



IIPA Lucknow Local Branch E- news letter , 15th August 2022 issue.

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Dear Friends,

It gives me great honor to bring this first e news letter of IIPA Lucknow Local Branch before you. The Local branch has been recently set up so that more members can participate in the activities of IIPA. A large number of Life members are located in the state capital, and this local branch will be the ideal platform for activities and discussions of common interest Let me make it clear, it is not as though only those members can participate in the activities of this Local Branch. All are welcome to participate and contribute to this sharing platform.

This issue contains two major contributions. First, an article by Sri

Book choice by

By Sri V. K Channa

1. Portrait of Power
by N.K.Singh
- 2. In the Heat of the
Night by John Ball**
3. When the Harvests
are Blue, by
Mahesh Buch
4. An India
Reimagined by
Mahesh Buch
5. A Deep Natural
History of The
Indian Sub
continent by Pranay
Lal.

R. C. Bhargava, on the role of the IAS in Governance. and another article by Sri Vinod Sharma on the Presidents Retreat at Dehradun.

Reader enjoy , reading. Please do put up with some non-intentional mistakes in spellings of names, year of recruitment etc.

Editor.

6. Rules. A Short History of what we live By. –Lorain Sanders.

7. Songs of the Forest—Ruskin Bond.

Many of you have published books.

So, do tell us about them. Now, it is so easy to buy a book , written by a service colleague. All that you have to tell us is the title, The publisher, and I am quite sure, Amazon has it on its shelves.

Why you should write your story.

While in service, you must have felt that you did so much for the government and the country, but people around you did not have much time to listen to you, as they had their own stories to tell. So now is the time, to write and publish. IIPA Lucknow Local Branch e News Letter is one platform, may be not so powerful, but gets you a readership of more than 300 readers at least count. So , dear member, go ahead and write your story.

Reading is easier, too, in the new Reading view. You can collapse parts of the document and focus on the text you want.

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MANAGING FOR DEVELOPMENT

By R. C. Bhargava IAS R

The acceleration of manufacturing growth, as a means of generating more employment and creating national wealth has been a priority program of the government since it came to power eight years ago. Since then, a large number of reforms have been made. Extremely important and far-reaching laws have been enacted. A plethora of obsolete laws have been repealed. Increasing ease of doing business is a continuing program. A scheme like the PLI is attracting large investments. For the first time in seventy years, the government has openly expressed its trust in the private sector and is relying on it to create a fast growing and competitive manufacturing industry in India. The global environment is favorable for investments coming to India in a big way. What more can be done to ensure high and sustainable manufacturing growth?

I believe the main weak link now is the capabilities of the civil services, and particularly of the Indian Administrative Service, to facilitate and accelerate industrial development. I venture to make this statement on the basis of the 23 years I worked in the IAS, then two years in BHEL and finally for the last 40 years in Maruti Udyog Limited -now Maruti Suzuki India Limited. MUL was first a PSU, then a joint venture between the government of India and Suzuki of Japan and since 2003 has been a listed subsidiary of Suzuki. That MUL has become a globally competitive and highly successful manufacturing enterprise is well known. During my career I have had a near 360-degree view of industrial policy making and implementation. I have seen government working very closely. I also have a good understanding of why Japan became such a powerful economy with highly competitive

manufacturing capabilities. Perhaps the most important insight that I have acquired is the critical role of human resources in the success or failure of any institution. If employees are well trained, acquire the necessary skills and expertise are kept motivated and do work for which they have the skills they will produce good results. The capabilities of employees can be further enhanced by strong team working. To a large extent the IAS is responsible for framing policies and implementing projects that will lead to faster industrialization and economic growth. It therefore, has to be equipped to do this task in an excellent manner.

The IAS is the successor of the ICS, a service that was created essentially to help the British govern India. The role of government was then largely limited to maintaining law and order and ICS officers were trained for this purpose. The scope of work of the government changed enormously after Independence with economic and social development of the country becoming a major additional responsibility. The expertise needed in this area was very different, especially because the government opted for centralized planning, with the implementation of programs and projects also to be done by the central and state governments. The central government decided that the industrialization of the country would happen mainly through central public sector enterprises. All important and strategic industrial sectors were reserved for the government. The government also decided that it would build and operate the bulk of infrastructure, provide education and health care and promote rural and agricultural development in addition to the normal responsibilities of maintaining law and order, defense, external relations and financial management. The private sector was given a very limited role. As far as the development of the nation was concerned the responsibility of the elected political leadership has always been providing the vision and ideology, and monitoring performance. The task of the permanent civil service has been to give advice to the leadership on the development of strategies for realising that vision and the goals set, and to devise the implementation systems and the required laws, rules and regulations for this purpose. The recruitment, training,

motivation and management of the human resources for carrying out the development tasks of the government is also the responsibility of the civil service. Thus, if the development goals of the nation can be compared to corporate targets, the political leadership can be seen as the Board of Directors of the nation and the civil service as the management.

When planned economic development started it was the ICS officers who were the leaders of the civil services and had to discharge all the new additional responsibilities. While these officers were selected by a very rigorous process and were extremely capable, they had no experience, knowledge or training for work relating to economic and social development. They did have access to the advice of economists, who at that time were also not particularly knowledgeable on how development should take place in a densely populated but poor nation. To an extent, because our development model was based on the USSR model, the experience of that nation was available and was used. In respect of industrial policies, the system deliberately planned to prevent any competition either in the public or the private sectors. While there was a theoretical justification for this strategy, it was not understood that in its absence inefficiencies would be created and that there would be no pressure on undertakings to improve quality or productivity. Managements of companies would tend to become complacent as there would be no threat to their existence and they would be able to sell whatever they produced as the consumer would have no choice. That is exactly what happened, and consumers and the nation were the losers.

It was not understood that unless enterprises made adequate profits, resources would not become available for proper maintenance, modernisation, expansion of capacities and funding technology development. Profit making became a somewhat dirty word. Public enterprises did not have any target for making profits. They had to often rely on tax revenues for their survival. Without reasonable profits internal resource generation was low and there was no way in which public enterprises could invest in establishing competitive

manufacturing and self-sustaining growth financed from their own surpluses. Employment and wealth creation did not take place to the extent required and consequently tax revenues grew slowly. Both industrial development and infrastructure growth were the sufferers. Even now there are some civil servants who decry those who generate large surpluses. The real criterion should be how the surpluses are used, rather than how much is generated.

Infrastructure development projects were frequently characterised by delays and cost over runs. When completed, few projects could reach full capacity in a reasonable period of time. Maintenance levels were poor, and like industrial projects, the infrastructure sector also suffered due to lack of resources. The entire economy was adversely affected as a result. One of the reasons why foreign manufacturing investments avoided India was the inadequacies of the infrastructure sector. Projects were often delayed because of the rules and procedures for implementation and the audit system. Even senior officers did not seem to understand the value of time and how costly delays were for the whole economy. Procedures became more important than results. Almost everyone was distrusted, and bona fide mistakes were penalised. Any exercise of initiative was fraught with risk. Little improvement has taken place in these areas over decades. Surely if the civil services had a better understanding of development administration they could have educated and convinced the political leadership to approve the required changes in the rules and procedures.

IAS officers had gradually taken over the top position in the Ministries as ICS officers retired. The students who join the IAS are amongst the top 15% of those who graduate in India. Their intellectual capacity is equal to or better than that of graduates in any part of the world. They are mostly highly motivated and keen to work. I believe those joining the private sector are in no way superior to them. I have learnt over the years that educational qualifications, or intellectual brilliance of a person at the time of starting work, does not mean that the person will automatically excel in his or her career and add maximum value

to the nation. The ability to learn throughout one's life, the nature and quality of training received, clarity on the work that one has to do, the extent to which a person remains motivated and the work environment including rules and regulations are far more important. Let me give an example from Maruti. Workers in India were never required or expected to play any role in improving quality and productivity. However, based on the Japanese experience, we wanted to bring a change and seek the help of workers in making continuous improvements in the production and other areas. We devoted a great deal of time and resources in educating them on how they could analyse problems and make workable suggestions. Policies to motivate them were introduced. The results were excellent and over the last twenty odd years hundreds of thousands of suggestions are implemented and about Rs.300 crores saved every year as a result. Investments made in training and motivation have paid off handsomely. The same results have been obtained in our vendor development programme, where Maruti has spent a lot of time in helping vendors upgrade their systems of work. If the IAS officers have not met the expectations in the area of development administration, the reasons lie not in the quality of persons recruited to the service, but in the way the cadre has been managed. Good raw material has not been utilized to anywhere near its potential.

Till 1991 there was almost total reliance on the public sector to industrialise India. The results were far below what the country expected. This was not surprising, considering the laws and system created for these enterprises. Thereafter, the private sector was freed from most of the shackles holding it down. However, growth rates of manufacturing did not change much. India remained a very difficult country in which to do business, thanks to a multitude of obsolete and unnecessary laws and complicated procedures and regulations. Cost of compliance was very high. Few in policy making positions understood the importance of competitiveness or what factors were making manufacturing uncompetitive in India. Private industry, and profit making, continued to be distrusted. There was no willingness to take steps that would promote competitiveness of

private industry at any level of the entire governmental system or make it easier to do business. Those concerned with policies and their implementation unfortunately did not know how to do better.

From 2014 the political leadership directed changes that would lead to faster manufacturing growth. A multitude of reforms have been made, laws changed, and new laws enacted and the importance of the private sector in leading manufacturing has been strongly emphasised. Manufacturing growth has not accelerated as should have happened. To an extent the Covid pandemic and external factors are to blame. However, it is also true that the skills and capabilities of the 'management' have not been upgraded as required. The knowledge and expertise of those concerned with industrial policy making and its implementation are largely unchanged. Generalists continue to advise Ministers on areas that require special knowledge and skills. Most of the interaction of industrialists is with officials in the State Government and there the understanding of development is largely unchanged. The changes that have happened since 2014 have been driven from the top and have not emanated from the 'management'.

The Department of Personnel, headed by an IAS officer has been responsible for the management of the IAS cadre. The officers posted to this department are drawn from those available for central deputation. Attempts at giving specialised skills and training to officers have been made but have often been negated by the way the further career of such persons has been managed. The Department of Personnel is not staffed by officers who have been trained to acquire the specialised knowledge required for developing human resources to their full potential. If the officers posted in this department are also generalists, it is difficult to get better results. Good private sector companies staff the HR department with specialists and allocate substantial resources for the development of human resources, as they understand that the quality of performance of a company essentially depends on the quality of the people in the company. Specialists are used to test aptitudes and evaluate people for selection

for higher responsibilities. Career and succession planning are key functions and are periodically reviewed at the Board level. It would be unrealistic to assume that good results can be produced in the numerous areas of development by assuming that any IAS officer is capable of handling any job. Like successful private companies, the Personnel Department needs to be manned by people who are trained for the job and who then ensure that the posts in different areas of development are manned by people adequately trained and having expertise for that work. The State governments have to follow a similar practice.

It is also necessary to recognize that in our system of parliamentary democracy Ministers need advice on various matters other than the subject they are handling. It is often argued that specialists would be handicapped in this aspect. Managing work relating to the Parliament, dealing with political aspects of policy making, knowing the provisions of the Constitution and relevant laws etc. would not be areas where pure specialists could be expected to perform adequately. Lateral entries as being now implemented may provide a partial answer but is unlikely to be adequate. This initiative needs to be supplemented by equipping IAS and other officers to perform professionally in development areas. That is a challenge for the department of Personnel.

One option is that during the first 8-10 years after joining the IAS the incumbents work as at present. This gives excellent training in areas such as people management, dealing with politicians, taking quick decisions, handling crisis situations and understanding ground conditions that have a bearing on the implementability of programmes. At this stage, the career planning branch of the Department of Personnel, in conjunction with its counterpart in the States, should identify officers for specialisation in different areas. Their further training and postings should be consistent with their area of specialisation. The promotion system should not come in the way of this and could be amended to meet the requirements of career planning. The progress of each officer should be monitored, and

corrections made in the career plan as required. All senior posts in government cannot be left only to IAS officers. Even at present officers from different services work at senior levels in the Ministry. It is suggested that after about 10-12 years of service a selection of a specific number of persons should be made from each of the eligible services. This selection should be made by the Department of Personnel, using outside specialists as required. The selected persons should then be given have their careers planned for higher posts in Ministries as for IAS officers.

While the above suggestions relate to policy making aspects of government, the area of implementation also needs to be addressed. The ability to implement projects on time and within cost, while maintaining the quality of the work done, needs to be significantly improved. Time and cost over runs have resulted in huge losses to the economy. Those who make policies should be concerned about their effective implementation. The execution of projects is a critical part of many policies and if there are issues that lead to delays or shortfalls, the policy makers should identify the root causes and apply correctives. Most of us are aware that government officers are generally more concerned about ensuring that the procedures are correctly followed, and the paperwork is perfect rather than making sure that the outcomes are what was intended. To a very large extent the rules and procedures, based on distrust and giving importance to procedure are responsible for this situation. While ensuring that tax money is not wasted, and corruption is prevented, the money spent should also yield positive economic value addition. This has often not happened, and unfortunately senior officers have not been effective in applying correctives. Laws and rules are means to an end, and if the end is not being achieved changes are required. Employees should be encouraged to show initiative and suggest improvements. Bona fide mistakes should become a source of learning and improvement. Officers responsible for these areas need to have the knowledge and expertise to do their jobs effectively.

The presidential elections prompted ¹o²ne of our very active members in the WhatsApp Group to tell us about a Presidential retreat in Dehradun. And here is an article about it. Bravo Vinod, keep it up.

THE 'PRESIDENT ASHIANA' AT DEHRA DUN - By Vinod Sharma, IAS (Retd.)

The President Estate at Rajpur Road is one of the prime properties of Dehra Dun. The Britishers established the 'Governor General's Guards' in 1880 or so, renamed as 'President's Bodyguards' after independence. The 'President's Bodyguards' is the senior most regiment in the order of precedence of 'units' of the Indian Army. The first and foremost role of the PBG, as is commonly known, is to escort and protect the President of India, basically, in ceremonial functions, which is why the regiment is stationed in the 'Rashtrapati Bhawan', Delhi. The regiment, in fact, is the successor of the Governor General's Bodyguards of the British Raj. Dehra Dun, the city of 'green hedges and grey hair' has the privilege to have big, sprawling and palatial President's Bodyguard Estate at the busy and posh Rajpur Road, with commanding gates and big trees, encircling the whole area. The 'Estate' is one of the few surviving heritage structures of the colonial era. As the history goes, this estate was developed in an exclusive green area, for the well-trained horses of the then 'Governor General's Guards' in the 1880s.

The estate is spread over approx. 237 areas of land (as per the revenue records of the Tahsil sadar of District Dehra Dun). As a matter of fact, this regiment first established its summer camp in 1838, for summering of horses and remounts. Later on, a Commandant's Bungalow was built here. Initially, the estate had a Bungalow, some staff quarters and arms rooms. In 1975-76, the estate was perhaps upgraded and renamed as 'Rashtrapati Ashiana' and designated as the President's 'Summer Retreat', for the then President of India Dr. Fakhruddin Ali Ahmad, as an alternative to 'Shimla Retreat'. However, as some say, years of disuse relegated it to oblivion, so much so, that it does not find mention in the Rashtapati

Bhawan website alongside two other retreats of President - 'Rashtrapati Nilayam' in Hyderabad and 'The Retreat Building' in Meshobra, Shimla. In 1985, the then President of India Giani Zail Singh came to Dehra Dun on a seven day's visit. As the

President inaugurated 'Rashtrapati Ashiana' of Dehradun

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President Pranab Mukherjee inaugurated the renovated 'Rashtrapati Ashiana' of Rajpur Road, Dehradun Today, After planting a Rudrakasha sapling in the Ashiana premises, the President took a stroll in its new lawns. After that the Governor of Uttarakhand K.K. Paul hosted a dinner for the President in night. Pranab Mukherjee is scheduled to leave, with family, for the [Kedarnath](#) shrine on an Indian Air Force chopper on Wednesday.

(Central Building Research Institute), Roorkee.

story goes, the President's House conveyed that the President desires to stay at the 'Ashiana'. The then District authorities, conveyed that the premises was not befitting for the stay of the President. The President did come to Dehra Dun and stayed in the Circuit House (Now the Raj Bhawan). During his stay, he visited 'Ashiana' and, desired the estate to be renovated and modernized. It was upgraded accordingly. In the year 1998, the then President Mr. K.R. Narayanan stayed in the estate for two days. In July 2017, Mr. Pranab Mukherjee became the second President of India to stay in the 'Ashiana'. PAGE 2 THE PRESIDENT ASHIANA The 'Ashiana' was renovated as per the advice and supervision of the expert agency, the CBRI

The CBRI conducted a detailed site survey in 2015, and suggested provisions of retrofitting, including earthquake resistant features. Accordingly, the retrofitting has been done by providing horizontal and vertical seismic bonds. To give a befitting look, appropriate landscaping has been done with new lawns, planting of hedges and ornamental plants. Flowering trees and shrubs were also plants to bring aesthetics as well as greenery. President Mr. Pranab Mukherjee, during his stay, commented on the grandeur of the architecture and lauded the efforts of the government in conserving this estate. The president, as part of the renovation and addition, inaugurated twelve low cost dwelling units constructed to accommodate officers and staff of Rashrapati Bhawan during Presidential visits to the retreat of 'Ashiana'. These dwelling units have been constructed using the Habitech – Nivara Tantra – onsite Sanitation Integrated Community Housing Technology Innovations developed at the Asian Institute of Technology (AIT). The Technology Innovations comprise unique blocks known as 'Compacted Intermeshing' blocks which are made of local soil. The production of these blocks is on site and is an entirely green process. These blocks have novel cavities for horizontal and vertical reinforcement using steel bars which results in eliminating use of the conventional beams, columns and concrete lintel. These cavities also enable natural air curtain against temperature, noise pollution and water penetration. These units are disaster resilient, sustainable and cost effective. The 'President Ashiana', Dehra Dun is a heritage property, and needs to be preserved.

A note by the Editor

Dear friends, kindly ignore the imperfections in the design of this news letter. It is full of defects and errors, but one thing is sure, it is self designed and going to improve in future.

Kks.

How we are going to increase the readership?

Well, we have a list of about 700 members of IIPA , Who show their residence in UP, including Sri Yashwant Sinha , who ran for the post of President of India ,

recently. Unfortunately, the list we got, contains only office or residential addresses and names and Membership numbers, but no mobile or email addresses. So the challenge is to get in touch with such members and get their email addresses. We request other members to help us in this task. We have already sent about fifty letters and received some responses.

India@2047: Strategic Foresight As An Invaluable Tool

Abstract: This paper suggests two macro-level innovations for future-proofing governance systems to actualize Vision India@2047 through : a) Use of AI/ Big Data based Strategic Foresight to visualize alternate futures up to 2047, choose our preferred future, and develop effective strategies through back casting for achieving that future; and b) Introduction of Agile Processes for fast and flexible decision-making/ implementation, along with transformational changes in systems' capabilities and operations.

Introduction

India@2047 is a visionary initiative for making India a “future-ready” country, to become one of world’s top three economies by 2047(100 years of independence), making best facilities available both in villages and cities. The elements being discussed include i) agriculture, infrastructure, industry, technology, governance as some key areas, ii) partnership with private sector, developing 3-4 global champions in every sector, iii) developing institutions, research centres, think tanks, futuristic skills etc., and iv) re-engineering government processes. Every Indian citizen, institution and entity, including leaders in government and industry, has to be passionately/ effectively involved in designing & implementation the strategy for actualizing this transformational Vision.

The fundamental challenge is: how to plan for 25 years in a world changing at a dizzying pace? How to navigate through the meta changes due to climate crisis, geopolitics/ geoeconomics, nationalism, demographic developments, stress on social fabric etc? How to handle the huge opportunities and potential threats unveiled by exponential technologies, and their impact? How to create a resilient, dynamically flexible implementation system, to respond effectively to

fast-changing/ unforeseen situations? In brief, how to design and operate systems for an increasingly VUCA world and a foggy future?

Strategic Foresight

“Strategic Foresight “is a growing evidence-based discipline, which equips us to see the possible, plausible futures and understand the most probable future, through use of Foresight tools and technologies like AI and Big Data. In the process we get exposed to the transformative impact of exponential technologies, and what that means for governments, regulators and industry. We develop insights into the desirable governance policies, regulatory architectures and business strategies. The multiplicity of possible futures is a strong fundamental principle of Strategic Foresight, giving one the choice of creating one’s own future, piercing the foggy future using technology. In words of **Leo Yip, Head Civil Service, Singapore**, who have been using Strategic Foresight since 2009: -

“Foresight helps us to see what the possible states of future are. Futures thinking helps us to understand how these states might unfold, and consequently how we ought to challenge our biases, blind spots and mind-sets. We then need to systematically translate these insights into strategies and policies, to take the necessary steps now to be prepared for the future.” ([Foresight 2021 \(8MB\)](#))

The Futures Cone in Figure 1 explains the various kinds of futures. Foresight techniques like Horizon Scanning are used for 360-degree scanning of all possible relevant factors, trends etc., with special focus on identifying ‘weak signals’ and their implications. Once all possible future scenarios are developed, with insights into the key drivers of change, the policy makers can choose their preferred future, and develop effective strategies through back casting (coming back from the future). It is worth noting that those who believe in the “projected future” (extrapolation of past into the future, or “business as usual” future) are doomed, for disruption is the one thing certain about the future.

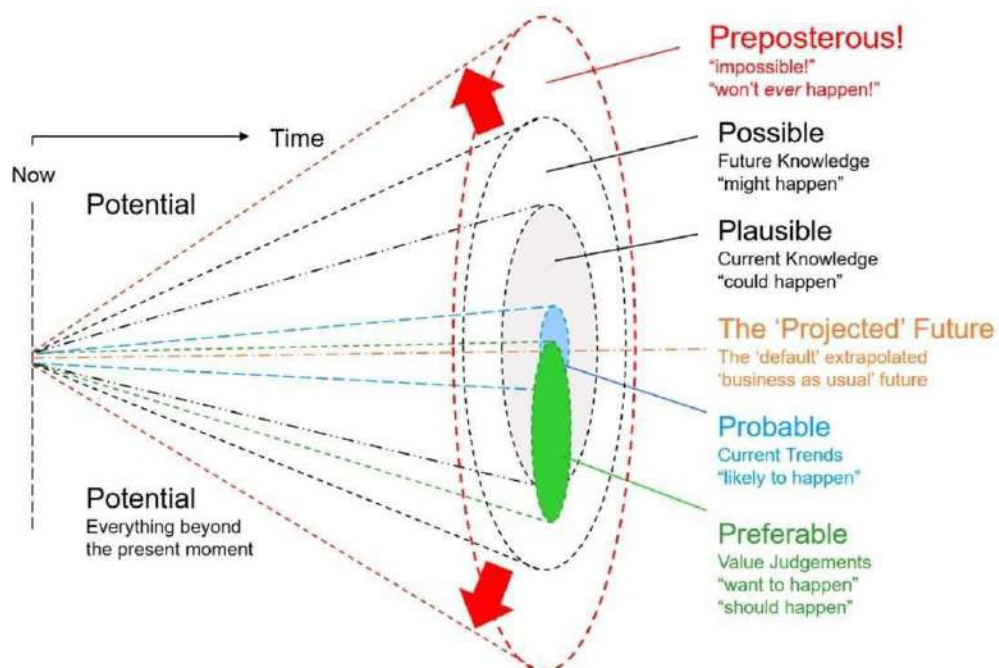


FIGURE 1: The Futures Cone

“Strategic Foresight” is a growing evidence-based discipline, which equips us to see the possible, plausible futures and understand the most probable future, through use of Foresight tools and technologies like AI and Big Data. In the process we get exposed to the transformative impact of exponential technologies, and what that means for governments, regulators and industry.

Time Machine for Seeing the Future?

Policies, by definition, are shaped around a

credible medium/ long-term perspective of the emerging/ future challenges, threats, opportunities and aspirations. Foresight is a powerful tool to help see/ visit the possible futures, almost as if you are traveling in a time-machine. Following offer a glimpse of the futures envisaged by some of the world's leading futurists:

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i) Futurist Anton Musgrave - The World in 2029:

" It is 2029. it's an amazing world, exciting different, challenging, disruptive, many, many new opportunities, and many industries really struggling other new exciting innovative players really grab the new opportunities of this world..... This is a world with the human beings ubiquitously and seamlessly connected to one another, all 9 billion on the planet, through built-in wearable devices, through the portable handheld smart computing devices, or even implants in the body This is a world where these connected individuals are also connected to every single object on this entire planet, and all of this real-life data information streaming at us, is allowing new solutions to mankind, solutions that address healthcare needs, education needs, energy and so forth. Healthcare advances allow us to look forward a life beyond 120 -130 years, Concept of retirement of our children and their children will all be forgotten Jobs as we knew them 15 years ago have almost disappeared; permanent, regular monthly salaries are an unknown feature.

ii) Historian Yuval Noah Harari - Will the Future be Human:

"We will learn how to engineer bodies, and brains and minds, these will be the main products of the economy of the 21st century, not textiles, and vehicles and weapons How exactly the future masters of the planet will look like, this will be decided by the people who own the data, those who control the data control the future, not just the humanity but future of life itself, because today the data is the most important asset in the world.... Data is replacing the machinery as the most important asset you can really summarise 150 years of biological research since Charles Darwin in three words 'Organisms or Algorithms', this is the biggest insight of the modern life sciences, that organisms are algorithms, that the virus, bananas or humans are just biological algorithms, and we are learning to decipher these algorithms if we are not careful it (algorithm) may give rise to digital dictatorship.

India@2030

The pace of change, ever-accelerating due to convergence of exponential technologies, however, make it difficult to visualize 2047 in one go. It might be better to take this up in two steps, starting with constructing India@2030 as the first step, and then building on that experience to visualize and actualize an aspirational India@2047.

This exercise may be initiated with developing insights into what the year 2030 would look like, in terms Foresight based visualization of i) World of 2030, ii) Technologies in 2030, iii) Life in 2030, and iv) different sectors in 2030. These would provide the context for building the necessary governmental institutions and organizations. The challenging institutions building exercise may draw on the current building blocks of i) SDGs 2030, ii) Industry 4.0, iii) Society 5.0, iv) National Policies etc.

Once all possible future scenarios are developed, with insights into the key drivers of change, the policy makers can choose their preferred future, and develop effective strategies through back casting (coming back from the future). It is worth noting that those who believe in the “projected future” (extrapolation of past into the future, or “business as usual “future) are doomed, for disruption is the one thing certain about the future.

Reimagining Organizations Through Process-Reforms

Ministries are already developing and implementing carefully crafted strategies for implementation of Vision India@2047. Extrapolating and deep diving into their insights, including the 8 key insights generated during the Vision India@2047 Plenary Session on the Civil Services Day, 2022, may provide the initial strategic guidance.

For example, insights relating to data driven administration, collaborative approach, benchmarking governance, scrapping redundant rules and digital governance may be clubbed under a major umbrella initiative for “**Process Reforms**”, including introduction of **Agile* Processes** in the Ministries. (* Agile methodology is a type of project management process, mainly used for software development, where demands and solutions evolve through the collaborative effort of self-organizing and cross-functional teams and their customers. It is a collection of principles that value adaptability and flexibility. Agile aims to provide better responsiveness to changing business needs and therefore focuses on enabling teams to deliver in workable increments. It’s tools can be suitably selected/ tailored for governmental processes e.g. “scrum” delivers through collaboration, accountability, and iterative progress, while “kanban” paints a picture of the workflow process, with an aim to identify any bottlenecks early on in the process, so that a higher quality product or service is delivered <https://zenkit.com/en/blog/agile-methodology-an-overview/>).

Other insights relating to enabling governance for making it citizen-centric, compounding patterns of growth, and evolving a well-structured and layered vision for next 25 years, may be operationalized by creating a matrix in terms of time lines on one axis (India@80, India@85, India@90, India@95, India@100), and major forces/ domains like economy, exponential technologies, climate change, demography, concerned Ministries’ specific domains etc on the other. This will give 5 yearly snapshots of India as a whole, and also of the domains of each Ministry, and provide the basis for strategic planning, as also analyzing performances.

It would be essential to factor in the impact of emerging technologies, as also the power they offer for seeing and creating our preferred future. For example, 3 D

Printing (Additive Manufacturing) will make huge number of present factories and manufacturing processes fully or partly redundant, significantly reduce the need for supply chains, transportation networks, warehouses etc, and threaten trillions of dollars of business in the manufacturing sector. Metaverse will create a whole new world for business (beginning with education, entertainment, travel, real estate etc), and disrupt number of existing businesses/ institutions. Agriculture and Food will be transformed with smart farming/ farmers, vertical farming, major shift in food habits including cultured meat etc.

Strategic Foresight, built into the agile processes, will help the concerned ministries in better understanding the drivers of change and forces impacting their operations, creating alternate future scenarios, and choosing their preferred future as per their India@2047 Vision. Back casting techniques will then be used to develop effective strategies for actualizing the Vision. This allows for desirable scenarios to be driven intentionally by stimulating the events that would make it the most probable future and curtail undesirable scenarios by tackling the components that would generate them. The strategies will include encouraging / supporting policies, technologies and factors which help achieve their India@2047 vision.

The initiatives to reimagine organizations will have to be rooted in a clear understanding of the disruptive changes organizations and Human Resources would be going through in the years to come. The current

drivers of change make this disruption inevitable. Even more importantly, governance in future would require organizations and processes very different in many ways, with emerging technologies intrinsically woven into the organizational design. Human Resources (HR) may be even more different, with the need to remove the word Human from HR, since a major part of these resources may comprise units with human-machine interface/ integration and robots. Organizational issues would, therefore, need a separate deep dive for futuristic analysis and reimagining. Any Ministry/ Department which plans on the basis of present organizational structures, processes and Human Resources will be acting against the fundamental purpose and premise of Vision India@2047 and is bound to fail in the medium-long term.

Organizational issues would, therefore, need a separate deep dive for futuristic analysis and reimagining. Any Ministry/ Department which plans on the basis of present organizational structures, processes and Human Resources will be acting against the fundamental purpose and premise of Vision India@2047 and is bound to fail in the medium-long term.

Possible Next Steps

At a broad level, we could start by inserting in existing systems a virtuous cycle to help develop necessary skills, comprising steps like scanning for weak signals, testing that assumptions are credible/ vulnerable, exploring how external change drivers are shaping the system, developing scenarios to explore how the problem and its context could evolve, testing strategies to ensure they are robust across a range of futures, and developing new effective approaches or strategies. This will give the concerned functionaries new systemic insights, including about emerging technologies and likely future scenarios. Agile process design and implementation will be an intrinsic part of the scenario planning/strategic foresight as part of iterations. Partnership with software industry and others, who have experience of using “Agile” effectively, would be valuable.

In the Agile cycle, population may be treated as the client, and concerned Ministry, other stakeholders and futurists/forecasters are part of the mix. We create a constant conversation between client/population and the executive stakeholders through systems (in India@2047, there is already a desire to create

a feedback loop from population to governance), using participatory futures techniques (Nesta: “Our Futures : by the people, for the people” [Our Futures](#)), when required. The initial feed may be the goals already decided and the outcomes of the Strategic Foresight exercises. Agile techniques may be used for implementation, with monthly milestones. At a macro level, the entire progress and process may be reviewed annually for corrective decisions and action, using Foresight and other tools.

Requisite expertise on Strategic Foresight may be harnessed through collaboration with Governments of UK, Canada and/ or Singapore, who have been using this as a policy tool for more than a decade. The following extract from “ The Futures Toolkit” ([Futures Toolkit](#)) by Govt Office of Science, Govt of UK is relevant in this context :-

“The Government Office for Science (GO-Science) ensures that government policies and decisions are informed by the best scientific evidence and strategic long-term thinking. The Futures Toolkit is a key resource that policy professionals can use to embed long term strategic thinking in the policy and strategy process.”

Conclusion

Vision India@2047 provides a historic opportunity to central and state governments for transforming India into the country of our dreams. A major initiative to sensitize policy makers and key governmental functionaries about the power and potential of Strategic Foresight, and related strategies for building requisite institutional/ organizational capabilities, would go a long way in helping actualization of the Vision.

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Government Initiatives to Improve Mental Health

Article by Invitation

In today's world, mental health has become a pressing issue for people everywhere, and India is no exception. As far as progress goes in the area of mental health, it seems to be moving at a snail's pace. "Without mental health, there can be no true physical health" was a statement given by Dr. Brock Chisholm, the first Director-General of the World Health Organization (WHO) in the year 1954. More than 60 years later, little has changed. Neuropsychiatric illnesses account for about 14% of the world's disease burden. Due to a lack of understanding of the connections between mental illness and other physical health problems, it is possible that the true extent of the burden of these conditions have been understated. Priority-setting based on health problem burden and addressing inequities in factors and treatments remain major issues.

Most low- and middle-income countries have made only modest strides in improving access to mental health care. Existing public-health priorities and their influence on funding; difficulties in providing mental health care in primary-care settings; a shortage of professionals with appropriate training; and a lack of a mental health perspective among public-health executives all serve as obstacles. Though there have been many pleas to muster the political will, strengthen advocacy, and galvanize community participation, these efforts have yielded only modest

improvements.

In India, mental illness is not a topic of open discussion. It's frowned upon to discuss it openly in many communities. Patients who are clinically depressed are stigmatized by the populace at large. In 2019 (before the epidemic took hold), 7.5% of the Indian population experienced mental problems, according to data from the World Health Organization (WHO)

One in six health problems in India is related to mental illness or instability. This translates to more than 13 billion people in India needing medical attention.

The percentage of people with mental health or drug addiction disorders worldwide that this equated to was close to 15%.

It was estimated that there were fewer than 4000 mental health practitioners in India.

Why should we care about mental health?

Neglected industry: Mental health care is often overlooked in Indian culture and elsewhere around the world. There are not enough medical experts to meet the needs of the local population.

Taboo: Patients who open up about their depression experience social stigma, when they are seen as crazy or confused. Their refusal to come out and accept their medical condition stems from the fear of being shunned by society if they do.

Physical impact: You may feel the effects of what's going on in your head on your body, and vice versa. The state of your mind might have repercussions on your physical health or the other way.

Treatment Shortage: The World Health Organization estimates that there are more than 13 million people in India who are experiencing mental health issues, but fewer than 4,000 medical professionals care for them. It's clear that there's a significant chasm between them.

Covid-19: The impact of the COVID 19 epidemic is evident in India and throughout the world. Because of this, thinking about mental health is essential.

Abuse: Patients with mental illness may face physical and social assault from society and this topic is often avoided.

Governmental Initiatives aimed at improving Mental Health

The government has implemented a number of initiatives to improve mental health, such as the National Mental Health Programme (NMHP) in 1982, the District Mental Health Programme (DMHP) in 1996, the National Mental Health Act in 1987, the Rights of Persons with Disabilities Act in 2016, and the Mental Health Care Act in 2017.

Some measures have been done to close the treatment gap caused by shortages in both the availability and the quality of mental health services, most notably in the area of human resources. ***The National Mental Health Program (NMHP)*** has made an effort in this direction by planning for mental health services to be integrated with general health services, particularly at the primary care level.

Under the National Mental Health Programme (NMHP), the ***District Mental Health Programme (DMHP)*** was established with the goals of decentralising mental health services and delivering mental health services at the community level by integrating mental health with the delivery of general healthcare. One of the first developing nations to implement this scheme was India. The following were the program's primary goals: To ensure that everyone has access to a minimal level of mental healthcare in the near future, with a focus on the most disadvantaged and vulnerable segments of society.

Encourage the integration of information about mental health with other fields of medicine and social development.

Encourage community involvement in the creation of mental health services and initiatives to promote community self-help.

According to NIMHANS data, more than 80% of Indians do not use healthcare facilities due to a variety of factors, including ignorance, stigma, and excessive costs. The actual issue could be more challenging, but progress has been made. The **National Tele-Mental Health Programme** in India was announced as part of the Union Budget 2022-2023, providing 24 hour, free telecounseling services. The authorised budget as of right now is roughly INR 932.13 crores, although this much falls short of forecasts made by mental health professionals.

The burden of mental illness might be dealt with the support of progressive government policies based on evidence-based approaches, an active media, a thriving educational system, a responsive industry, aggressive exploitation of newer technology, and inventive crowd-sourcing. As more people begin to pay attention to this crucial issue, there will be a greater need for collaboration between multiple parties to solve the myriad problems that must be tackled. Careful mapping and investigation must be done in order to acquire the high-quality data required to understand the scale of the problem. The next step is to use this information to craft a comprehensive strategy that is backed by a strong commitment from governments, solid scientific knowledge, and a citizen-led movement.

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Clinical Psychologist



Our plans of activity in future.

Webinars,

Seminars,

Essay competitions,

Physical gathering of limited number of members.

Publishing current relevant news

Organize trainings,

Guide students of Public Administration.

Suggestions by members are welcome. Do send more articles, so we do not have to leave blank pages like the one below.

Starting a Journal , to be published six monthly, on governance and related topics. It will be research material, to help governments and Students, scholars on Public administration.

HAPPY INDEPENDANCE DAY , FROM TEAM LOCAL BRANCH.



