



# Role of Civil Servants in Governance

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# Independence Movement

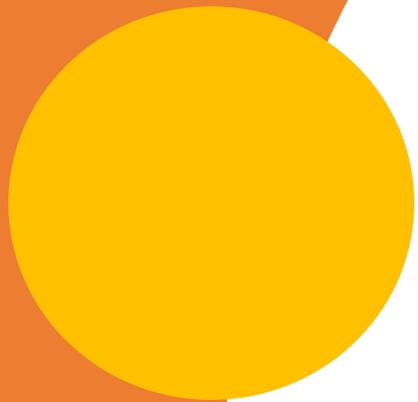
- History tells us about three types of invaders having impact on our governance; First, who attacked, plundered and went back to their native places; Second, those who stayed back and thus whatever they earned remained in India.
- The British belonged to the third category who stayed in India for two centuries but sent entire plunder back home.
- Misrule by foreigners was the genesis of the Indian independence movement;
- Twin objectives Swaraj (self rule) and Suraaj (good governance);
- After throwing off the British yoke in 1947, Swaraj had been secured. Work is in progress on Suraaj.





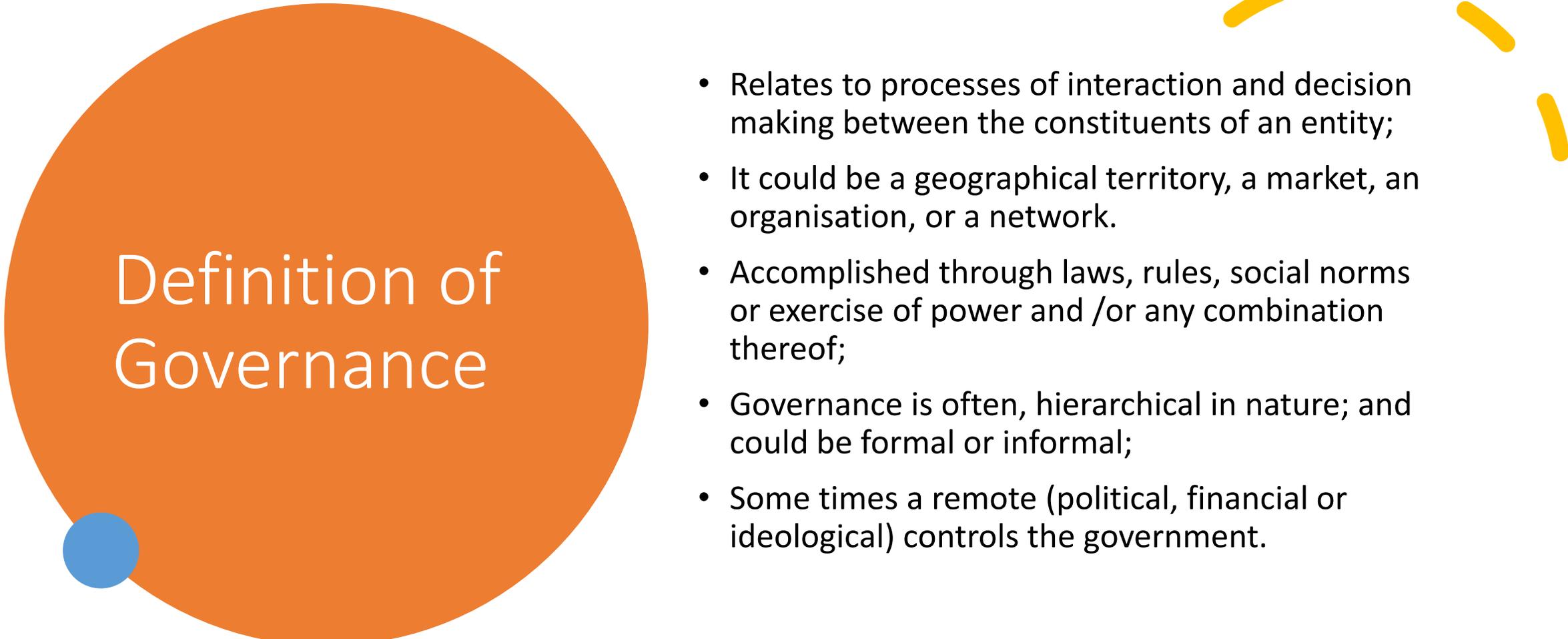
# Continuation of Administrative Ethos

- Lack of a comprehensive indigenous strategy of selecting and deploying public servants, developing our own institutions, and evolving people centric processes.
  - Several attempt made by stakeholders (both within and outside the government) with varying degrees of success to introduce elements of good governance.
  - Success stories failed to be propagated with a different protagonist (an individual or a group) or in a changed situation.
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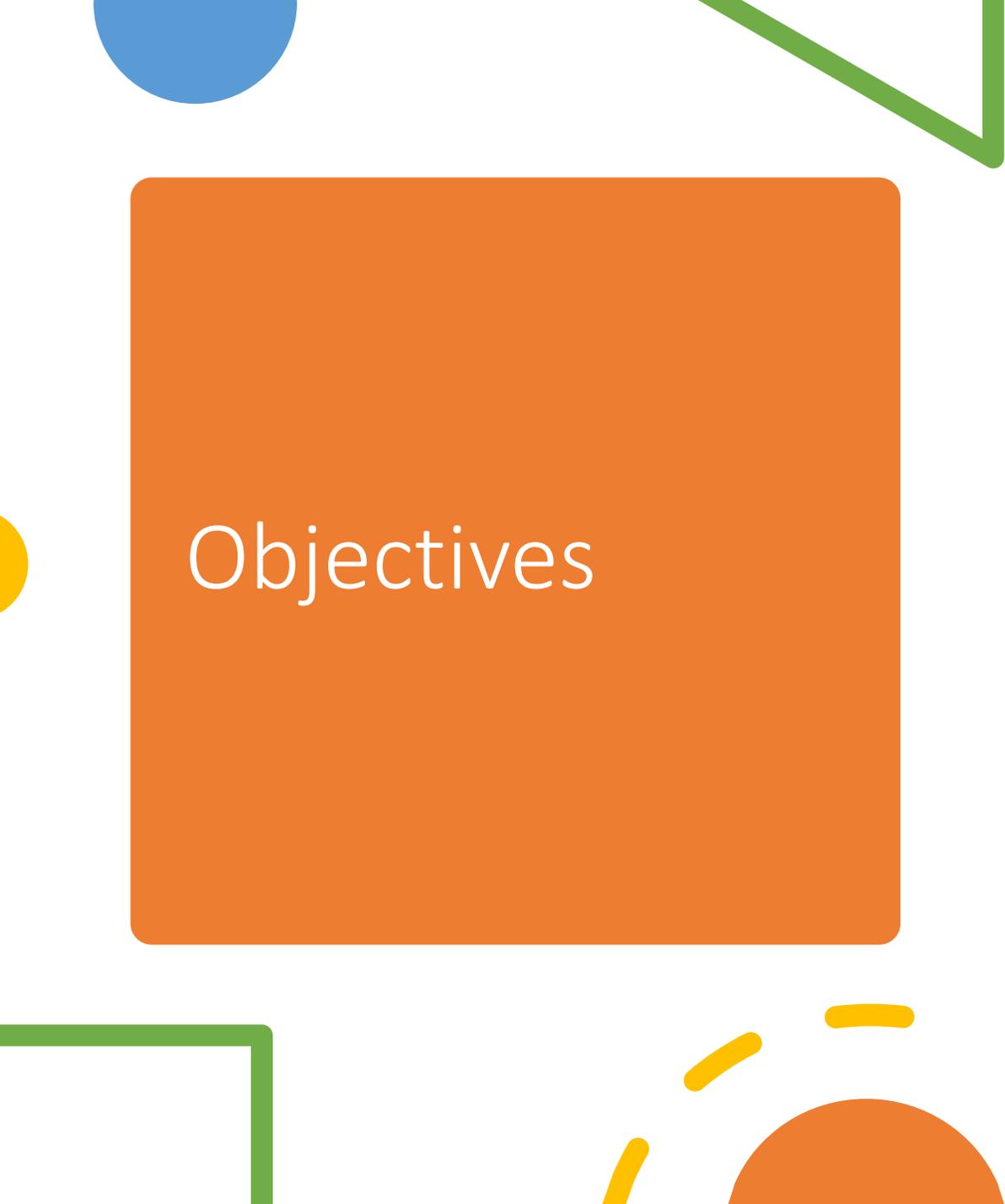
# Recapitulate Governance

Definition, purpose and nature etc



# Definition of Governance

- Relates to processes of interaction and decision making between the constituents of an entity;
- It could be a geographical territory, a market, an organisation, or a network.
- Accomplished through laws, rules, social norms or exercise of power and /or any combination thereof;
- Governance is often, hierarchical in nature; and could be formal or informal;
- Some times a remote (political, financial or ideological) controls the government.



# Objectives

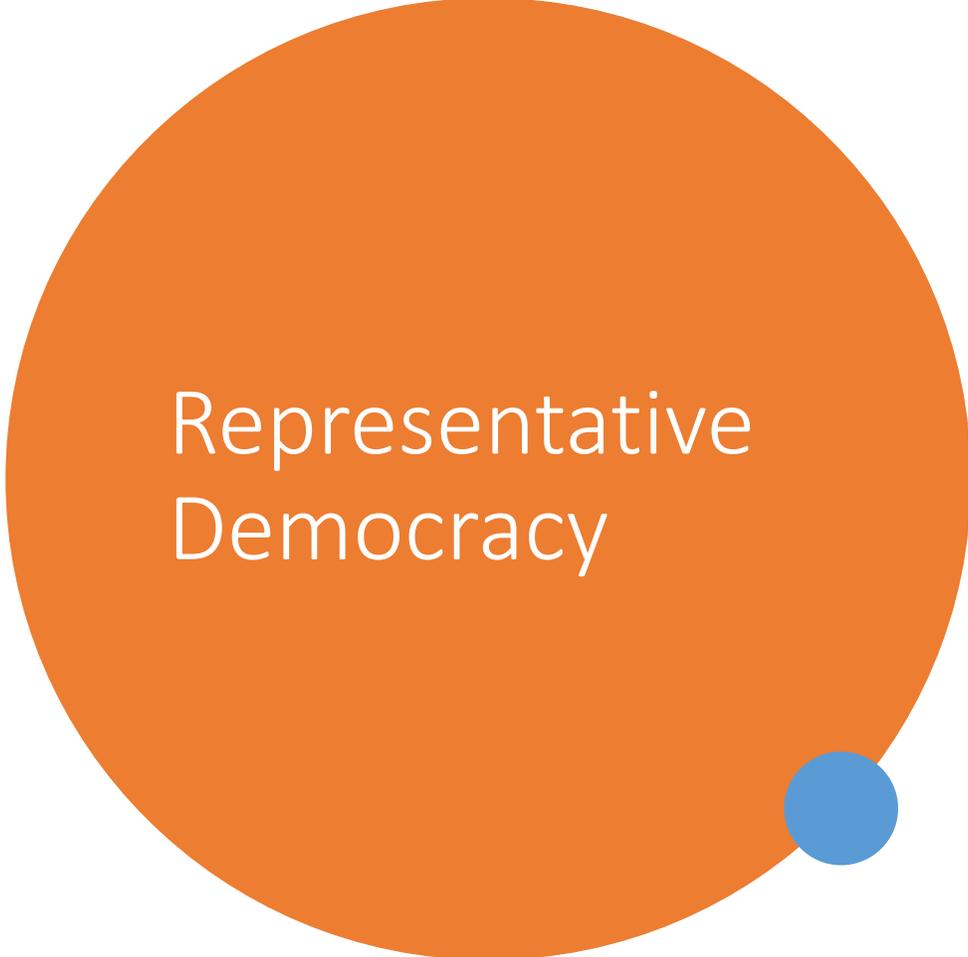
- To maximise the welfare of as many people as possible, with particular attention on the vulnerable sections of the society;
  - Government of the people is not enough, it has to be for the good of the people;
  - People's representatives decide what is good for them or people;
  - What needs to be done to dissuade the tendency of maximisation of the welfare of the ruling elites?
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# Governance Styles

- It can be run by a king or despot, or by a democratically elected leader;
  - Many kings imbibe democratic values, while some democratically elected leaders turn out to be autocratic;
  - Modern kings take questionable decisions with impunity without any fear of being questioned.
  - The system of checks and balances is sub-optimal
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- “Democracy is the worst system imaginable..... until one looks at the others.” Winston Churchill
  - Merits and demerits of 'parliamentary' versus 'presidential' form of democracy;
  - Quality of governance depends on the competence and character of individuals, reputation of institutions; and effectiveness of processes;
  - Multi party system often, sans inner party democracy;
  - Difficult to ensure that representatives exercise the will of people; and have a requisite connect with their constituents.

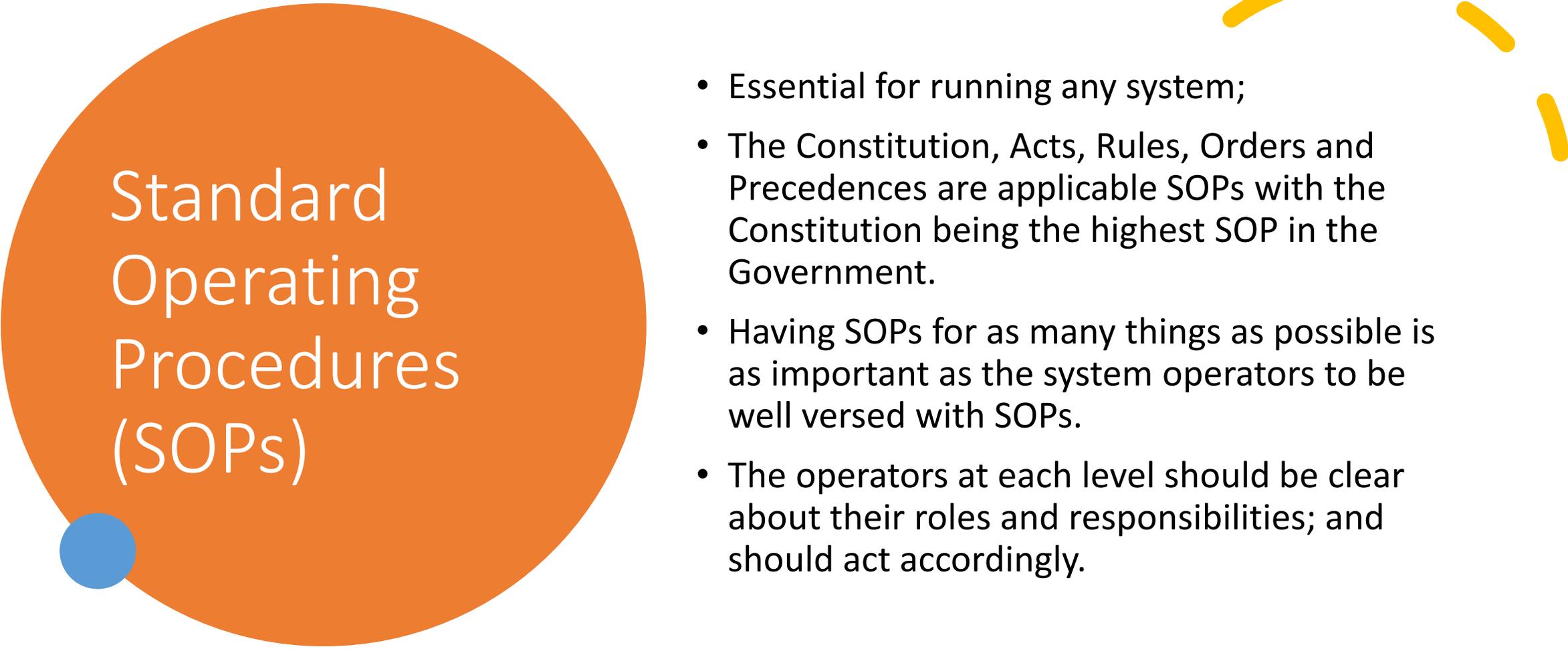


## Representative Democracy



# Single party versus Coalition Governments

- Regional parties give rise to the multi-party system; and it becomes difficult for any single party to get majority on its own.
- This leads to pre or post poll alliances for forming the government;
- Alliances with common minimum programmes are workable with a proper inter-party coordination mechanism;
- Ideologically contrary alliances are formed by the parties for the sake of gaining power; leads to poor quality governance.
- While a comfortable majority ensures a stable government, a brute majority makes it complacent and/ or autocratic one.
- A vigilant and strong opposition is equally important for a healthy democracy.



# Standard Operating Procedures (SOPs)

- Essential for running any system;
- The Constitution, Acts, Rules, Orders and Precedences are applicable SOPs with the Constitution being the highest SOP in the Government.
- Having SOPs for as many things as possible is as important as the system operators to be well versed with SOPs.
- The operators at each level should be clear about their roles and responsibilities; and should act accordingly.



## Three Pillars of the Government

- Executive, Judiciary and Legislature
  - Each wing needs to remain within its Laxman Rekha;
  - An independent commission should decide about clear cut demarcation of the roles and responsibilities.
  - Any infringement of turf should be rectified by the proposed Commission.
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# Components of Government

- Selected and elected individuals;
- An open, transparent and rule based selection process is better than the spoils system;
- Elected representative should be capable of winning the elections; no prior experience or qualification required.
- Need to have institutions providing a platform to present and aspiring public representatives cutting across the party affiliations to brush up and acquire skills on public affairs.





Governance=  
function  
(Individuals,  
Institutions and  
Processes)

- All three are not independent variables and mutually dependable on each other.
  - Competent individuals are attracted towards reputed institutions;
  - Good institutions with organisational creativity can even transform an ordinary individual into a value proposition.
  - Institutions often, survive longer and are more effective than individuals;
  - Incompetent individuals can even cause downfall of good institutions;
  - Processes should be robust and goal oriented.
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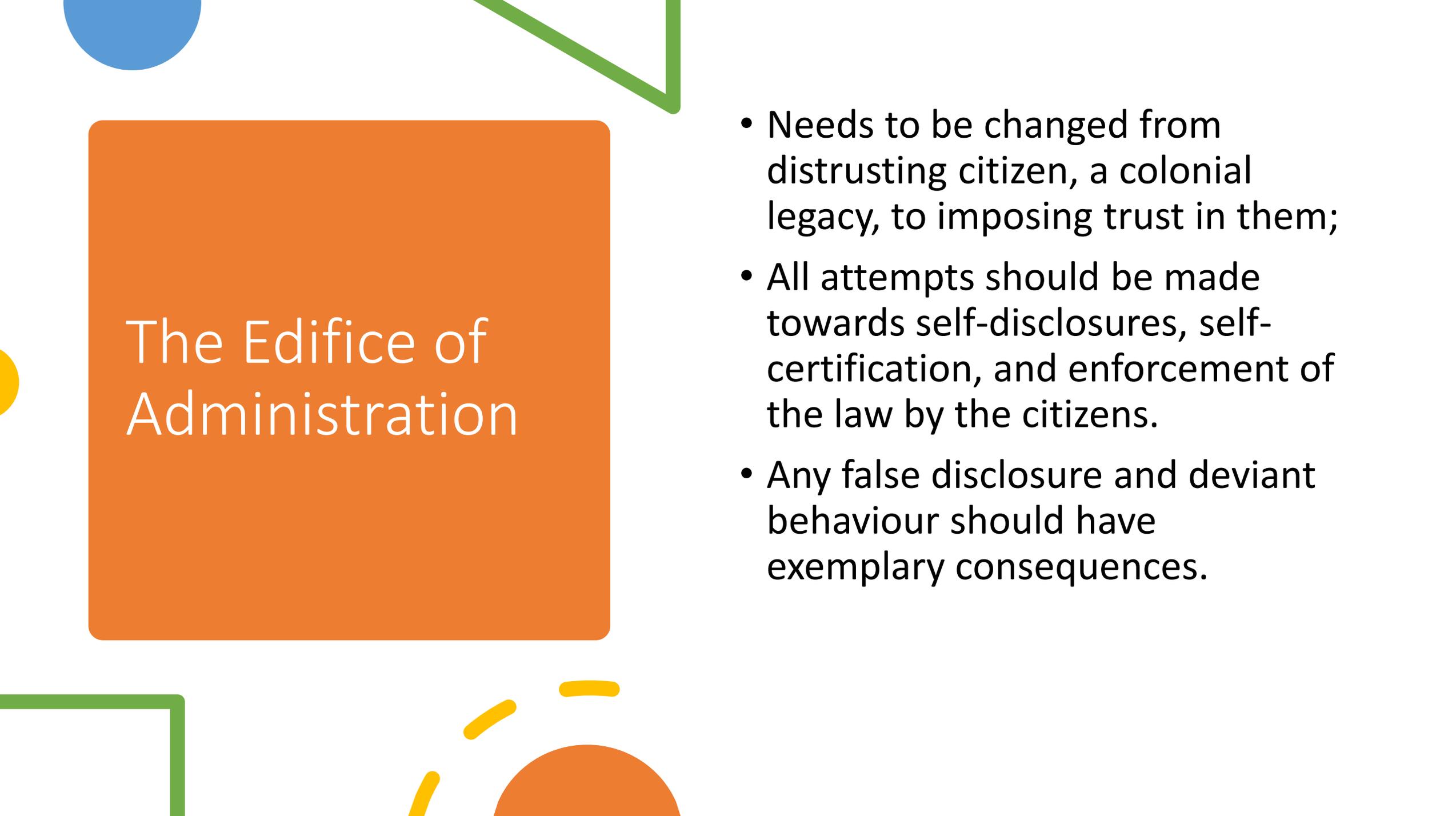
# Individuals, Institutions and Processes

- Processes should be robust, simple and goal oriented;
- Governance gets afflicted by ritualistic processes without keeping the purpose in view;
- Individuals behind the desk should be able to exercise discretion in times of exigencies and get it ratified later.
- Believe in individuals and have complete faith in them unless proved otherwise.
- Rule of law should prevail.



# Outcome based Governance

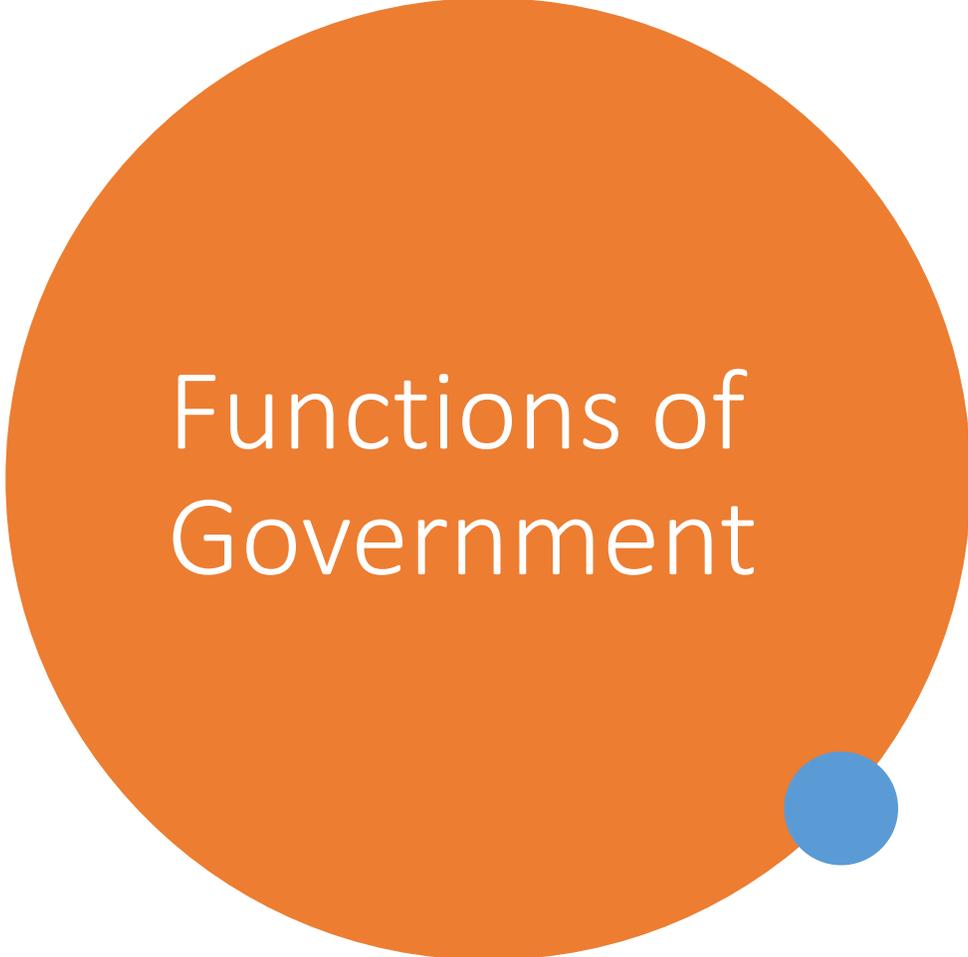
- Let us take the example of primary education. A simplified model considers schools as institutions, teachers and students as individuals, and teaching as a process. Input based governance talks about numbers and ratios of schools, students and teachers, whereas the outcome based system emphasises the level of proficiency in reading, writing and mathematical skills (the three R's) acquired by the number of students.
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# The Edifice of Administration

- Needs to be changed from distrusting citizen, a colonial legacy, to imposing trust in them;
- All attempts should be made towards self-disclosures, self-certification, and enforcement of the law by the citizens.
- Any false disclosure and deviant behaviour should have exemplary consequences.

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- Core – safety, security, freedoms as mentioned in the Constitution
  - Peripheral – sustainable development, pursuit of happiness, and preparing the people to face disruptions etc;
  - In a country like India, governance includes managing diversity, preventing bigotry and providing equal opportunities to all;
  - Paradigm shift in governance is providing 'ease of living' to citizens;
  - In people centric governance, people are the masters and entire government machinery is to serve the people.



# Functions of Government



# Next Steps

- Create an ecosystem to dismantle silos;
  - Encourage dialogue, negotiations, arbitration, mediation etc as a first step for dispute resolution;
  - Mechanism to recall under performing elected and selected public servants;
  - Will to uproot vested interests and perverted incentives;
  - All Legislation with sunset clause;
  - Improving the effectiveness of public expenditure;
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## Limitations of the Civil Servants

- Bound by the AIS or the Central Civil Services (Classification, Control and Appeal) Rules 1965 and various other conduct rules;
- Depending on the place in the packing order, Civil Servants by and large, do not have the complete picture;
- Far from perfect, departmental communications further make the picture hazy;
- With due respect, most of us have 'mai-baap' (ruler) attitude and arrogance;
- Remember making life of people easy in whatever way we can, should be our unfettered goal .

# Identify Pressure Points faced by Common Person

- Citizen should only indicate her requirement before the specific public service officer; all other formalities need to be completed by the concerned officer;
- Easier said than done. At least let us start thinking on those lines.
- Opening of PPF or Savings Account in the post office;
- Indeed, it will require some additional resources such as cameras and other equipment.
- Applying for a driving license- learner and regular
- Why do we keep limited validity?
- Onus remains on applicant/public. If we improve our services no politician will ever oppose.

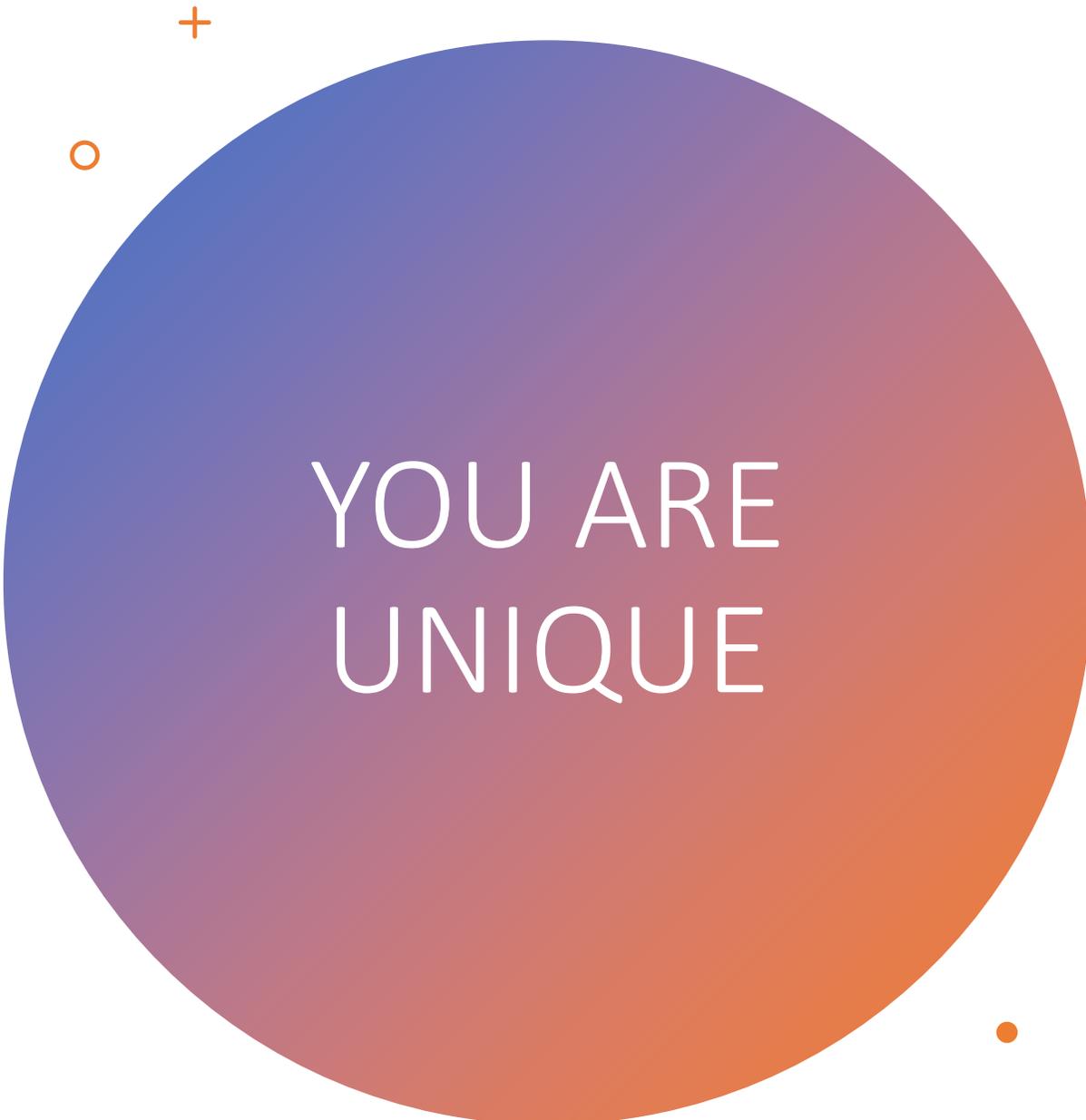
# EOL

- It is a continuous process with a focus on individuals,
- Democracy, demography and digital transformation provide full play;
- Change of mind set at all levels;
- Determination and accountability are the 'mool mantra'



## Democracy, Demography and Digital Transformation

- Fortunate to entering the public service in the era of digital transformation;
- Work within the democratic framework;
- Demography – plan the numbers for different groups, move towards individual and household requirements;
- Every habitation whether horizontal or vertical should be appropriately planned with required infrastructure.



YOU ARE  
UNIQUE

- Your journey is like no others;
  - You are going to charter your own course;
  - Your talents are unique to you;
  - Your empathy for common man can make a difference in ways others cannot;
  - You are going to be the brand ambassadors for the government and civil services;
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Thanks for kind attention

For any further details, please contact

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