and Centralized levels. There is a target of zero waste. Green Protocol is in place in all 1369 offices in the district. As a part of this initiative, Wayanad has started



collection of non-biodegradable waste from houses and institutions, arranged material Collection facility centre in all local bodies, two plastic shredding units are functioning in two block panchayats viz. Sulthan Bathery and Kalpetta, initiated a campaign “Waste Free Wayanad” to promote eco- friendly tourism and disposed 636 tonne waste as part of the post flood cleaning.

Project 2nd innings by Vijay Kharadi District Collector, Dahod, Gujarat

Project 2nd Innings was introduced to increase the learning outcomes in education sector. Retired teachers were integrated. So that repository of knowledge and experience of retired teachers could be used. More than 560 retired teachers are now available to teach lower grades. Activity based learning has been enabled.



After a Needs Assessment Study, the following objectives were set: Improved learning outcomes, decreased number of lower grade schools, improved attendance of migratory student, use of wide experience of teaching, improved quality of education.

Significant outcomes have been achieved. There is an improvement observed in learning outcome, progress was observed in weaker children, overall impact was significantly higher among students taught by retired teachers. Progress of students is significantly positive in reading, writing and mathematics.

Panel Discussion on Aspirational Districts Moderator: Shri V. Srinivas

Panelists: Shri Rama Kamaraju and Collectors/
Representatives of Aspirational Districts

The major points discussed in the Panel Discussion are as follows:

- There is a paradigm shift in governance. Earlier land was the major issue. Today there is no mention about land, and the focus has shifted to health, education, financial inclusion, etc.
- Collaboration of departments has improved.
- Collectors have become more of managers who have to manage the meagre resources and issues such as connectivity, internet, etc. None of the banks want to open their branches in remote areas since banks do not find benefits there and there are issues of connectivity. People have to walk for upto 45 minutes to reach the market. Electricity is not available.
- Due to the programme, more partners are there to support the district administration such as UNICEF, Piramal, etc.
- Convergence is the weakest point. There are vacancies which are filled by outsourcing those jobs. The staff does not want to work in areas where there are not many facilities. Sensitisation has been made among the officials and now the officials are aware of their duties and roles.
- No fund for aspiration districts as such. Creation of DM's fund would be helpful. NITI Aayog should channelize the CSR funds to address development gaps in the aspirational districts.



- Capacity building, greater stakeholder integration are the key areas which have to be concentrated.



DAY 2

SESSION IV–PRESENTATIONS ON PM/ NCEG/ CAPAM Awarded Initiatives

Padhe Dantwada – Likhe Dandewada by **Shri Pranith Simha**, Bachpan Banao, NGO Partner, District Dantewada, Chattisgarh

Padhe Dantewada - Likhe Dantewada is an initiative to enhance the educational outcomes of students. Mobile app based student tracking system. Only yearly data of classes 10 and 12 was available but this data was not sufficient to come up with any intervention during the academic year. This initiative constantly measures the learning outcomes, tracks and designs necessary interventions. It measures, tracks, monitors the individual learning and healthcare needs of 885 schools, 2493 teachers and 38,499 students.



Initially the targets were simple- children should read and write properly, there should not be any malnourished children. The baseline data was collected by the teachers themselves. Teachers divided children into 4 groups and had to update the data on the mobile application. Haemoglobin count test was also conducted and height and weight was measured and updated. The data was analyzed and reviewed. Review of performance at cluster level is done in meetings with district collectors. After every assessment the data is analyzed and solutions are discussed in the cluster meetings.

Challenges in the programme arise from students being first generation learners, differences between mother tongue (Gondi and Halbi) and medium of instruction, poor mobile network, current mode of paper based documentation and hesitation of teachers to shift to a more transparent system.

The programme came up with materials in the local language for class 1 and 2. Books were prepared for teachers to support them with Gondi and Halbi. Collector conducts Sarpanch meeting after cluster meeting and reviews the situation. In the monthly Teacher Union Meetings, the data is shared to people's representatives also which empowers them. Way forward lies in shifting from remedial measures to learning outcomes, Community engagement, School accreditation, distribution of financial incentives after every assessment (4 months). No additional resources are required to sustain this project as Mobile app and portal are in place.

Unified Agriculture Markets by Shri Manoj Rajan, Secretary, Market Reforms and Cooperative Department, Karnataka

What Karnataka did in the market and its results for the past 4-5 years was detailed by the speaker. 20,000 farmers came with produce and 2 lakh people bid for it. There was a regulation on the notified commodities so as to safeguard the producer. Even though entire Karnataka has same rules and regulations, the local markets decide the prices in each market. Thus there is a variation in prices. Transparency was low and hence information asymmetry could be observed. The inefficiency of proper financial institutions has a negative effect on the price.



Reforms were thus undertaken in information dissemination, market integration, e-Permits, single unified license using electronic platform. Online payments, MIS Reports were enabled for better efficiency. Price discovery, post-auction process, assaying, warehouse based sales; commodity funding are the market operations under Unified Market Platform. Enhanced transparency, increased competition, simplified market processes, better prize realization are the initial indicators of market reforms.

SAMRAKSHANE by **Shri Shakeel Ahmed**, Project Director, HRMS and **Shri Samartharam N.R.**, Technical Director, NIC, Centre for e-Governance, Government of Karnataka



Samrakshane is an end-to-end workflow based e-Governance solution for management of Crop Insurance scheme. The stakeholders are banks, insurance companies. Web app and Mobile App have been enabled for the various stages of enrolment, crop verification, crop cutting experiment, integration with crop survey, claims calculation and settlement.

The user base of the Work-flow based App includes 9000+ banks, 4000+Agticulture Cooperative Societies, 5000+Common Services Counters, 700+ Raita Sampark Kendras (RSK). Samrakshane also has additional features to know the configurable district wise crop wise cutoff date, list of farmers not enrolled and a provision to check status without login. An intimation of localized risk and post-harvest losses based on One Time Password (OTP) system has also been enabled.

The deficiencies identified in Samrakshane are:

- Sometimes crop information is not available.
- At times, even if crop data is available, there is no assurance that the data has been recorded by Village Accountant by visiting the farmers' field. This means that people

can enrol under the crop insurance without growing any crop, by growing some other crop, for extent of area in excess of what is grown.

- Samrakshane has to still depend on Department of Economics and Statistics for sown area data.

There are efforts being undertaken to handle the deficiencies. “Insured Crop Verification” App was developed and used. This makes available in real time insured farmers data. It captures land coordinates and facilitates capturing of crop photo and reasons if the crop is different from the insured one.

Crop Survey is a unique exercise to survey all plots and record crops grown. It was tried on pilot during Kharif 2017. Private residents’ viz., local educated youths were engaged for crop surveys. Crop details were collected through mobile app with Global Positioning System (GPS) photos. Land location was validated through Bhoomi and using GPS maps upto Survey numbers. The data is matched plot by plot with insured plot as in Samrakshane. If crop matches then proposal would be continued. If otherwise, proposal is rejected.

SESSION V – PRESENTATIONS ON CITIZEN-CENTRIC SERVICES

Advantages accrued from Root Cause Analysis of Grievances and Way Forward suggested for States by Ms. Apoorva Prakash Project Manager, Quality Council of India

The speaker detailed the various projects undertaken by QCI for DAR&PG, the methodology employed for the study and the reforms that were undertaken post the study. Grievance study was done for Top 20 grievance receiving Ministries/ Departments by QCI. Similar grievance study was undertaken for the Next 20 grievance receiving Ministries/ Departments. 100+ reforms were recommended post studying identified areas of concern. The modus followed by DARPG is first to read these grievances, categorize the grievances and find the causes of the issues (Root Cause Analysis). Figure out the areas of concerns. Discussion is found as the best solution as most of them know the causes. PMU was set up for the top 20 grievance receiving Ministries/ Departments in order to monitor the implementation of reforms. A dashboard was developed in order to monitor grievances and implementation of the reforms undertaken.



A Citizen Charter project was also undertaken. The project was done on a pilot basis for MEA and CBDT to study the existing Charters and suggesting improvements including addition of services. The study also delved into the processes undertaken in rendering the services and suggested reforms for improvement of processes.

Based on the learning from the projects undertaken in the past, DARPG identifies the improvement of grievance redress of States as the next obvious step. DAR&PG's expertise in the field of public grievance redress systems across Central Ministries/Departments will come handy in improving States' existing systems. States could set up a Dashboard for real-time grievance monitoring and speedy action when processes are found wanting. The dashboard can

help monitor the implementation of reforms across Departments/Divisions in the State vis-à-vis the Dashboard.

Samadhan Ek Din and CM Helpline by Shri B. Chandrashekhar, Executive Director, State Agency for Public Services and Secretary to CM, Madhya Pradesh

The Government of Madhya Pradesh (GoMP) is committed to ensure and improve the rights-based entitlements of the citizens of state. In order to guarantee, enrich and develop effective service delivery systems the state in year 2010 enacted the “The Public Service Delivery Guarantee Act’ (PSGA). GoMP is first state in India to enact the PSGA 2010 in the country with a vision of Good Governance in the state. The PGSA mandates the selected departments to re-engineer their business processes so that the public services notified and delivered under the Act can be delivered within a stipulated time period. 47 departments, 452 notified services.



Transparency, Timelines and accountability were the major features of the Act. Approach and Methodology is as follows:

Stage 1 - Identification of services through citizen surveys, feasibility study and consultations with line departments

Stage 2 – Government process reengineering by public consultation and brainstorming sessions with department

Stage 3 – Service Design – formulation of GO, User acceptance test, development of IT System, Pilot testing and complete roll out

Stage 4 – Monitoring and Evaluation, Performance Report, Data Analysis and Feedback mechanism

Tatkal – Same day Service Delivery was also initiated. 35 services are being provided in this. Implemented through Lok Seva Kendras, Designated officers have been appointed at LSKs on roster basis and administrative and technical processes have been changed to suit the new system.

United NATIONS Public Service Award 2nd prize, Skotch Merit of Order 2013, State IT Award for excellence in Government, Gems of Digital India e-District are the key achievements/ recognitions received for the initiatives.

Way forward includes both short-term and long-term suggestions. Short-term suggestions are to increase services under 1-day Samadhan, multi-language option, social media integration, integration with MP Citizen Database, and Ground Piercing Radar (GPR) of application forms and procedures. Long-term suggestions are enhancement of feedback mechanism, on premise service delivery using hand-held devices, and single data repository formation.

CM Helpline 181 is another initiative undertaken. It is an integrated citizen facilitation service under State Agency of Public Services from July 2018. It has a four level escalation mechanism – Block, District, Division, and State. Samadhan Online is also monitored by CM. Acknowledgement on Complaint Movements and complaint closure on citizen Consent, random complaints review and action mechanism by Chief Minister, calling to 5 citizens every day for their Complaints status and feedback by Chief Minister, Grading based review mechanism for Districts and Departments are the different aspects of the citizen facilitation service. Due to availability of huge database of grievances CM Helpline has played a significant role in Business Process Reengineering for key issues in the state.

Efficient Waste Management in Goa by Shri Ganesh Kandaswamy *Director, Solid Waste Processing Plant, Department of Science and Technology, Goa*

Urban India is now the world's third-largest garbage generator. More than 350000 tonnes of Garbage is generated every day. This would cover a city like Panaji to the height of 3 meters in 1 year. The tourists in Goa generate lot of waste. Day-by-day the garbage dumps are increasing. In Saligao, 70,000 Tons of existing dumped waste was remediated & cleared and land was recovered.



Key aspects of the waste management system are:

- 100% treatment of the mixed garbage done under enclosed shed with proper ventilation and lighting
- Manual sorting station with ventilation and lighting System
- Biomethanation process in anaerobic process with gas holder
- fully automatic PLC/Scada based operation from a Central Control room
- Ventilation and bio-filters ensure odor generation is minimized and safely disposed
- 100% of the mixed waste is segregated into wet and dry fraction using Organic Extrusion Press technology
- Minimum human contact with incoming waste by providing proper equipment's
- Acoustic treatment is provided for gas engine rooms, centrifugal fans etc.
- Proper storage area provided for recyclables and compost to ensure adequate response time in case of failures.
- Treated waste to generate useful products like recyclables, electricity, compost, RDF

Promotion of Digital Payments in Daman by Smt. Charmie Parekh, *SDM, Daman*

After demonetization, the opportunity was used to teach the people of Daman to go cashless and do online transactions. Daman has seen the transformation from cash dependent society to less cash society in last two years and is rapidly moving towards becoming a Cashl

ess Society

Basic strategies adopted:



- 1) Initiation of Awareness of Digital Payments, Training of Master Trainers. Around 1000 people were trained
- 2) Mass awareness campaigns about how to do the transactions, SMS were sent, used the social media platform.
- 3) Targeting specific sectors and groups- Focused on specific groups such as wholesalers, it helped them to keep a track on the transactions and the black money.
- 4) Tapping the industries - Huge migrant workforce, thus the administrator held meetings with industries and ensured that the payments to the workers were done only through digital transactions and that the workers have bank accounts and debit cards. It helped to ensure timely payment of salaries to the workers. Workers could also make use of online transactions.
- 5) Launch of Mega Cashless Campaign - In December there was mega cashless campaign. Around 150 teams were trained and they went to households and at least one person from a household was trained to use online transaction.
- 6) Reaching the Masses – Door to Door Campaign. Financial and digital literacy camps are carried out in grassroots level so as to check the return.

Results in different areas were highlighted at the end of the presentation.

VALEDICTORY SESSION

Address by Shri V. Srinivas (*Additional Secretary, DAR&PG*)



We have reached the valedictory session of the 2 day Regional Conference on Good Governance with Focus on Aspirational Districts.

In his inaugural address H.E. the Governor of Kerala, a distinguished Jurist, a former Chief Justice of India and currently holding an Executive position, stressed on the key elements of Good Governance as strong supervision, interaction with stakeholders and capacity building. He further mentioned his years as a law officer in the State of Tamil Nadu in trying to improve public grievances and justice delivery systems. The moral tone with a universal dimension marked his speech.

The speech by Shri Vijayanand a former Chief Secretary of Kerala and former Secretary Panchayati Raj focused on the importance of rules based governance. He maintained that devolutions to Local Self Government in Kerala were strictly based on formula based devolution, which withstood the test of time. The Chief Minister of Kerala also supported the formula based devolution and strengthened it. The foundations of good governance are based in rules based governance.

The speech by Prof R. Vasudevan, Dean, Thiagarajar College of Engineering, Madurai University highlighted the potential for innovation in India. The use of plastic for road construction has increased longevity and reduced road maintenance costs. Tamil Nadu has adopted the laboratory model for replication in certain parts of road construction in the State. Wider dissemination will perhaps happen in the coming years.

The speech by Prof R. Jaya Anand on Citizen Satisfaction of Public Distribution System in Kerala was interesting. So many innovations have been carried out in the implementation of PDS food grains. The National Food Security Act provides several guarantees to citizens for affordable food grains. Kerala experience represents a successful implementation story resulting in high levels of citizen satisfaction.

The NITI Aayog presentation by Shri Rama Kamaraju focused on the issues of convergence, collaboration and competition. The enhanced monitoring of Aspirational districts and the benefits from such close monitoring are visible as several districts have enhanced their standings significantly.

We also heard presentations from 6 of the 112 Aspirational Districts on the reforms pursued in Health, Education, Housing and Financial Inclusion. The presentations by District Collectors of Dahod, Nandurbar, Ribhoi, Waynad, Narmada and Gadchiroli highlighted the challenges being faced by the District Collectors in terms of severe staff shortages and creating workable teams to address the challenges.

The presentations by the PM's Civil Service Excellence Awardees highlighted that success can be achieved in the face of severe odds. The success stories of Unnayan Banka, Padhe Dantewada, Unified Agriculture Markets, Project Samrakshane, Promotion of Digital Payments and Solid Waste Management Practices were very impressive. They reflect the intense commitment, the dedication, discipline and determination of the officials to pursue excellence. Please join me in giving a big hand to these achievers.

The presentations of Citizen Centric Governance made by the Quality Council of India and the Madhya Pradesh Government represented the importance of citizen centric governance. We also recognize the importance for updation of citizen charters in Government. As a follow-up measure the DARPG would convene inter-ministerial meetings on e-office adoption and citizen charter updation as also review the satisfaction levels in grievance redressal.

The Cultural Evening was well attended and well received. The performances were exhilarating. We thank Secretary DARPG for his leadership role in making the conference and the organizers for their immense support.

Jai Hind.

Address by Shri K.V. Eapen (Secretary, DAR&PG, Government of India)



Shri Srinivas, Additional Secretary, Prof. Ram Mohan and Participants.

As I stand here today at the end of what was about one and half days of a very intensive presentations and discussions. I have an overall feeling of satisfaction but it is likely tempered with some aspects where I feel that we can, perhaps, do some improvements. As I mentioned in my remarks yesterday, this is the 31st such Regional Conference that we had. We have been having these Conferences regularly since 2006 and we tried to hold these conferences in different parts of the country so that the focus lies in that part of the country.

Now, since we organized this in Kerala at Trivandrum, our natural assumption was that the State of Kerala would also take the occasion and the opportunity to focus on various such developments and I am sure there are hundreds and hundreds of them which have happened in the State of Kerala which is generally ranked high on all governance indicators including private rankings, but unfortunately we had only one presentation and that too from the Secretary(Retired), Panchayati Raj, Government of India, who has a larger perspective. Of course, it was focused on Kerala and we, of course, had a presentation of a study on the Public Distribution System. So I mentioned this not as much as a criticism as much as the fact that we look at these conferences as exercises in which, good practices are replicated across the

country and when we came here obviously we thought, the State is a pioneer in low cost housing, a State where total literacy was first achieved, a State where two private sector Airports, public-private partnership Airports have started, a State where electricity reaches every household of the population, a State where tourism has been a great success. All these initiatives show that there was scope for perhaps, some element of presentation from the State government but for whatever reasons that was not there.

Let me tell you, you know very often I have seen from my vantage point in Delhi as well as working in other parts, though I hail from this State that there are States in this country where something to the extent of one may have been achieved but it is promoted as 10 or 20. But this is a State where 120 may have been achieved but it is promoted as minus 10. So there is an element of perhaps a little bit of downplaying of things in this State and it may be a good thing, it may be a bad thing but I, personally, am a little disappointed by the fact that we couldn't hear more about the initiatives from Kerala.

Regarding the participation, I am so happy that so many States have come including people who have travelled from long distances, all the way from Meghalaya, Jammu & Kashmir, Daman to take part in this Conference. We would also like to have a similar participation from the Government of Kerala; not from the IMG, for IMG has participated, but from the Government of Kerala too. Because we can all learn from each other. At the end of the day, what was presented by Goa on Waste Disposal and Management is a crying example of what can be done right here in Shankumugham where I walked in the last two days and really I had to struggle to walk there and also in other parts of the State. So these are little things that we can learn from each other, we can do things and we can really replicate in many ways the good things.

What is done in Madhya Pradesh, for example, as Secretary from MP Government has presented is something where Government of India can draw from, because our grievances disposal system is not as sophisticated as the one in Madhya Pradesh. It is much better in Madhya Pradesh. So these are some things that we all can learn from each other. We have just to approach everything with an element of humility and with the attitude that things can improve and we are all in the same area to work together to improve conditions so that the people benefit. So I just wanted to flag few of these things. We will continue to have these conferences in future. We will focus on other areas of the country and I request all of you to participate in the same enthusiasm and same level as we have done today.

I was particularly so pleased like Shri Srinivas said that some of our award winners, both national as well as the international level, have participated. I am so happy that Karnataka has showcased two of its wonderful initiatives, from so called developed State from which other states can learn and these are some of the areas that I think we need to focus. May be the next time rather than having it in a very general way, perhaps, we can think of a theme and build our entire Conference around a particular theme. May be Public Grievances, for example could be one theme so that overriding theme of all the sessions could be on that. Of course we can still give opportunity to other to come and participate and also for our award winners to participate but, perhaps, some sort of reforms we need to do also in the conduct of these Conferences.

At the end, I would of course, first of all would like to convey my appreciation to the Government of Kerala, particularly to IMG, Shri Jayakumar, Dr. Ram Mohan as well as the entire team of IMG. Each of them has made a lot of effort, I know, they have worked hard in putting all this together. It is not easy. Today is a *Bandh* day. I know what Kerala *Bandhs* are all about. But you have all worked inspite of all these problems and you have put up a very good show and you have showcased the best that you can do under these circumstances and I thank you all for doing that. I also thank my colleagues from DARPG who all worked hard in putting all this together. Of course, Srinivas is there, Sihwag as well as all the other people who are present here. They are all to be thanked because they actually planned this in very much in advance and tried to put up together. And of course, I ultimately must thank each and every one, particularly those who have come from outside for your presence and you have contributed well and we would I think at the end of the day go back with satisfaction that it was a good conference. Thank you very much.

Vote of Thanks by Dr. Ram Mohan R (*Professor, IMG Thiruvananthapuram*)

Dr. Ram Mohan acknowledged and thanked DAR&PG officials who guided the conduct of the conference. The speakers and delegates were thanked for their active involvement during the two days. The Director IMG, supporting team and the associated IMG staff were thanked for their efforts.





Group Photographs of Delegates with Senior Officers



GOVERNMENT OF INDIA
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC
GRIEVANCES