

TweakBook

Governance Reforms



TweakBook : Governance Reforms

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DEBUGGING INDIA FOR MAXIMUM GOVERNANCE

As the government treads on the arduous task to make India a \$5 trillion-sized economy by the year 2024, regulatory and governance reforms become even more integral in this journey. While reforms may encompass a wide variety of institutional changes, legislative overhauls, or structural reconfigurations; it is often the minor tweaks and processes that result in huge improvements in the governance architecture. Big reforms are indeed more difficult to execute, while minor tweaks are easy. Without incurring an unbearable burden of a major overhaul, intelligently designed policy tweaks are often more efficiently achievable reforms. Introducing intelligent and precise tweaks (IPTs) to the executive branch can go a long way in improving governance.

With this philosophy in mind, this compendium ‘TweakBook for Governance Reforms’ focuses on celebrating ideas around IPTs to create immediately viable and actionable points for the government to usher reforms. A discourse on IPTs aims to shift the policy-making lens from arduous policy rethinking like steering committees, draft legislations, public consultations, public interest litigations or approvals in budget enhancement or other macro-level changes to focusing on minor nudges, process pilots, improvements in procedural day-to-day rules of the government, and strengthening executive communication. This compendium is a pioneering attempt to give due credit to the discourse of administrative law as opposed to sole reliance on constitutional doctrines or macroeconomic principle to enable reforms.

The compendium encloses ideas which require hardly any legislative or budgetary constraints, making IPTs as efficacious tools and solutions. These IPTs have been developed by individuals who have extensive experience within the executive branches of the country, thereby leveraging on the first-hand experience and understanding of the routine functions across ministries, departments, agencies, programs or schemes across sectors.

The compendium is divided into 5 sections which represent the 5 pillars of reforms: (i) Accountability, (ii) Transparency, (iii) Efficiency, (iv) Participation and (v) Inclusion.

Section 1: ‘Accountability’—focuses on building responsibility for actions and decisions affecting citizens.

Section 2: ‘Transparency’—demands openness of information, actions and decisions pertaining to public policy.

Section 3: ‘Efficiency’—recommends shifts and changes to improve and maximise government outputs.

Section 4: ‘Inclusion’—suggests enabling access to services and benefits to the peripheral groups.

Section 5: ‘Participation’—talks about collaboration of all stakeholders to achieve accountability, transparency, efficiency and inclusion.

The discussion is sector-agnostic and the solutions provided can be applied and scaled across diverse sectors including education, healthcare, land, science and technology, disaster management, transport, defence, and others. The IPTs place reliance on existing case-studies within or outside India where such solutions have been previously tested and succeeded. While such policy implants will require prior contextual understanding, the case studies can potentially act as valuable entry points to build a reference model, which can be customized and tailored to the needs of the relevant government department or ministry.

In several cases, the compendium relies on using mathematical models, geospatial data and other sophisticated tools in implementing the IPTs and thus propose evidence-based decision making. In other cases, reliance is placed on simple advocacy and communication techniques such as using existing digital platforms which have the capacity to engage with a larger audience.

We are grateful to our **Board of Contributors** who have shared their ideas to this volume through their scholarship, deep knowledge and exhaustive experience. **Samta Arora** (former Head of CCS Academy and independent policy consultant) led the compilation, authoring and editing of this volume. Besides formulating the framework of this compendium, she worked with the 'Board of Contributors' to curate the IPTs. She was assisted by Sakshina Bhatt (Consultant, World Bank), Utkarsh Khare (Associate, CCS) and Abhishek Jain (Pursuing BA., LLB. Hons, NLU Delhi) in the compilation of this compendium. Dr. Neeti Shikha (Head, Centre for Insolvency and Bankruptcy at the Indian Institute of Corporate Affairs) and Geetanjali Sharma (Lawyer and Policy Consultant) reviewed the IPTs. We are very thankful to this team for their efforts.

Finally, the IPTs are built on core values of collaboration, empathy and multi-sectoral coordination. If implemented, they can lead to powerful and meaningful changes in the governance architecture of the country.

BOARD OF CONTRIBUTORS

A Ramaswamy was a former Principal Secretary in the Department of Cooperation, Government of Karnataka until 2005. He is most popularly associated with the Yeshasvini Scheme, which made Karnataka the role model for others to follow for “Community Health and self-funded Healthcare schemes.

Achala Moulik an Indian writer and former bureaucrat who served as the Education Secretary to the Government of India, Director General of the Archaeological Survey of India from 1993 to 1994 and Additional Chief Secretary to the Government of Karnataka from January to June 2001. She won the Sergey Yessenin Prize for promoting Russian literature in 2013.

Akhilesh Tilotia is an expert in public policy, capital markets, strategy consulting and entrepreneurship. He is the author of a best-selling book: *The Making of India—Game-Changing Transitions* which looks into the opportunities created by India’s massive ‘private cost of public failure’. He has served for three years as Officer on Special Duty with the Minister of State for Civil Aviation. He co-founded PARK Financial Advisors Limited, a wealth management and financial planning firm. In his corporate career, he has been associated with the Boston Consulting Group, Kotak group and currently, as Head of Strategy and New Initiatives at Axis Bank, Mumbai.

Davinder Sandhu has experience in the infrastructure sector, involving network operations, planning, policy, projects, IT systems, and resource mobilization. He has been a Board official at the Executive Board of The World Bank Group, where he represented Bangladesh, Bhutan, India, and Sri Lanka in his capacity as an Advisor to the Executive Director. As Director for Transport Sector at India’s Prime Minister’s Office, he looked after Railways, Roads, Ports, Civil Aviation, project monitoring, policy, laws, regulatory regimes, PPPs, and international collaboration. He has previously served as Director, Prime Minister’s National Relief Fund and headed network operations at New Delhi for Indian Railways.

Dhirendra Krishna is a former officer of the Indian Audit and Accounts Service of 1964 batch. He holds M.Phil Degree from the National Defence College, New Delhi. After his superannuation in 1960, he has organised training programs in Project Management, Contract Management, Public

Audit, Corporate Governance and Right To Information Act. He has conducted a review of Sarva Shiksha Abhiyan and NRHM under the Institute of Public Auditors of India and helped the Institute in drafting state-specific Audit Manual for Panchayati Raj Institutions.

Geeta Gouri, former Member of the Competition Commission of India, is an economist with 15 years of experience working as a Regulatory Economist. She served as Member (Economics) at the CCI for 5 years and prior to that as Director (Tariffs) at the Andhra Pradesh Electricity Regulatory Commission. This unique experience gives her the privilege of being perhaps the only economist in India to be associated with the premiering of the two commissions, which ushered competition and market reforms in the economy. Dr. Gouri has published extensively and delivered lectures on a wide range of subjects; “Pricing for Welfare; Petroleum Products in India”; “Privatization and Public Enterprise: The Asia-Pacific Experience” (edited); “Towards Equity: New Economic Policy and Equity” (edited).

Hemant Batra is a corporate, commercial and policy lawyer and counsel, mediator, arbitrator, author and speaker. He is the elected vice-president of SAARCLAW (South Asian Association for Regional cooperation in law), a regional apex body of SAARC. He had been associated with various projects of UN, UNDP, UNAIDS, UNESCAP, and ADB. He is chair of the South Asia Committee of Indian National Bar Association. He was awarded prestigious Mahatma Gandhi Seva Medal by the Gandhi Global Foundation for effectively connecting legal communities of the SAARC nations. He is an elected lifetime member of the General Assembly of the Union of International Association (UIA). He is a co-founder of an international law and policy think-tank, Goeman Bind HTO.

J.V.R. Prasada Rao, Former Health Secretary, Government of India retired in 2004. He was appointed as the Director of the National AIDS Control Organisation (NACO) and Additional Secretary in the Ministry of Health and Family Welfare in 1997. From 2002 to 2004 he served as the Secretary in the Health & FW Ministry and was instrumental in bringing out a national health policy and a national AIDS control policy in 2002. Prasada Rao joined the Indian Administrative Service (IAS) in 1967.

MN Vijayakumar, 1981-batch Karnataka cadre IAS officer.

NC Muniyappa is former Principal Secretary, Tourism Department and Department of Public Enterprises (additional charge).

Neela Gangadharan, a post-graduate in economics from the University of Madras, joined the IAS in 1975 and was allotted to Kerala cadre. She held several senior positions in the Government of Kerala including Agriculture Production Commissioner, the Home Secretary and Chief Secretary. In the Government of India, she served as Joint Secretary in the Ministry of Agriculture and Minister in the Indian Embassy in Rome. She later served as Union Secretary, first in the Department of Justice and then in the Ministry of Women and Child Development. She also served in the Food and Agriculture Organisation of the UN at Rome at the Director I level for 5 years. Post-retirement, she was the first Chairperson of the Commission for Protection of Child Rights in Kerala. She is currently a member of the Administrative Reforms Commission of Kerala.

Sanjay Kumar is from the 2008 batch of the Indian Civil Services. As an IAS officer, he joined his first assignment as a Sub-divisional officer in Andamans where he drafted a new land revenue code. He pursued this interest even after he joined as Special Inspector General Registration, Delhi. At Gol level, he was a member of a sub-committee (set up by Department of Land Resources, MoRD) for drafting a second draft of the land titling bill at the national level. He decided to pursue his interest in the subject during his Master in City Planning at MIT. He did a focused study on World Bank policies and international efforts in the field of land administration, Land Administration Domain Model (an ISO standard) and land titling projects of other countries.

Shailaja Chandra was the Secretary in the Ministry of Health & Family Welfare (1999-2002) and then became the Chief Secretary of Delhi until 2004. Upon retirement, she was appointed the Chairman of the Public Grievances Commission and Appellate Authority under the Delhi Right to Information Act. In 2006 she was appointed as the first Executive Director of the National Population Stabilisation Fund, Government of India. She was also appointed by the Government of Delhi to chair a committee which reviewed the Delhi School Education Act and Rules 1973 and published a comprehensive report in 2012. She was given a special Award for advocacy on population issues and gender sensitivity by Ladli-UNFPA.

Shakti Sinha is the Former Director, Nehru Memorial Museum and Library (NMML), member of Indian Administrative Service since 1979. He has also served as a Joint Secretary in the Prime Minister's Office in the past.

Sudhir Krishna retired from the Indian Administrative Service (Karnataka Cadre). He served the Government of India as Secretary (Urban Development), Additional Secretary (Panchayati Raj), Joint Secretary (Fertilisers), Joint Secretary, Finance Commission and Sr. Dy. Director, LBSNAA, and the Government of Karnataka, as Principal Secretary (Public Works, Ports & Inland Water Transport), Metropolitan Commissioner, Bengaluru, Commissioner of Commercial Taxes, Divisional Commissioner, Gulbarga, Deputy Commissioner, Dakshin Kannada etc. In 2015-16, he chaired two Committees set up by the Government of Delhi for framing a Draft Public Procurement Law and for simplification of licensing system. In April 2016, he was appointed as Chairman, the Fifth Delhi Finance Commission. He chairs the Committee on Standards for Smart Cities of the Bureau of Indian Standards. Currently, he is the Insurance Ombudsman, Delhi.

T V Somanathan is Additional Chief Secretary, Commercial Taxes (Tamil Nadu), having earlier been Secretary to CM, Joint Secretary, Ministry of Corporate Affairs and Joint Secretary/ Additional Secretary to Prime Minister. In 1996 he joined the World Bank, Washington through the Young Professionals Program, becoming one of its youngest Managers in 2000. He served as a Director in the Bank from 2011 to 2015. He joined the IAS in 1987 receiving the Gold Medal for Best IAS Probationer and several prizes in chartered accountancy examinations. He has published 80 papers/articles on economics, finance and public policy and two books (Derivatives and Economics of Derivatives, Cambridge), and chapters in The Oxford Handbook of the Indian Constitution, and other books.

Thayyil Sethumadhavan is a former member of the Audit Advisory Board of the CAG of India and a Public-Private Partnership (PPP) Consultant to the Government of Gujarat. He retired from the Indian Audit & Accounts Service (IAS; AS 1966) as Principal Accountant General, Madhya Pradesh and subsequently worked as Budget Adviser to the Government of Bahrain. He was also Accountant General (Audit), Tamil Nadu and Principal Director of Receipt Audit, CAG of India. His other assignments include Joint Secretary & Financial Adviser, Ministry of Power, Director of External Audit, United Nations, Director, Department of Atomic Energy, and Chairman & Managing Director, Sutlej Power Corporation.

EXECUTIVE SUMMARY

ACCOUNTABILITY

1. Interdepartmental committee formation for higher accountability and delegation of work
2. Government-assisted rainwater harvesting to increase the availability of potable and safe drinking water
3. Proposition of forming a single nodal agency for planning, implementing and monitoring several key programs
4. Filling gaps of public health specialist shortage by organizing them into a separate cadre
5. Promoting safe pesticide use by reinstating control mechanisms
6. Incorporating and acting upon the provisions of the Whistle-blower Act of 2014
7. Decentralizing implementing zonation processes via delegating them to landowners and developers
8. Enforcing land titling via issuing unambiguous directives and vigilant supervision
9. Monitoring and evaluation of public service delivery through frequent back-checks
10. Stronger encryption of user data via multiple verification mechanisms
11. Minimizing bias in the appointment of faculty in Universities to avoid corruption and promote knowledge exchange

TRANSPARENCY

1. Reforming electricity subsidy in the agriculture sector – from unregulated supply to direct transfer, as in the case of LPG
2. Changing the empanelment process for better selection of secretaries in government of India
3. Better welfare for stray animals via including their hygiene management under the mandate of Swachh Bharat Abhiyan
4. Improving responses and course corrections to government services via first-hand trials by government officials
5. Aligning executive, judiciary, and legislature by reducing knowledge gaps
6. Reducing malpractice in appointment of government officials by setting up an impartial committee of members of the judiciary with clean records
7. Evidence-based research by making data publicly available
8. Revamping e-Sampark via information dissemination on WhatsApp

EFFICIENCY

1. Limiting public holidays of Central and State governments with the option to work for overtime at a higher wage rate
2. Consolidation of all internal instructions and guidelines in each Central and State department and making them available on an intranet to reduce information gap in policy making
3. Supporting growth and systematic urbanization of small and medium towns by decentralizing planning verification at state and district levels, with only directorial guidelines by the Centre
4. Treating and utilising wastewater in the same neighbourhood for self-sufficiency, compared

to a centralized treatment plant with scope for inequitable water supply to different neighbourhoods

5. Dematerializing the title deeds of immovable property to remove complexities in their electronic conversion
6. A new management model of convergence should be adopted by bringing major disease control programmes of AIDS, TB, Hepatitis and Malaria under a single governance structure at the apex level
7. Overcoming red-tapism by process re-engineering and digitization
8. Increasing employee accountability via departmental audits and review of timesheets filled by officials
9. Speeding up time-sensitive projects through self-attestation over seeking approvals at every stage
10. Removal of stamp duty on negotiable instruments and securities to ease procedural hassles, and cut costs on stamp-printing
11. Fixing fares for short-distance commutes through smart tie-ups with aggregators
12. Saving time and costs of developing technology, based on market demand
13. Developing algorithms to automate the process of fixing circle rates
14. Incentivizing farmers to use agriculture data aggregators
15. Additional FDI by opening B2C digital trade
16. Promoting organic food cultivation through government grants

INCLUSION

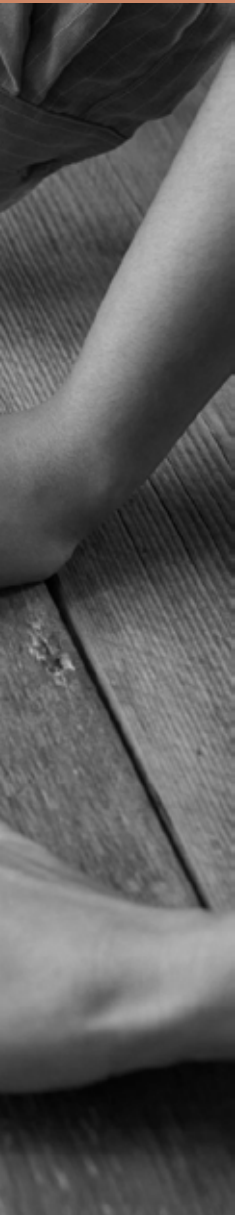
1. Reforming higher echelons of public administration based on ACRs, OLQs, relevant experience etc.
2. Revising grassroots-level measures for better empowerment of Panchayats
3. Wellness centres covering expenses of diagnostic tests under Ayushman Bharat program
4. Improving health service delivery through direct benefit transfer to hospitals from the government
5. Laying emphasis on the importance of micro- and macro-nutrients in the PDS of rations
6. Curbing high dropout rates of tribal children by offering vocational courses to them
7. Strengthening the welfare framework of sanitation workers under the aegis of the Swachh Bharat Mission
8. Bolstering inclusion by skilling the youth from marginalized groups
9. Promoting the handicraft and handloom sector through backward linkages to the market

PARTICIPATION

1. Training of civil servants commensurate with the department, rather than have a common batch of training
2. Safe disposal of solid waste by having more number of garbage dump sites and private waste management companies bidding to work with urban local bodies in a PPP model
3. Incorporating vocational training in state-sponsored education itself to tackle gaps in skills and unemployment crisis
4. Inter-ministerial cooperation at an operational level via MoUs outlining division of responsibility
5. Tackling climate change disasters by including them in the National Disaster Agency's ambit of functioning
6. Organizing knowledge camps to showcase past prototypes to encourage innovation in developing technology for social good



ACCOUNTABILITY



CHALLENGE

Increased delegation of authority is a required measure. An inefficient allocation of issues to be resolved that concern more than one department result in setbacks such as - an imbalance in the number of concerns to be addressed, promoting ambiguity with the accountability shifting back and forth between the concerned departments, and the lack of protocol that can increase the time period for problem-solving.

TWEAK

Inter-departmental Committees (IDCs) do not necessarily stem from, or give rise to, corruption; keeping the locus of decisions at a grassroots level helps address problems with empathy, knowledge of field reality, and increases transparency.

IMPACT

The knowledge problem on issues is decreased when decisions are made at a grassroots level.

Decision-making is faster since decentralization at the closest level of engagement optimizes resources and time in a much better manner.

Centralized, high-level corruption is decreased by eliminating political lobbies from decision-making.

IMPLEMENTATION

Setting up a framework for when IDCs are to be set up, by executive order. This could be done with or without the intervention of an external third party to verify the work done at the grassroots level to make up for the deficit in government capacity. Members of IDCs may also be helpful in facilitating knowledge exchange at a larger level between the departments they are affiliated to - and this could result in enabling those with similar expertise to help each other out.

CASE STUDY

The national government of Australia allows for IDCs to help:

1. speed up decision-making at lower levels,
2. to recalibrate goals more frequently to stay on track to achieve these goals,
3. identify new problem areas and opportunities for future projects.

Formation of these IDCs need not be reported to Cabinet unless there is an issue causing a conflict of interest between the State and the Centre - or is part of a concurrent list.

CHALLENGE

The availability of safe drinking water, especially with rapid depletion of groundwater table reserves, gets more challenging by the day. Chennai is already facing an acute water crisis and is sourcing water from outside the city. In the long run, the biggest fear lies in privatizing an elastic commodity such as water.

TWEAK

Clear stratification in labelling of water-based on sources - drinking water supplies need to be clearly identified and redirected for human consumption, and recycled water for industrial use. Some incentive to harvest rainwater and encouraging companies/individuals to assist the government must also be offered.

IMPACT

Managing a scarce resource assists with its pricing and improves availability where it is needed. By clearly distinguishing between freshwater and recycled water, it can be priced according to its availability and needs.

For example, industries requiring freshwater can pay for it in the quantities that it is required in. Drinking water can be similarly priced and paid for by consumers for the purposes it is required for.

IMPLEMENTATION

1. Create an inventory of water sources and qualities to be made available to the public.
2. Create a labelling circular for distribution agencies and corporations, and ensure its compliance.
3. Advise that rates and tariffs be revised accordingly, in line with existing government schemes.

CASE STUDY

Pakistan - Rainwater harvesting technology was updated with government assistance, to increase water conservation efforts.

Bolivia - Bolivian villagers, with government support, approached an international court to adjudicate claims for compensation from communities affected by climate change, but do not have the money to adapt to the latest in water conservation and recycling technology. Damages claimed were used to fuel water harvesting and distribution efforts for affected communities.

CHALLENGE

India is experiencing a major demographic transition from a rural, agrarian society to an urban, industrial metropolis. If this transition is not prevented or controlled, almost 70% of the Indian population will dwell in urban areas, literally doubling up from what it stood not too long ago. This imbalance will have manifold adverse consequences on the environment, economy, employment, food security, livelihood, quality of life, law & order and health. Despite there being innumerable Government-owned and backed schemes for the rural advancement and huge budgets thereof, the results have not been worthy enough. The majority of rural inhabitants are unaware of the nature, scope, significance and means of availing benefits under the rural schemes like *Deen Dayal Upadhyaya Grameen Kaushalya Yojana*, *Pradhan Mantri Awaas Yojana (Gramin)*, *Sansad Adarsh Gram Yojana*, *Antyodaya Anna Yojana*, *Prime Minister Rural Development Fellows Scheme*, *Pradhan Mantri Gram Sadak Yojana*, *Swarnjayanti Gram Swarozgar Yojana*, *National Rural Employment Guarantee Act*, *National Social Assistance Programme*, *Sampoorna Grameen Rozgar Yojana*, *Sarva Shiksha Abhiyan* etc.

TWEAK

There is only binary solution to the above challenge, which is upliftment of the rural agrarian society and technical capacity assessment of urban terrain through a permanent expert special purpose vehicle (ESPV) comprising of agronomic professionals, urban town planners, environmentalist, scientists, economists, civil society stakeholders and civic administrators. A single nodal agency with adequate empowerment to plan, implement and monitor the multiple key schemes for the rural development launched by the Government of India over the last two decades. The same agency to address the urban civic infrastructure and environment issues more particularly urban carrying capacity challenges. The budget should be sourced from the central, state governments and public-private partnerships.

IMPACT

The Supreme Court of India and the National Green Tribunal have repeatedly emphasized in innumerable judgements about the immediate urgent need of rural and urban equilibrium as a saviour of the human race. The government federal policy has always focused on planning over implementation and monitoring. Formation of a composite ESPV shall bring a holistic tactic to the biggest challenge being faced by India and World today. It will not be a one-hand approach, rather a two-hand synchronization with an all-round study and resolution of rural and urban matters.

IMPLEMENTATION

A self-governing ESPV can be formed by the Government of India, which can further have sub-committees with representatives from the following Ministries of Government Of India: ① Urban Development; ② Rural Development; ③ Agriculture and Farmers Welfare; ④ Commerce and Industry; ⑤ Environment, Forests and Climate Change; ⑥ Finance; ⑦ Housing and Urban Poverty Alleviation; ⑧ Jal Shakti (Water); ⑨ Labour and Employment; (10) Micro, Small and Medium Enterprises; (11) New and Renewable Energy; (12) Social Justice and Empowerment; (13) Skill Development and Entrepreneurship; (14) Women and Child Development; and (15) Youth Affairs and Sports. Representatives of other ministries and state governments can also be nominated to the sub-committees. ESPV and its sub-committees may closely work with Niti Aayog and the Civil Society Organisations working in that space. ESPV will place annual status report in the Parliament on research, planning, implementation and supervision of all the Government-owned and backed schemes regarding rural upliftment, urban restructuring and environmental restoration including sustainable development.

CASE STUDY

There are more than 100 Rural Development Programmes (RDP) in the European Union, which are specifically designed with SWOT Analysis (or SWOT matrix) – it is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to a project. RDPs have met with desired success in the EU. RDPs are scientifically, intelligently and strategically formulated by experts and then transparently advertised, implemented and monitored. European Commission supervises these programmes at the macro level. This method is projected to place emphasis of minds more diligently on accomplishing targets. It is a tried and tested model with adequate information available in the public domain. On the urban development front, China has also followed a scientific, thought through and customized policy approach. Its reform agenda boosts revenue for farmers, provides added services for migrants and encourages more responsible financing by local governments. It encompasses greener urban planning and stronger environmental management. Urbanization has been a commanding engine for China's sustained and vigorous economic growth with people at the core of urbanization, supported by institutional and systemic innovation through reforms. It is the first time that China has pursued a more coordinated urbanization process. The model has been highly successful.

CHALLENGE

In the health sector, major disease control programmes are financed and managed by the Government of India as Centrally Sponsored Schemes (CSCs) or Central Sector projects depending on the pattern of funding. These are implemented as line programmes with separate management structures for the last two decades. Elimination of AIDS, TB and Malaria is now an important component of the Sustainable Development Goal on Health. Greater efficiency in the delivery of services including economy of scale can be brought about by adopting a new management model of convergence of these programmes.

TWEAK

A new management model of convergence should be adopted by bringing major disease control programmes of AIDS, TB, Hepatitis and Malaria under a single governance structure at the apex level. National AIDS Control Organisation (NACO) already exists as a new functioning structure within the Health Ministry for the last 25 years. This can be used as a platform for converging TB and hepatitis programmes which have many commonalities. The same model can be applied at the state level where the State AIDS Control Societies (SACS) mechanism can be used for bringing in convergence. An Expert Committee recommendation is already available with Government for rolling out the convergence model.

IMPACT

Marginal modifications would be needed in the Health Ministry budget. Currently, TB and Malaria programmes are now subsumed in the NHM allocations. The programme budgets should be separated from NHM and allocated to the national programmes which will be administered by a single management agency. As these programmes have to achieve time-bound targets under the SDGs, they should have a stronger accountability and monitoring criteria.

IMPLEMENTATION

1. Bring the national TB, AIDS, Hepatitis and Malaria programmes under a common management structure. Use NACO as the platform for convergence and make the Director-General NACO as the DG for all the four programmes.
2. Separate the budget lines for TB, Malaria and hepatitis programmes from NHM and ensure direct flow of funds to the implementing agencies at the state level.
3. Bring the state governments on board by discussing the integration issues in the Central Council of Health and Family welfare.
4. Ensure procurement and delivery of drugs and equipment for all the programmes through a single procurement agency.

5. Introduce strong monitoring of implementation of the converged programmes at all levels.

CASE STUDY

In India, states like Tamil Nadu have brought in convergence in various national programmes. Their example can be studied and replicated.

CHALLENGE

Safe pesticide use practices are not promoted as much as they should be. Uncontrolled usage will only increase harmful amounts of toxins in the crops, and in the food that we end up consuming.

TWEAK

Regulatory measures at farm gate level needs to be strengthened by reinstating pesticide control mechanisms.

IMPACT

Unseasonal rainfall causes more pestilence and farmers tend to rely on excessive pesticide use to curb them.

Adequate due to regulatory mechanisms can mitigate the harms of these practices. Since pesticide markets are heavily regulated but have poor enforcement measures, quality checks need to be performed by a regulator rather than at point of sale. The Agriculture Department needs to resume its regulatory role in this sector.

IMPLEMENTATION

1. Modify service rules to grant tenure to officers trained in pesticide control.
2. Increase service allocations to pesticide control laboratories across the country.

CASE STUDY

Colorado - This US State runs education programs for pesticide users on Best Management Practices for agricultural practitioners. Pesticides have clearly established labelling norms and guidelines based on the extent of damage they can cause. Farmers are free to choose which pesticides to use but can be held liable in courts as a collective for groundwater poisoning and harm to their communities. By educating farmers on responsible pesticide use, these incidents have shown sharp declines.

Canada - Drift mitigation guidance provides pesticide applicators and other interested parties with information on drift, how to modify application practices to minimize non-target exposures, environmental damage and reduce the need for large spray zones. Manufacturers are required to stay in compliance with Canadian labelling requirements for pesticide use, regulated by the Agricultural and Food Safety departments.

CHALLENGE

Protection of whistleblowers in India. We often hear of cases where whistleblowers have been transferred to other branches to suppress their attempts at unveiling injustice and/or unfair practices. In one of the most famous cases of this nature, Edward Snowden, who worked for the United States National Surveillance Agency, has had to seek external refuge in Russia. Insufficient external pressure also paves the way for more inertia in process implementation to protect whistleblowers.

TWEAK

Notify the Department of Personnel and Training to incorporate provisions of the Whistleblowers Protection Act, 2014 to be enforced strongly. A separate workshop series can be administered as part of staff training to supplement employees with enough information to register a complaint. The plaintiff should have the option to report to an unbiased third party, eliminating the fear of an in-house employee's potential liaisons. The said third-party/employee must be sworn to oath to not reveal the plaintiff's identity and full statement without consent.

IMPACT

Stakeholders that administer a system and experience its effects, should feel safe enough to call out on abuse of power.

Allow officers who wish to make changes to have an environment conducive to do so.

Give whistleblowers the rights, immunity, the option of anonymity, and protection that they deserve.

IMPLEMENTATION

Notify the Whistleblowers Protection Act, 2014, so the relevant ministries can implement it.

CASE STUDY

UNODC Resource Guide: The objectives of this guide are to help governments and other national actors identify what legal and institutional reforms may be needed to meet international requirements; to identify the resources and support available for this task, and to highlight those matters that will need to be continuously reviewed in light of new challenges that may arise. The report is freely accessible and offers model laws and implementation methods to enact a good whistleblower protection policy.

CHALLENGE

The state of Delhi lies in Zone IV of the earthquake map of India. Since most of the constructions in Delhi are not in accordance with the building regulations, Delhi faces a severe risk of loss of life during any natural disaster. The Ministry of Earth Science has created Microzonation Map of Delhi that categorises different areas of Delhi into different risk zones. The government is deterred from taking any action as the area of intervention is too large. Thus, politically, administratively and financially it is not possible to intervene even at Microzone level as each zone has around 10% of the population of Delhi.

TWEAK

However, the intervention is possible to execute if the risk profile can be taken to a building level, i.e. the unit of preventive action to mitigate hazard risks. The process could be similar to that of an Environmental Impact Assessment.

To enforce action at the building level, preparation of 'Risk-map' of Delhi is essential. This step logically builds upon the already prepared micro zonation map of Delhi. Fortunately, we have able institutions to complete the task. Central Building Research Institute (CBRI) along with National Geophysical Research Institute (NGRI) have made risk-map of Dehradun city and some other critical institutional buildings. Delhi needs to take a similar initiative.

IMPACT

Delhi faces the danger of an imminent earthquake. A massive earthquake in the Himalayan region may also adversely affect Delhi. With around 70% of Delhi living in surreptitiously built structures with different typologies, the risk profile gets heightened. In view of the above, it is necessary that the public be suitably advised and made aware of the danger and its disastrous consequences. The focus of the government should be at the building level to reduce the challenge of enforcement to a manageable level, rather than at the zone level or on the whole of Delhi as such large chunks of areas are difficult to be monitored and administered.

IMPLEMENTATION

The Delhi government should sign an MoU with CBRI and NGRI to gradually create a risk-map of Delhi. The process should begin with the identification of the most dangerous buildings. The Delhi government should also frame a scheme to provide financial incentives for renovation, reconstruction or retrofitting of such identified buildings. Public-Private Partnerships through a bidding process is the simplest way to sieve contractors. The scale of operation should begin

at individual public buildings/structures level in the riskiest micro-zone of Delhi such as schools and hospitals, utilities, bridges. The learnings from the initial phase can then be incorporated in the action plan before scaling it up.

CASE STUDY

NGRI has already made building level risk-map on the Microzonation map of Dehradun. The initial step of Ministry of Earth Science in the creation of Microzonation map of Delhi has facilitated in taking up of mitigation measures. This map will allow decision-makers to prioritise their focus and actions based on the risk profile of the earthquake zone within Delhi. However, the zone is still too large to handle in a unified manner through enforcement or mitigation measures. As we know, the earthquake does not kill anyone, but buildings do. The focus should come to building level by identifying the most dangerous structures. The action should focus on to 'strengthen the weakest link,' i.e. identify the most risk-prone buildings for suitable measures, including retrofitting.

CHALLENGE

In 2019, as per the World Bank, India stands at 166th rank in the ease of registering property rankings. Outdated cadaster and complex land laws make it difficult to improve land registries. India's deed registration system, as opposed to title registration, compounds the problem. In 1989, Gol first decided, in principle, to adopt "Title Registration System". However, establishing boundaries by surveying each land parcel is considered a default requirement for any good titling project

Since 2008, Government of India launched National Land Record Modernisation Program. Since then, most of the states have digitised textual data; however, hardly any progress is made in any of the states (except in Gujarat) in the digitisation of spatial data, i.e. cadastre.

In India, the current cadastre is more than 100 years old and was prepared by plane table survey and chain survey methods (Rao et al., 2014). Additionally, continuous land fragmentations make the existing cadastre inefficient and outdated (Srinivasa Rao et al, 2003). The current cadastre hardly resembles the field reality.

TWEAK

By adopting the general boundary principle, India can implement land titling without any enacting new law, re-survey or substantial expenditure. The Government of India can constitutionally steer the process by issuing directives as well as deploying supervisory personnel.

IMPACT

The root cause of failure to conduct fresh survey lies in the fact that a new land survey, nearly always, gives a different measurement as compared to the existing records that were prepared more than 100 years ago through the then-available technology. The new surveys with the latest technology are expectedly more accurate, but the existing records have legal sanctity. Consequently, in case of a mismatch, a landowner may not accept any reduction in their landholding resulting in operational logjam and litigations. Without sorting the problem of mismatch, conducting a new land survey "will take many decades, probably centuries, to achieve global coverage" (Enemark et al., 2016).

In 2008, the first serious attempt to reform land records started with the implementation of NL-RMP (National Land Record Modernisation Program). The major success of the program is that the textual data (Record of Rights) got computerised in most of the states. However, digitisation of spatial data (maps) was a complete failure. In Dec 2016, the department of land resources

stopped funding for any new land surveys, possibly because none of the financed projects were successful except Gujarat.

The seemingly insurmountable challenge of reforming cadastre is not unique to India. “No project in the developing world has been able to implement and sustain high-accuracy surveys over extensive areas of their jurisdiction” even with the support and expertise of international donor agencies (Burns, 2007:96).

IMPLEMENTATION

Historically and conceptually, the general boundary means a ‘visible boundary’ such as a fence, wall, natural barrier like a river, canal, boundary marks, hedges or any mutually accepted line (visible or imaginary) by the property owners as opposed to the ‘fixed boundary.’ The contracting party attaches a sketch map of the area with the deed (also known as site-plan) that depicts the location of the plot and its approximate boundaries.

In the past, the general boundary would roughly describe the relative position of a parcel vis a vis other visible marks. There was no way to use this map to establish the exact boundary.

However, as in Lithuania and Rwanda, the general boundaries can be georeferenced by marking them on aerial/satellite imagery. After georeferencing, the boundaries get the exact geo-coordinates (latitude and longitude). Consequently, any surveyor can identify them on the ground with the help of survey instruments. Thus, through general boundaries, India can generate a modern cadastre (and consequently, Unique Property Identities) for the title registration system, without undertaking a new land survey.

CASE STUDY

In the recent past, Lithuania and Rwanda (1st and 3rd best in the quality of land administration in the world) implemented a land titling regime by adopting the general boundaries.

In England, the general boundaries had many benefits. Even a layman could identify the location of a plot with the help of physical features. General boundaries allowed HM Land Registry to dispense with any need to have any comprehensive land survey.

CHALLENGE

The challenge refers to the delivery of Government schemes in sectors that directly reach beneficiaries in rural areas. Service delivery of health and education benefits are the most notable examples.

Government maintains a huge database on the population by economic status. The “poor “ by wealth quintile are further subdivided into Below Poverty Line, Economically Weaker Section etc. However, the service delivery mechanism is patchy. Villages are too far to conduct independent test checks for receipts or utilisation of the benefits.

On an average, village populations range from 200 to 2000 in each of the over 600,000 villages enumerated by the Census. Without a back-check, it is not possible to know whether efforts to reach out to the disadvantaged people through a slew of schemes are working effectively. Also, in country-wide programmes, it is difficult to compare performance at district or sub-division levels to reward high performers and institutions

Except for a CAG audit which is seldom conducted, concurrently, the Government system has no way of checking the real-time efficiency of the system. With 29 states in the country, 720 districts, over 5500 blocks, and 67% of the country’s population living in the villages, proximity to the Taluka/Block/Tehsil clearly determines the availability and quality of services, such as access to a sub-centre, a primary or secondary school, a Primary Health Centre (PHC), availability of agricultural and livestock facilities, and many more.

TWEAK

To identify the actual recipients by distance from the Taluka headquarters and conduct random back-checks on the implementation of schemes. This will likely yield valuable insights into the cost-effectiveness, timeliness and satisfaction levels for centrally-sponsored programs. It will also alert those implementing the schemes to make timely corrections.

The National Informatics Centre (NIC) had superimposed Census data on Survey of India maps covering every village in the country along with the location of delivery points for health coverage. PDF maps were created for every district in the country from which bar charts have been prepared to enable quick understanding. Annexure I clearly shows the population of every village in the country, the district, the sub-division it falls into, and the distance of every village from a Block level facility like a Primary Health Centre. Even sub-centre has been covered in the original spatial maps.

This exercise shows that in all districts in the country, roughly a third of the villages are located near a facility providing services, another third are between 5-10 kilometres away and a third or more may be located more than 10 kilometres away from the Taluka Headquarters. It may be

more or less state to state-district to district. Although the bar charts of 5 districts in different states are only indicative full details of every village can be accessed with name and population at the touch of a button.

IMPACT

For every scheme, an independent body could be tasked with making a random check of whether the service, benefit or cash transfer has reached say 1% of the population of the district living close to the Taluka headquarters, at a distance of 5 kilometers or even further beyond 10 kilometers. If the answer is yes, the scheme is working. If not, it alerts the system and demands correction of all villages in that category. This would greatly impact service delivery and make it incumbent on those administering the scheme to be alert, responsive and accountable.

IMPLEMENTATION

The strategy received the Best E-Health Award after it was launched. It was put to direct practical use as follows:

When Jansankhya Sthirata Kosh did this for the whole country it was converted into CDs and shared by the Ministry of Health and Family Welfare with all States and district collectors in the country. They were advised to use it to view the clustering of sub-centres and PHCs in certain areas to the exclusion of others and to use the spatial data to plan for new facilities looking at the visible paucity in a large number of places and the long distances involved. The Ministry of Panchayati Raj asked for the density of population to be superimposed to view this clustering related to the actual settlements.

The spatial data was described in several publications. The prominent ones are stated below: Measuring the Progress of Societies are featured in the publications of the Organisation for Economic Co-operation & Development (OECD)
Allopathic, AYUSH and informal medical practitioners in rural India – a prescription for change

CASE STUDY

1. The Schemes to be subjected to this external scrutiny should be decided by a nodal authority e.g PMO or the Cabinet Secretariat.
2. NIC should be asked to set up the distance maps/bar-charts using GIS mapping and Census data which is available with them.
3. To provide ownership, one programmer employed by the concerned line Ministry or Department should get trained by NIC and feed in the precise item like PHC, primary or secondary

school, agriculture or live-stock centre etc.

4. Selection of the village by distance and population should be done by a nodal monitoring point. This could be within the Ministry or Department or outside or could be outsourced to an agency who would be commissioned to give periodic reports by further contacting the actual beneficiaries in the selected villages.
5. The results can be used for making correctives, collating the outcomes to provide an intra-district picture which can be later developed into a district report.

CHALLENGE

Lack of proper data security measures and low encryption barriers result in data breach, such as the Aadhaar fiasco. Information falling into the wrong hands increases the scope for using the internet for identity theft.

TWEAK

Improve data security measures by decentralizing user data storage. Full enactment of the Personal Data Protection Act, 2018 is required to minimize data breach.

IMPACT

User data will be secure, and difficult to access. Removing access from a central database increases the number of steps to access information, thereby strengthening data encryption. Preventing identity theft and fraud, especially with an easy-to-pick-up data trail by making it difficult to erase data. Decreasing redundancy and mismanagement of user data.

IMPLEMENTATION

1. Issue circulars to the National Informatics Centers to implement scrambling of user data at source.
2. Decentralize user data storage, and specify access to prevent mismanagement by government authorities.
3. Issue circulars to prescribe disciplinary proceedings against officers found to be flouting data protection norms and regulations.

CASE STUDY

Canada: The country has long been at the forefront of data protection with its personal information Protection and Electronic Documents Act (PIPEDA) enacted as early as 2000. The early legislation was based on the 10 principles set out in the Model Care for the Protection of Personal Information way back in 1996 which included, among others, accountability, consent and the limiting of data collection. Today, these principles can also be found in the EU General Data Protection Regulation (GDPR).

CHALLENGE

Faculty appointments in Universities is frequently through inbred referrals, and hence impact the quality of education.

TWEAK

No inbreeding in appointment of faculty. As of now, a Professor selects his/her own student for PhD and later appoints the same student as faculty. Faculty with a PhD from the same University should not be considered for appointment. Appointment of PhD students of a University as faculty in the same university should not be allowed.

IMPACT

This gives way to the wider diffusion of ideas and promotes better thinking on larger issues
Students are exposed to new concepts
Disperses good faculty to Universities all over India. At present they tend to be concentrated in a few Universities in the Metropolis. This allows better distribution of good faculty across various universities across India.

IMPLEMENTATION

Introduction as a directive guideline first, before being introduced as a clause later.

CASE STUDY

Most Western countries do not allow inbreeding. Even postdoctoral research is not conducted in the same University from where one obtains his/her PhD. Few employ alumni as visiting faculty, but only after many years of teaching experience in other places to minimize scope for previous liaisons and associations.



TRANSPARENCY



CHALLENGE

Reforming the working of Electricity Distribution Companies in the States. The main reason for the woeful financial condition of almost all Electricity Supply Companies (ESCOMs) in the States is the free supply of electricity to the agriculture sector. The recent UDAY (Ujwal DISCOM Assurance Yojana) scheme implemented by the Ministry of Power, though well-intended, has not been able to reverse the trend and the Utilities continue to be financially unviable. India is a signatory to the UN SDG and it is incumbent on the Government to provide affordable, continuous and sustainable power to all within the next decade. Unless the power sector is made self-supporting, this objective will remain a dream.

TWEAK

Agricultural subsidy is a politically sensitive subject and no government, regardless of the political orientation wants to tackle the issue forthright. With the absolute and convincing majority secured by the ruling party in the Central Government and a large number of States ruled by the same party, it should be possible to approach this topic with more rectitude. The proposed reform is to replace the current system of unlimited and unregulated electricity subsidy for agriculture pumps provided by all States with a more focussed and transparent system of Direct Transfer as was done successfully in the case of LPG. State Governments should be encouraged to install quality meters for the agricultural supplies, with a) well-established norms of maximum units per acre, b) maximum eligible subsidy per farmer, and c) transferring the subsidy directly to the bank accounts of the concerned farmers. Such a system will effectively result in substantial reduction in Commercial Losses and ensure proper accounting of the supply of power.

IMPACT

The impact of regulating the agricultural subsidy on the power sector of the country will be enormous. It will ensure the financial viability of the sector, reduce waste and commercial loss, improve technical and commercial efficiency, attract investments and improve the fiscal position of the State Governments.

IMPLEMENTATION

Implementation will call for a major change in the cultural and political ethos, and involvement of the highest political and administrative heads of the country. The proposed process should be integrated with UDAY or any other appropriate scheme and spelt out convincingly in a Memorandum. The proposal may be presented in the Power Ministers' Conference and articulated in depth to gain the support of all concerned.

CASE STUDY

The example of LPG Subsidy cited makes for a favourable case. It has brought down the subsidy element drastically, and covers the population that rightly deserves the subsidy. The Give Up LPG Subsidy campaign launched in March 2015 also saw 1 crore households give up their gas connections covered by the subsidy if they could afford it, which was then redistributed to the poorest of the poor in rural areas free of cost.

CHALLENGE

Increasing the efficiency of selection and output of Secretaries in Government of India. The present system is more geared to preserving the inter se seniority and entitlements of civil servants rather than ensuring meritorious selection. It also demoralizes many officers who are not empanelled.

TWEAK

Empanelment is a non-statutory process, and the Government can easily change the system by executive order.

IMPACT

This expands the pool of officers for the Prime Minister to choose candidates.

It decreases the entitlement that comes with the position, and consequently decreases rent seeking and the creation of 'reward' institutions within government structures. This will keep the bureaucracy independent of political decision-making and easy influence.

This would also increase the tenure of Secretaries, increasing their ability to deliver without influence and not keep a constant eye on their retirement.

IMPLEMENTATION

By executive order, the following conditions for empanelment of Secretaries in the Government of India need to be followed:

1. All IAS officers with clean service records (such as keeping count of complaints filed against them, the amount of backlog of work pending, average processing time for any case or request, defamation in public/media, an anonymous 360-degree appraisal etc.) with more than 30 years of service should be eligible for appointment as Secretary to Government of India. For Central services, the minimum number of years should be 32, reflecting the current position and the fact that for them, Central Secretariat postings are over and above apex level postings in their own Central Departments.

1. Actual selection and posting as Secretary in the Central Secretariat would be based on a process similar to the 360 degree or other processes currently followed for empanelment.
2. There can be no presumption that an officer would only be appointed as Secretary after all his seniors have become Secretaries. However, no officer can be appointed to serve below an officer junior to him.
3. Any officer currently posted as an Additional Secretary whose junior has become a Secretary in some other Ministry would be permitted to return to his parent cadre if he so wished without any penalty or debarment whatsoever and would be eligible to return to the Central post at any time. He would also be permitted to retain his residential quarters.

CASE STUDY

Australia - By providing a process for agencies and selection panels in assessing applicants' past performance, and their potential to lead the sector, which is inline with the merit principle and complies with the Directive that deals with recruitment and selection, the Australian government has moved past the antiquated structures of the Commonwealth. Additionally, it will help senior officials to discharge their responsibilities with ease, and build a sector-wide perspective with respect to the recruitment and development of other executive officials.

United States - Former US Secretary of State Colin Powell is widely credited with transforming the State Department's talent-management. He changed the recruitment process to evaluate employees on their management capabilities, not just seniority and qualifications. These measures widely increased employee morale, and improved the rankings of the State Department to the Top 10 in the US Government.

CHALLENGE

Providing welfare for stray animals.

TWEAK

Regulatory measures are to be strengthened at the local council level.

IMPACT

Stray animals spread diseases in human habitation areas; hygiene management is a must in India and would be strengthened by such measures.

Strays are often subjected to inhumane treatment because of this, and suffer from several diseases. Improving the welfare of living creatures is a state mandate.

IMPLEMENTATION

1. Modify service rules for local bodies under the Swachh Bharat Abhiyaan. State ownership in states with sufficient capacity to care for stray animals should be encouraged after careful budgetary reviews. The care includes providing meals to the animals in sanitary facilities, along with timely check-ups by a veterinarian. Tie-ups with NGOs focused on animal protection to source volunteers to help out can save the investment for additional capacity building.
2. Modify service rules for inspections of local pounds and animal shelters, to ensure they meet quality standards.
3. Incentivize local communities and NGOs to run animal shelters and service centres for community involvement.

CASE STUDY

Germany and California - State subsidized dog shelters are run by local NGOs and shelter homes, which treat strays with a regular supply of medication and facilities. Local communities often pitch into these measures, with volunteer drives, adoption efforts and treatment. Their involvement increases transparency at the risk of social sanctions. Even after the rescues are adopted, there are follow-ups to ensure their safety and well being, the failure of which will reinstate the animal back into the custody of the State.

CHALLENGE

Improving responses and course corrections to government services. This could be a step towards a beneficiary-inclusive policy implementation; it reduces beneficiary isolation from government officials and the idea of bureaucracy itself. People often nurture the idea that government affiliated officials have access to better quality services along with a separate set of perquisites and entitlements. The challenge is to instill further trust in the public by conducting transparent quality checks.

TWEAK

Ensure that services set-up by the government (such as public transport, drinking water, mid-day meals in government-run schools, trying alternate sources of energy etc.) are all tried and tested by the officials in-charge of delivery before the beneficiaries. When you have the officials responsible for delivery channels partake of the same goods as beneficiaries, it instills a higher level of trust in quality with the people.

IMPACT

Stakeholders that are part of a system and experience it can suggest accurate improvements. This also ensures that there is a wider range of opinions incorporated in the suggestions, as the sample size is now larger by default for feedback.

In such a scenario, the response time for error correction or review is faster.

It increases efficient utilization of tax money, as efforts are targeted toward problems that are identified accurately. By decreasing the knowledge gap, there is a more efficient utilization of finances and time.

IMPLEMENTATION

1. Modify service rules to ensure that officials who manage them use public service delivery mechanisms. For example, a blanket restriction can be imposed for using government vehicles after office hours; violating this rule can be subject to payment of fine accordingly.
2. Modify service rules to ensure that senior officials experience government services as consumers and citizens, to improve response time. Involving senior personnel can also reduce the scope for preferential treatment, as the service provider may not be acquainted with officials that he or she does not interact directly with.

CASE STUDY

U.K.: MP's can only use government vehicles from the White Hall to the railway station and not to their residence. They are required to use their own transportation from the railway station to their residence, so they can directly experience the system of transport and parking at the station. Consequently, the reforms are faster once experienced first-hand by parliamentarians.

Bangalore: Private schools in Yelahanka ensure that school staff takes the same meals prepared for students as well. This creates a direct monitor on food quality, which is markedly improved.

CHALLENGE

Decrease knowledge gap between judiciary, legislature and executive. Alignment between all 3 is vital to uphold the finality of a decision made by either one of the three, lest there are chances of contesting the decision or escalating in another capacity, contributing to the ever-increasing backlog.

TWEAK

Update central law amendments/acts and judgments in a central database accessible to all departments.

IMPACT

Close the delay in updating government departments of court orders and Acts passed to ensure accurate executive decisions are made.

Decrease government litigation by Courts and citizens that highlight violation of court orders or legal principles.

IMPLEMENTATION

1. Issue an executive order for the maintenance of a central database on Central Acts and important Court Orders. There is already a system developed by the Law Ministry and National Informatics Centre, so there is no need for replication.
2. The order must additionally contain a penalty on officials who act in derogation to court orders or central acts, to be cut from their monthly allowances.
3. Issue a notice to organize trainings in constitutional and administrative law, and for processes for all government departments. Trainings conducted by the Department of Personnel Training can be leveraged to achieve this.

CASE STUDY

Karnataka: 25 years ago, the Government of Karnataka used to print a compendium of judgments of the High Court and Supreme Court for each department at the end of the year.

CHALLENGE

Influence of external forces on the selection of government officials, and poor redressal mechanisms for remedying the same.

This procedure is undermined when external influences come to further the cause of those not originally selected by the empowered committee on merit. The pressures come from politicians, corporate houses, and powerful bureaucrats rooting for their protégés. There have been numerous instances when officers recommended and selected by the Special Committee of Secretaries have not been appointed while others rejected by the Committee have been empanelled due to external pressure. Aggrieved officers have sought justice in the Tribunals and sometimes won. But the procedure can be protracted and valuable time is lost.

TWEAK

In order to deliver speedy justice, the Administrative Tribunals should have civil servants and members of the judiciary who have impeccable records and whose impartiality is unquestioned. This selection can be done by an assessment of Annual Confidential Reports (ACRs), and by setting rigorous minimum criteria for eligibility like age, specialization, and work experience. This selection can then define requirements for positions at different levels of the hierarchy, and even conduct written examination for positions such as Officers on Special Duty (OSDs).

IMPACT

This would mean having better government officials. This would also make the government more efficient in carrying out its roles and responsibilities. Accountability and transparency would serve as the two pillars upholding fairness and equal opportunities to all alike. Automating the process and removing the scope for human judgment/error would also ensure equitable representativeness for applicants from a wide variety of backgrounds.

IMPLEMENTATION

To get the services of the best, a system has to be devised whereby the Special Committee of Secretaries selects on the procedure laid down by Central Staffing Scheme. Once the selection is made without extraneous considerations, the recommendations of the Special Committee of Secretaries is approved by the Appointments Committee of the Cabinet. Only if there are irregularities in the selection procedure should there be checks and balances.

CASE STUDY

In 1985, the Union Government established Tribunals where the humblest official could seek redress against the irregularities perpetrated by experienced bureaucrats. Those in power saw the machination and manipulations of powerful civil servants, politicians and corporate houses. Perturbed by their immense and arbitrary power, they decided to ensure the interests of civil servants. After protracted consultations, the idea of Tribunals was mooted where judges and bureaucrats would deliver judgments in defense of the wronged. Every state of the Republic was endowed with such Tribunals so that the honest and humble officials need not run from pillar to post to fight injustice. Fees were modestly fixed so that the noble practitioners of law did not drain the coffers of the poor and the wronged.

These Tribunals were established with the full panoply of legal niceties –with the pure intention of delivering justice, and speedy justice at that. Rules and sections of the Tribunals decreed that all cases must be disposed of in a strict time limit of six months, that an applicant could argue the case himself. The good bureaucrats rejoiced at this administrative innovation because no one knew when they would have to seek relief in these Tribunals.

CHALLENGE

Paucity of high-quality, timely, reliable data, analysis and evidence-based research. Dynamic shifts in conducting trend analysis in many policy areas are hard to keep up with – and can render some policies obsolete as they may not fulfill their purpose the same way. This is when the need for real-time data-driven decision-making arises to inform policymaking.

TWEAK

All information collected by a regulator, subject to reasonable provisions for privacy and other applicable legal restrictions, should be made public in a time-bound manner. Since regulators, have powers to call for information, what information they should collect should be open for public review and recommendation.

IMPACT

Sometimes the capacity and capability to do high-quality, timely research does not exist in regulatory bodies or overseeing ministries. Public dissemination of repository of information with the regulator will create a natural pool of knowledge which can then inform policy-making.

IMPLEMENTATION

1. Create an inventory of data collected by the regulators (one time or periodic)
2. Create a template for dissemination of the information without losing too much of granularity while protecting privacy and respecting other standard legal restrictions
3. Create dissemination platforms (for example, data.gov.in) using the Five-Star Open Data model³
4. Create a provision for penalty on the regulator in case of non-disclosure of data

CASE STUDY

Open Data has been used successfully in various geographies, especially in the OECD countries like the USA, the UK, etc. Indian Government also has rules and platforms for such dissemination. India's Right to Information Act can be interpreted (or extended) to include suo-moto disclosure of information.

³To score the maximum five stars, data must ① be available on the Web under an open licence, ② be in the form of structured data, ③ be in a non-proprietary file format, ④ use Uniform Resource Identifiers (URIs) as its identifiers, ⑤ include links to other data sources. To score 3 stars, it must satisfy all of ①-③, etc.

CHALLENGE

In India, WhatsApp has close to 300 million users. With an explosive growth in data services, an increasing number of people are consuming online content. Unfortunately, a substantial portion of online content is not authentic and it ranges from simple misinformation to dangerous and hatred filled content. Additionally, the prevailing healthcare myths are public health hazards.

TWEAK

Health Department, Government of India should use online platform to push authentic information. A WhatsApp channel in addition to Facebook page should be started to publish authentic health advisories and guidelines. Directly educating the citizens could prove a milestone in promoting preventive healthcare.

IMPACT

One comes across many WhatsApp messages prescribing solutions to every ailment from influenza to cancer. Most of these claims are spurious, if not dangerous e.g. bitter gourd with hot water curing malignant cancer. Problem with baseless health care messages being circulated on WhatsApp and other social media channels is that they create a sea of false information thus making it difficult for the right information to sail through. Plus, wrong information always does more harm than good.

Frequency of such messages show the demand for such information. This demand should be met by an authentic service rather than fake messages. A verified handle of the Ministry of Information and Broadcasting will be identifiable by a green tick that follows the entity name, similar to the official business accounts of private companies on WhatsApp. The government has a role is disseminating the correct information via different media channels. In the past, Radio and TV served the purpose of broadcasting government messages to the public. At present, the social media should be used for the same purpose.

IMPLEMENTATION

The current Twitter feed of Ministry of Health and Family Welfare (MoHFW) with over a million followers has the right message, but additionally, some health advisories could be as follows:

What is a balanced diet

1. Why Pulses are more important for vegetarians
2. How to check the quality of milk
3. How common flu spread and cures
4. How many diseases can be prevented by hygiene
5. Milestones of infants and toddlers

6. What to feed to small children
7. Debunking prevailing health myths
8. Even current social media feed of MoHFW because:
9. People hardly read health advisories' tweets.
10. Their tweets are either static or GIF, thus too short to convey a message
11. Videos are also too short (30 to 50 s), as their target is TV viewers
12. Language is mostly English. Target audience is not getting the message

The government should make around 3 minute video to disseminate on WhatsApp and Facebook. The quality of the presentation should be exceptional and perfect targeting of the audience. The content of the health advisory must be cleared by a standing board of health experts including doctors and public health officials. The frequency of the content should be around weekly. Each message must be uniquely identifiable by a number and the public should be able to cross verify the content on the government's website.

CASE STUDY

Many commercial companies and media outlets have already started their WhatsApp broadcasting channels. The impact of WhatsApp messages is all pervading for us to see. Thus, the same platform can be used for the spread of right content.





EFFICIENCY



CHALLENGE

India's public administration although known for its general efficiency, is subject to criticisms of red-tapism and corruption. One of the major factors contributing to the slow pace of providing services to the public by the bureaucracy is the large number of holidays that the public servants, both at the Centre and in the States enjoy. For instance, during 2019, the Central Government offices are closed on 17 days of which 14 are compulsory holidays (national holidays and religious occasions), and the rest 3 to be decided by the local Central Government Coordination Committees. In addition, employees get 3 optional holidays. Indeed, they get all Saturdays and Sundays free as a matter of right. In the States, the number of public holidays is even more, though only second and fourth Saturdays are holidays for them. Government employees also enjoy facilities such as annual leave and half pay leave as recommended by the Pay Commissions. The number of public holidays in India is perhaps the highest for any governments in the world and acts as a disincentive in efforts for improving efficiency in public administration, leading to several lags. Since banks follow the State Holidays' list for their own branches as per RBI guidelines, even commercial activities suffer.

TWEAK

The proposed reduction in public holidays could be implemented by the Central and State Governments without any need for changes in rules and regulations, after taking into confidence the staff unions concerned. In fact, except for the 3 national holidays, employees could be allowed to choose their preferred holidays from an approved list with the concurrence of the Head of the Office, while offices will remain open. There is also a strong case to delink the Banks from the State Holidays' list and make it in line with the Central Government Holidays' list.

IMPACT

Impact of the proposal will be on increased work output, overall efficiency and better office discipline. Since the number of days on which public offices will remain closed will be few and far between, the common man will have access to public services on almost all the days of the week, except for the weekends.

IMPLEMENTATION

Only administrative measures are required, apart from political willingness. The labour union can be compensated with additional perks, too. Recalibrating Annexure I (Gazetted Holidays) as only national holidays, and Annexure II (Restricted Holidays) as region-wise religious holidays will be needed, as well, to accommodate for India's fragmented social fabric.

CASE STUDY

A comparison with the pattern of public holidays provided in almost all countries, developed as well as emerging economies will convince the logic of the proposed measure. The past two Central Government Pay Commissions had already recommended the abolition of all religious holidays to prevent hampering the day-to-day functioning of economic activities. The Government of India had rejected the proposal, fearing a loss of popularity. However, giving the employees options to pick their own holidays instead of restricting to just eight per year or ruling out all religious holidays altogether (which the proposal had suggested) lends far more flexibility to this tweak.

For example, Singapore, a young country with a blend of many ethnic identities and cultures has a maximum cap of 14 public holidays every year. Today, it is one of the world's fastest growing economies.

CHALLENGE

Covering the information gap in policy advice. Information asymmetry and sifting through inaccessible jargon-rich literature contribute to relatively uninformed policymaking, and reinventing the wheel.

TWEAK

A systematic effort to consolidate all internal instructions and guidelines in each Central and State department and make them available on an intranet would be a major qualitative improvement to the functioning of the civil service.

IMPACT

Conversion of a plethora of orders, precedents, and rules into comprehensive and self-contained 'master circulars' available on line to all staff and /or to the public, and updating thereof whenever a change is made can reduce the 'power of the clerk' and increase consistent application of policy.

Creates a system for institutional knowledge preservation. A directory (with categories as per department) for easy retrieval and analysis of knowledge can be an added asset in this endeavor.

IMPLEMENTATION

1. Connect the intranet services of government departments into one accessible mainframe for all staff.
2. Design an electronic workflow notification that is meant to preserve records of advice tendered at different levels without allowing for alteration.

CASE STUDY

Canada - For intranet postings, the National Research Council of Canada: Industrial Research Assistance Program uses a simple and easy form to encourage employees to submit information in a timely manner.

Sweden - Government offices in Sweden rely on automated content feeds from outside sources, such as filtered newswires or medical databases to pick up relevant information.

CHALLENGE

Lack of developmental planning to support the growth of small and medium towns (SMTs) across the country. Haphazard, unplanned urbanization leads to spread of unchecked growth of illegal land capturing, and a greater disparity in distribution of resources and facilities between larger and smaller urban agglomerations.

TWEAK

Create a time-bound program to issue funding permissions under the Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT).

IMPACT

Replacing the bulk of planning verification at the State and Town level rather than Central level, will not only ease the regulatory burden on the Central Government, it would speed up the planning process and provide a more grass-roots level approach to planning.

Common guidelines issued by Central Government alongside a checks-and-balance system for both Central and State levels will enforce effective decision-making. This ensures that decisions are not left completely up to the discretion of the top-level personnel with some margin for ambiguity.

IMPLEMENTATION

1. Creating an inventory of permissions: scope, frequency, authority etc., and a framework for conversion.
2. Creating a framework for District and State level authorities to review proposals.
3. Transfer of funds would be required from the Central Government, which should rely on assessments made by the district or State government.

CASE STUDY

Mississippi and Tennessee - Most southern towns in the US run planning initiatives on a city level, which forms a council responsible for raising its own funds. The problems with private fund-raising are the corporate lobbies, which in India are avoided because of the State and Central-level funding that is provided under the UIDSSMT.

CHALLENGE

Financial viability of sewage management - Different methods have various budgetary and location restrictions, with no way to standardize and promote a one-size-fits-all fail-safe practice.

TWEAK

Wastewater collection and recycling should be on a neighbourhood basis. All waste water from a neighbourhood should be subject to treatment in a small treatment plant set up within the same neighbourhood.

IMPACT

The treated wastewater, utilised within the same neighbourhood, would obviate the need for transporting sewage all over the city, which is not cost-effective. Large sewage treatment plants are unable to take up the load of an entire city, and tend to pollute the ecosystem around a city with untreated sewage.

IMPLEMENTATION

1. Service notifications for sewage outflow to be recalibrated to multiple sewage treatment plants. This can depend on the size and population density in the neighbourhood. GIS data can be collected with help from a private organization with access to state-of-art technology and equipment for mapping the location of sewage lines, water pipes, types of wastewater disposal, and distance of household clusters from the main sewage pipeline. /
2. Budgetary allocations for sewage treatment facilities would need to be redistributed and revised. For instance, a higher investment in R&D can help in effective monitoring and evaluation; and a one-time cost for setting up a localized treatment plant can offset the long-term costs for transporting sewage to a common centre.

CASE STUDY

China - Disposal of sludge in landfills is a threat to local environments. Utilization of affluent helps utilize this resource. China not only recycles processed water, but employs affluent utilization, primarily in land application. Applying properly treated sewage sludge to soils completes the nutrient cycle in our food chain by providing numerous benefits to soils and crops. Where land application is constrained, the next best utilization pathway is energy recovery through anaerobic digestion for biogas collection, turning it into a sustainable fuel source.

CHALLENGE

There are millions of immovable property title disputes and fraud cases pending in the civil and criminal courts. The numbers are ever increasing. A World Bank study indicated that land-related disputes accounted for two-thirds of all pending court cases in India. Ironically, these land disputes predominantly pertain to the validity of titles and records. A NITI Aayog research found that land disputes on average take about 20 years to be resolved. More than 30% of the criminal complaints made at the police stations pertain to immovable property. As per the National Crime Records Bureau, the national capital itself was on top of the list in terms of property fraud and misappropriation among all states and union territories. The victims for no fault of theirs must spend years dealing with law enforcement and judicial authorities to determine and establish or restore their good titles in the immovable property. The disputes are primarily borne out of the ambiguity regarding legitimacy or validity of title deeds. Title deeds of the immovable property in most parts of India are treated if not as currency notes, surely almost as such. Title deeds in physical format involves high risks like forgeries, thefts, frauds, loss, and consequent legal complications. The paperwork associated with transfer of titles in the physical format has frequently run into mistakes and unanticipated catastrophes. Even the most meticulous and detailed due diligence have failed in tracing records in the archives of chronology of transactions relation to properties. Land records are pathetically maintained in the government departments and that adversely impacts impending property transactions.

TWEAK

The time is more than ripe to dematerialise the title deeds of immovable property in the same manner as has been done in the case of shares and securities. Dematerialisation has an inherent flexibility along with safety and ease. Dematerialisation will eradicate most complications faced today the common man by enabling property owners to convert their physical title deeds into electronic format. These can then relate to Aadhaar and PAN accounts of the concerned individuals. For improving the quality of title documents of immovable property as well as growing the accessibility thereof, the Digital India Land Records Modernization Programme is in place for more than a decade. The computerisation of the property registration process and digitisation of all land title records is still far from completion. Despite the scanned title documents available in many Indian states on the official websites, the concerned government authorities and banks are not considering them credible enough. A formal set of uniform policy will have to be introduced for dematerialisation of title deeds of the immovable property. This will not require amendments in the Transfer of Property Act because registration and stamp duty obligations could also be complied with online.

IMPACT

This policy tweak or change can ensure security, convenience and elimination of legal disputes on account of thefts, forgeries etc. The property owners can conveniently manage to transfer their properties from anywhere virtually. The purging of paperwork will not only bring about promptness and instantaneous regime but will increase efficiency in respect of the most complicated vertical of revenue administration and reduce unnecessary cost to the government. This will also help in eliminating the black or unaccounted cash economy as historically real estate transactions are considered the safest cushions for the said economy.

IMPLEMENTATION

In the age of technology, internet and e-governance, there is no need to have any title deeds, investment instruments or government certificates in the physical form. They can be recorded, itemized, registered and transferred electronically. To begin with, the Government may introduce optional conversion scheme highlighting the high degree of safety and convenience connected with this scheme. If the owner holder of an original registered/government approved physical paper title deed wishes to dematerialise the document into an electronic form, they could surrender/deposit the title document with a government appointed intermediary. On scrutiny and approval, the title owner should receive some sort of electronic notification that the title deed has been dematerialised and they may proceed with conducting any transfers related thereto electronically after fulfilling additional set of legal compliances.

CASE STUDY

As per the Electronic Conveyancing National Law of 2012, most Australian states have nearly transitioned to electronic conveyancing. Australia's first online property transfer took place in New South Wales in 2014 using the Property Exchange Australia (PEXA) platform. For most conveyancing transactions in Australia, all buyers, sellers and financiers will have no choice but to use PEXA. Until this year, 3,478,446 property transactions valued at \$536 Billion were successfully transacted and completed electronically via PEXA. The model has been so successful that has eliminated huge time and cost inefficiencies associated with physical paper settlements. The PEXA platform automatically alerts the parties to possible disputes around competing interests in the property; and finally Sellers receive settlement funds quickly by immediately depositing the settlement funds electronically in their account allowing access within half an hour of settlement. Electronic settlement also removes the need for bank cheques and the associated fees. The European Land Information Service (EULIS) owned by a consortium of member countries with expertise in the area of land registration, provides direct access to official land registers in Europe.

CHALLENGE

Management of public health programmes is currently carried out by clinicians whose area of expertise often does not match the requirements of the programme they are asked to implement. India is short of public health specialists and even those who are available do not find a place in the technocracy structures of the health directorates of the states and Government of India. By strong advocacy with the states, separate cadres of public health professionals should be established at state level to manage public health programmes freeing clinicians from management responsibilities. Recently the Central Council of Health and Family Welfare has taken a decision to recommend formation of separate public health cadres to state governments. Government of India should lead by example by separating public health discipline and handing over management of national public health programmes to a separate cadre of public health professionals.

TWEAK

Separate cadres of public health professionals would be established at the central and state levels within the next one year. Both medical and non-medical professionals with Masters of Public Health degrees should be eligible to get encadred through an open and transparent process of recruitment. Avenues for promotion should be similar to those existing in the health service directorates. The heads of both directorates should have equal status and pay. All public health positions at central, state and district levels should be gradually transferred to public health professionals to bring in greater efficiency in the delivery of services. The medical council of India can have a say in whether to pass the approval for appointment of a public health professional – or conduct a review by themselves to test competency.

IMPACT

The changes do not need any legislative or legal action and are essentially administrative. They require support from the medical professionals who should not feel that it an intrusion into their area of work.

Political will and commitment to bring in administrative changes are required at state level and Government of India should provide leadership.

IMPLEMENTATION

1. An in principle decision to establish separate cadres of public health professionals has been taken in the Central Council of Health and family Welfare. The union and state cabinets

- should follow it up with endorsement of the decision.
2. Processes should be established to constitute the cadres and recruitment rules framed for recruitment and promotion of personnel.
 3. Positions which require public health knowledge and expertise should be identified at national state and district levels.
 4. Recruitment should start in a time-bound manner so that the new cadres can take responsibility for management of public health programmes.
 5. Service notifications for sewage outflow to be recalibrated to multiple sewage treatment plants. This can depend on the size and population density in the neighbourhood. GIS data can be collected with help from a private organization with access to state-of-art technology and equipment for mapping the location of sewage lines, water pipes, types of wastewater disposal, and distance of household clusters from the main sewage pipeline. /
 6. Budgetary allocations for sewage treatment facilities would need to be redistributed and revised. For instance, a higher investment in R&D can help in effective monitoring and evaluation; and a one-time cost for setting up a localized treatment plant can offset the long-term costs for transporting sewage to a common centre.

CASE STUDY

In most of the developed countries medical professionals who are interested in public health disciplines keep rotating between clinical and non clinical work and research. In India these are water-tight compartments and lateral movement from one discipline to the other is extremely limited. The measure suggested above will encourage clinicians to pursue careers in public health and alternate between the two areas of expertise.

CHALLENGE

1. Disparate and incomplete list of services and methods – across the government sector. Applications forms, resources to provide data, supporting documents have not been stated clearly, and forms were designed years ago.
2. Citizens are forced to queue up for hours (except for passports), and are not scheduled for an appointed time to be serviced. Since citizens service queue is not established, there is little data to support the time that elapses before a citizen get the service. As a result, processes re-engineering is often disregarded.
3. Despite the enactment of the Public Service Delivery Acts by most state governments, these challenges continue to remain.

TWEAK

1. Every public service department to have all services listed under a common tab. Downloadable information in various languages.
2. Applications clearly list the supporting data and documents required, and the sources that can provide that.
3. The amount of time that the form will demand should be specified in the form.
4. All public forms to have an end date, ensuring review, and the end date be printed on the form itself. Or the archives should automatically remove older versions of forms.
5. When forms are submitted, citizens are called to be serviced at appointed timings, may be through automated ERP process. Personalised dashboards where citizens can track the status of their applications, such as that for the visa obtaining process, may be used to streamline the process.

IMPACT

1. Citizens access resources in one place: list of service and their intent, know what is needed to complete the application, know where to find the information for filling in, know how much time it will take to complete, as well are assured that they are using the latest version.
2. The acceptance rate of completed forms will be enhanced, ensuring no need for repeat visits, increasing service efficiency and citizen service levels.
3. Citizens will be given specific time slots to be serviced, saving public time in queues, and avoiding rushed and stampede-like conditions at offices.

IMPLEMENTATION

1. Can be taken up on a mission mode by Department of Administrative Reforms & Public Grievances (DARPG).
2. A quick analysis can identify pilots that can maximise implementation impact and implement within a reasonable time – ration cards, various certificates, health cards and facilities etc. Departments and offices can be guided and hand-held with universal templates of receiving information and providing citizen service.
3. An Ease of Service Index can be developed that rates various offices from 5 star to 1 star ratings, incentivizing efforts to move up the scale.
4. The Right to Information (RTI) Act is an instrument for requesting for the data to be published by the department.

CASE STUDY

We can gather more, but here is an example of US Office of Personnel & Management. Their website has a list of all standard forms with clarifying statements at the bottom such as “Standard Form 61, Revised August 2002, Previous editions not usable.”

Even for the US Visa form, the DS-160, complete help and guidelines are available in one place.

When applying for a driver’s licence in Maryland online, the tab at the bottom of the webpage lists “sources of proof”, guiding the citizen on the processes to obtain those documents.

Tweak #27

Efficiency

CHALLENGE

Increasing employee accountability.

TWEAK

Maintenance of regular and detailed work report logs under different buckets of functions an officer is required to undertake.

IMPACT

Minimizes the need to set-up investigative committees to track exactly what has transpired in case of gross failure or mismanagement.

Identify the cause of an issue, and increase employee transparency.

IMPLEMENTATION

1. Modify service rules to include the submission of daily and weekly timesheets.
2. These must be reviewed by immediate seniors before being compiled and sent to higher-ups for review on a monthly basis, as per executive orders or notifications.
3. Modify service rules for promotions to include input of these timesheets for hours worked in assessments for promotions or incentive increases.
4. Issue guidelines to establish a timeline for departmental audits, in case they do not exist already.

CASE STUDY

United States: Federal timekeeping policies are contained in the Federal Acquisition Regulations and the Defense Contract Audit Agency requirements. They touch on manual and electronic systems of tracking labor use on a government contract, because it is the single largest cost driver and has a direct impact on the total cost of the project. During audit processes, the DCAA usually will inspect the system logs to verify the persons that accessed the system and the reasons for such access. If there was an error, the audit will seek to determine how it was handled.

CHALLENGE

Businesses and citizens require a large number of permissions from the Government. Getting past the red-tape is a mammoth task, especially with the large extent of information asymmetry and convoluted procedures. This increases the lead time, resulting in a lag that can affect time-sensitive projects. Alternatively, it could keep from simple tasks with relatively smaller inputs from being accomplished within a reasonable time frame.

TWEAK

Create a time-bound program to convert permissions into self-certified intimations to the public authorities. Before scaling it across the board, the tweak may be piloted first with less regulated sectors, such as digital technology, instead of those with more regulations such as banking/finance, defence/military etc.

IMPACT

Replacing permissions with intimations will free up significant regulatory burden for business as well as government. These permissions may be ex post, pre ante, or both, depending on the nature of the business being regulated. The compliance costs for business will come down (though it will be replaced with severe penalties in case of misreporting). The regulators will also be free from routine checks and can focus on long-term initiatives for the development of the industry. To the extent that there are concerns that getting permissions could entail corruption, this move will create a possibility to move away from such rents. Clearance of additional steps can expedite the process for more projects to be seen through fruition with an action-oriented approach.

IMPLEMENTATION

1. Create an inventory of permissions: scope, frequency, authority etc.
2. Create a framework to check how the permission can be converted to an intimation
3. Make a time-table of how and when this change will take place

CASE STUDY

Liberalization (since 1991 and continuing) is a good national example of success where the productivity and efficiency of the Business and the State have increased.

The tech-world is almost “permission-less”: setting up a website or an app requires minimal regulatory permission and entities are free to develop such instruments as long as private contracts are in place. Or it may introduce auto permission unless denied expressly by law. This allows persons who fulfil minimum criteria start their business by making an application and unless the government expressly refuses the application after due diligence, business continues. This shifts the burden of compliance from individuals to state. As such states have vast information about persons that is also linked through UID (unique identification) platform and allows them sound verification.

CHALLENGE

Reforming the functioning of machinery dealing with the stamp act can be a small beginning. Indian Stamp Act, 1899 is not only archaic but does not fit into many of the modern functioning of financial sector. Till 1990s, one had to pay stamp duty on cheques.

The stamp duty being levied and received on the various financial instruments is not worth the procedural hassles of paying and complying with the archaic stamp duty act.

Currently, the government spends more on printing and distributing the stamps of Rs. 1 and Rs. 2 than earning revenue from such stamp duties. Not just the financial transactions but the court procedures would also be simplified with removal of stamp duties of such small denominations.

TWEAK

The central government must remove the stamp duty on Bills of Exchange, promissory notes, bills of lading, letters of credit, policies of insurance, transfer of shares, debentures, proxies and receipts as it did in the case of cheques.

IMPACT

Stamp duties on documents specified in Entry 91 of the Union List (viz. Bills of Exchange, cheques, promissory notes, bills of lading, letters of credit, policies of insurance, transfer of shares, debentures, proxies and receipts) are levied by the Union. Under Article 268, the state, in which the stamp duty is collected, retains the proceeds except in the case of union territories in which case the proceeds form part of the Consolidated Fund of India. At present duty is levied on all these instruments except cheques.

IMPLEMENTATION

In the early 1990s, the central government removed the stamp duty from the cheques to facilitate and promote non-cash transactions. However, this reform needs to take further roots. The current process of paying duties on insurance policies and transfer of shares and other similar transactions is too cumbersome. More than that, many states have little clarity on the issue. Even if they levy the duty they have little means to enforce its collection.

The sporadic enforcement has only further confused the financial sector. The amount collected from many of such instruments is not much as compared to the cost of compliance. This decision falls completely within the jurisdiction of the central government. To combat the revenue shortfall, the central government can increase STT (Securities Transaction Tax) or Service Tax on insurance services. Paying stamp duty is cumbersome. One has to buy and then affix stamp duty on each document (the process of paying consolidated stamp duty requires adjudication and an order of Chief Controlling Revenue Authority).

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CASE STUDY

In the previous decade, Karnataka government exempted anyone from paying stamp duty if the value of stamp duty is less than INR 10. The central government can take a similar action for the entire country by reforming/changing the Stamp Act itself. This would make it possible for people to execute the affidavits on a plain paper. **Make the court procedures simpler as they need not pay stamp duty of Rs. 1 and Rs. 2 needed for many applications.** In reality, the government spends more on printing and distributing such low priced stamps. However, no one decided to take this small but very useful step.

CHALLENGE

Delhi Metro serves approx. 2.6 million passengers everyday. However, many car riders do not use Metro service because of the lack of sound first and last-mile connectivity. Currently, feeder bus services are not of the desired quality. Their inferior quality inhibits many car-travellers to use Metro. The fare of Auto and Taxi from their destination to the Metro station and vice versa is not fixed. Therefore, a commuter can not budget for this varying expenditure in advance.

TWEAK

Fixed fare of Auto and Taxi for a limited distance (such as up to 5 kilometres) can facilitate many car travellers to dump their car and take the Metro.

Fixed fare of Auto and Taxi for a limited distance (such as up to 5 kilometres) will help to:

Facilitate car riders to take up metro service

Allow advance budgeting for every day commuters and thus encourage metro rides

Bring an order and organization in short term commute around metro stations

IMPACT

Currently, Delhi Metro carries around 2.6 million passengers daily, which is far less than the capacity they had promised in their project reports, even after the completion of Phase-III. Because of the poor connectivity to and from Metro station, metro service doesn't carry as many passengers as expected.

The current Metro feeder bus service has albeit become a regular bus service but with little regulation over overcrowding or safety. Also, a passenger has to go to and wait indefinitely at the nearest bus stand to take the feeder bus which is not an ideal condition for a regular private car-user.

Auto Rickshaws, Metered Taxis or App-based cabs provide the last-mile connectivity, but their fares not only vary but are usually high, due to which a daily commuter can not budget in advance for his monthly travelling expenditure. Also, their availability is neither guaranteed nor timely.

Hopefully, a reliable and affordable connectivity to and from a Metro station can attract additional single-occupancy private car commuters thus reducing road congestion.

IMPLEMENTATION

Delhi Metro can tie up with Auto Rickshaws, and Metered Taxis (e.g. Rs. 20 by Auto, Rs. 40 by Taxi) transit to and from a Metro station up to a reasonable distance (e.g. 5 km). Any person availing the service needs to pay only a fixed fare depending on the type of service between Metro station and another place within this fixed radius.

This service will provide car commuters with an option to get a timely and comfortable ride to and from a Metro station. Metro can grant willing service providers an easy access and exit to incentivise their participation. Car-pooling, as offered by App-based service providers, can bring down an average fare, after due consideration of safety and other legal aspects. Though the model is outsourced to a private entity, the liability will be borne by the Metro as it is still managed by the Metro Authority.

CASE STUDY

This model can learn from the worldwide success of reasonably priced car services provided by App-based car service providers. Additionally, if the service providers are allowed to provide pooling services, then the fare can become even more affordable for people to switch their mode of commute.

App-based cab aggregator Uber has tied-up with Delhi Metro Rail Corporation. It allows users to hire either an Uber Cab, Auto or Moto to their nearest Metro station, and then use the Metro option to pay for their ticket for the next leg of the journey. This makes it seamless without having to bother about booking or hailing transport to or from the station. The app also offers to book Delhi Metro tickets.

CHALLENGE

In 1942, CSIR (Council of Scientific and Industrial Research) was set up to nurture the scientific and industrial research in India. The country has benefitted with its scientific research, however, seemingly, in the case of industrial research, link between lab to industry is not well established. Many of the labs' research do not get commercialised. The recent attempt to commercialise the CSIR products puts the cart before the horse. The CSIR should only fund the research that is in demand.

TWEAK

The funding of industrial research should be based on only the requisition from end-users to avoid the research done in the labs from becoming outdated and obsolete for lack of demand.

IMPACT

Currently, CSIR has around 4,000 direct scientists and 8,000 support staff. However, the focus of the industrial research depends on the orientation and research interests of the scientists instead of the end-users. Development of tooth-paste, solar-trees, and many such other products may not see many end-users, at least at the commercially feasible level. Therefore, the research efforts are not fruitful.

This event can herald a new chapter in the development of cooperative federalism in India. This opportunity can help us refocus our priorities to make our output more usable and suitable for the demands of the end-users. The current silos and isolation would end.

IMPLEMENTATION

This focus needs to change. The industrial research, except national strategic research, should be funded only when a requisition is provided by the end-users. For example, Chief Secretary of a state could raise a demand for 'bio-digester, 'solar water purifiers" etc. In such cases, a lab will know the exact specific demands and fabricate the product based on the requisition.

In case of private industries, the requisition demand should also accompany the cost-sharing formula. The cost-sharing would ensure that the research efforts are quantified and the success of end product is judged on the commercial terms.

Thus, industrial research under CSIR should be driven by demand (in written requisition) except for the technology being developed in national strategic interest. Any technology/product to be developed by CSIR should have an industry collaborator. Each CSIR laboratory should have 4-5 mega-projects with industry interface having specific targets and milestones with visible output to the industry and society.

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CASE STUDY

This idea is substantiated by the fact that DRDO, ISRO and other more successful agencies, in terms of product delivery, are involved in research based on the requisition from the end-users. They develop, modify and innovate as per the demands from the user agencies. The scientists at CSIR's labs are not inferior to other scientific research institutions but they are less sure of end-users of their products.

CSIR-CIMFR, Dhanbad earned Rs. 530.46 crores (on the total expenditure of Rs. 395.16 crores on the lab) from industrial research that is demand based and need based technological development for most of the mines, power plants and hydroelectric projects. The industry partner refers their problems to the laboratory for plausible solutions. The technology developed by CSIR-CIMFR are transferred and validated in the industry.

CHALLENGE

State's third most significant source of revenue is the stamp duty (i.e. around \$18 billion). However, the current method of fixing the circle rate is rudimentary and disputed by many citizens.

For example, in Delhi, revenue from the stamp duty is stagnated for the last many years. Currently, the Delhi government collects around INR 4300 crores. People buy and sell a property and pay stamp duty according to the prevailing circle rates. People usually under-report the selling price to evade stamp duty.

Many times in the past, the circle rate has been raised to align with market rates. However, people complained about the arbitrary nature of this hike. Previous two hikes have been a uniform 100% and 20% hike across the city. Admittedly, the rise of property price cannot be uniformly moving up (or down) across the city. However, the officials do not have any criteria to align the circle rates with the market price. Usually, they collect a few sample sale deeds and a few samples of property advertisement from online real estate related website. They have little way to deal with the area wise approach.

TWEAK

Department of Science and Technology can quickly develop a mathematical model based on machine learning that can easily reduce the arbitrariness and remove any discretion in fixing varying circle rates.

IMPACT

Such a structural reform and systemic improvement would also remove the need to frequently change the circle rate with a uniform hike across the city. Thus, the model will take out the discretion from the decision making process.

IMPLEMENTATION

In a static model, there are gainers as well as losers. However, this can change by developing a dynamic mathematical model that provides more accurate area based circle rate. The existing data of stamp duty (i.e. held by Stock Holding Corporation of India), of the last ten years, can be

used to train a machine learning model and then the data available on various online web portals can be used to test the model. After proper testing and training, this dynamic model will automatically predict the price of the property depending on the nearby infrastructure. This model will provide a more rational approach to fix and vary the circle rate over the existing approach. This focus needs to change. The industrial research, except national strategic research, should be funded only when a requisition is provided by the end-users. For example, Chief Secretary of a state could raise a demand for "bio-digester, 'solar water purifiers" etc. In such cases, a lab will know the exact specific demands and fabricate the product based on the requisition.

In case of private industries, the requisition demand should also accompany the cost-sharing formula. The cost-sharing would ensure that the research efforts are quantified and the success of end product is judged on the commercial terms.

CASE STUDY

The current circle rates are divided across Delhi into different categories based on the first Municipal Valuation Committee (MVC) report of 2003-04. The MVC report divided Delhi into eight (A to H) categories. This categorisation was done to fix the property tax. The MVC committee based the categories on ten parameters such as distance from a hospital, shopping centres, Metro station etc. However, this model is static. Classification of colonies hardly changed even though a lot of relevant parameters changed over the past 15 years, including the massive expansion of Delhi Metro.

CHALLENGE

The role of technology so far has been to replace manual labour instead of complementing the human skillset. This is true especially for the field of agriculture. However, the technology can be leveraged to build Agriculture Data Markets

TWEAK

India is a mine house of data. Seed patentees such as Monsanto and Bayers need data for further research. Introduction of farmer cooperatives as aggregators on data platforms is a viable solution to this problem.

IMPACT

Creation of Data Markets would improve access to information for technological innovation in agriculture. Farmers can be empowered

IMPLEMENTATION

Farmers need to be incentivised by seed companies and governments to collect data. A minimum of INR 1,500 a month can be disbursed in a centrally sponsored agriculture scheme Issuing of Executive Orders for setting up training programs that integrate data trading markets into e-NAM, and provide for farmer training to use these platforms.

Targeting digital architecture and tapping into its reach and potential by educating through mobile applications.

CASE STUDY

Organizations such as Precision Agriculture for Development (PAD) have already piloted in Ahmedabad by introducing an interactive voice response platform that furnishes farmers with data and information on agricultural commodities, seasonal crops, and best farming practices.

PAD has already extended its reach to smallholder farmers in African countries such as Kenya, where cellphone penetration is as high as 90% of the total population.

CHALLENGE

Trading in Digital Markets should open Foreign Direct Investment (FDI) in Business-to-Consumer (B2C) trade as well.

TWEAK

FDI in e-commerce should be opened to both B2C as well as B2B (Business-to-Business) platforms.

IMPACT

Protection places at disadvantage the new business paradigm of e-commerce, as local players are not incentivized to improve quality and compete with foreign players.

By creating an environment of competition, local players are forced to meet the quality standards of foreign players.

It discourages local monopolies that are formed by protectionism, which create barriers to entry for small local players.

Consumers are benefited by all-round quality improvement, increased choice, and competitive pricing.

IMPLEMENTATION

Issuing a circular to the effect that Press Note 2 of 2018 is modified, to not just apply to B2B e-commerce trade, but B2C as well.

CASE STUDY

United States- By opening FDI to B2C trade as well, e-commerce markets contributed to 51% of the growth seen in retail markets, while the e-commerce trade itself grew by 15% in 2018.

CHALLENGE

The main reason for organic food being expensive is economies of scale. In other cases, the prices are artificially high for lack of supply. The rate at which we are ingesting chemicals is also brutal and rapid, making organic foods more appealing in general. Very few people work in this sector, and governments need to channelize resources towards encouraging sustainable and home-grown solutions for food.

TWEAK

A powerful emphasis is needed to create linkages of organic food growers with the markets. Hyperlocal start-ups with a track record of success can be funded with government grants to cater to the needs of the growing urban population.

IMPACT

The transition for those engaged in farming or agriculture-related activities into mainstream markets can be made a lot easier by tapping into a huge market demand in India as well as abroad. This also unlocks an alternate revenue stream for farmers migrating to cities as unskilled labour.

IMPLEMENTATION

Encouraging investment in agricultural technology, like vertical farming or aquaponics. However, on account of a lack of anti-trust laws in India and with many types of food being an inelastic goods, government regulation is needed to avoid a few individuals or entities monopolizing the market.

CASE STUDY

Israel presents the most successful case of being able to render arid land fertile over the years with its advanced agricultural technology interventions. Syngenta Foundation, an Israeli company, launched a pilot of their product in Bihar earlier this year; they invented airtight bags to store grains safely, and avoid fungal infestation by excess contact with air and water.



INCLUSION



CHALLENGE

The present system of empanelment of Officers for appointment to the position of Joint Secretaries and above in the Central Secretariat and equivalent positions needs reform. As part of the Civil Services Reform, it will be appropriate to make it more inclusive and selection-based.

TWEAK

Instead of empanelment by a Committee of Secretaries, the responsibility for selection may be entrusted to the UPSC, Personnel and Cabinet Secretary acting as advisers. The source for selection should include all eligible Officers from All India and Central Services as also interested officers from Technical Services and the Public Sector. As done recently as a one-off exercise, a given number of professionals from the private sector interested in joining the Civil Service should also be considered for such selection. The final select list should contain representatives from all the above segments in accordance with a pre-determined percentage and the select list should be an open document. The selection should be based not only on the Annual Confidential Reports, but also taking into account the relevant experience, aptitude and Officer-like Qualities (OLQ). Higher incentives should be offered for the positions to attract the best talents. On appointments, the candidates should be required to sign performance contracts each year listing out the terms of references and key result areas, which should be monitored at the end of the year by an independent agency.

IMPACT

The proposed system will lead to the induction of the most suitable officials to the higher Civil Service as also a more focussed system of governance and oversight.

IMPLEMENTATION

The proposed system could be implemented by executive orders and will provide a broader base for selecting the top administrators of the Central Government. It could be implemented by advance planning and small changes in the procedures.

CASE STUDY

In the UK, selection of senior civil servants is made through competition. In New Zealand, top civil servants are selected by a rigorous process and they are required to sign Performance Contracts subject to review.

CHALLENGE

Empowerment of Panchayats. Forms of local self-government are not given enough impetus for decentralized decision-making, leading to rendering Panchayats obsolete. The idea is to revise the grassroots level measures that can ensure quick problem solving than going through a sea of red tape.

TWEAK

Empower Panchayats and local administration as per the promise of the 73rd and 74th Constitutional Amendments by expanding their scope of functions and independence.

IMPACT

Local councils respond quicker to the needs of their community, making governance more efficient.

Decentralization allows better analysis of issues by taking up a bottom-up grassroots approach. Stakeholder needs are met more effectively. Only issues unresolved by Panchayats are escalated to a higher ladder in bureaucracy, reducing the backlog of complaints overall.

Voters take an interest in local politics, creating a breeding ground for leaders who respond to real change, and not merely on rhetorical and populist lines in the long run. Voters thus are instilled with more seriousness and purpose to affect this change, potentially resulting in a higher voter turnout as well.

IMPLEMENTATION

Modify service rules to expand independent budget control to local councils.

Increase awareness of local representatives within the community, through advertisements and reports stating achievements.

CASE STUDY

U.S. and U.K.: Both countries have decentralized their city councils, and local administrations display a notable quality of public utilities and services. Village and City Councils in the UK and US enjoy almost independent functioning, and sources of funding from Central Government. Community feedback programs mean local body elections are taken seriously, and often on the basis of the work output of elected officials, rather than plain political sentiments.

CHALLENGE

Improving the health status of people is constantly a failing agenda for successive governments. Primary health is the pillar on which the entire health infrastructure rests but this is continues to be the weakest in the chain of health care in India. Strengthening of the primary health system by providing financial and technical resources should be an area of outstanding priority. The Ayushman Bharat scheme identified this gap but has not amplified its importance enough. Secondary and tertiary health care are not the right indicators for the success of the Ayushman Bharat program.

TWEAK

Under the Ayushman Bharat Mission, a chain of Wellness Centres are supposed to provide primary health care. Apart from providing outdoor and indoor services, these centres should provide free medicines and diagnostics for eligible categories of people. Much of the out-of-pocket expenditure on health is on buying of medicines and conducting diagnostic tests. If these expenses can be successfully covered under the programme, a big dent can be made in reducing out-of-pocket expenses on health care which is a major component of health care expenditure people incur in India.

IMPACT

It is not a radical change from what the Government is planning to do except altering priorities towards primary health care. While commitment of larger resources as a percentage of GDP is essential for larger coverage of Ayushman Bharat programme, the bulk of these resources should flow to primary health care which is not happening now. The National Health Policy 2015 advocates for 70% of resources to be allocated to primary health care but in practice it is always much less.

IMPLEMENTATION

1. Government of India should substantially increase the budget of the National Health Mission to ensure timely establishment of the Wellness Centres with proper infrastructure and provision for stay of doctors and nursing staff at the Centers.

2. Starting from village level, strong linkages should be established with the rural health care workers like ASHA, ANM (Auxiliary Nursing Midwifery) and Anganwadi worker through the mechanism of Village Health Committees. To meet the shortage of doctors graduate nurses should be put in charge of WCs as nurse practitioners.

3. Every WC should have an attached medicine shop from where generic drugs will be dispensed. Diagnostic services should be provided at WCs for routine tests and at CHCs for more costly tests. Drug dispensation should be provided for all illnesses whether they are covered under a national disease control programme or otherwise.

4. Secondary and tertiary care should be based on referrals from Wellness Centres to both public and private sector institutions. These referrals from different wellness centres can amount to incentives in the form of centre ratings.

5. In remote and hard to reach areas, civil society organisations should be mobilised for outsourcing primary health care with adequate and timely provision of financial resources and drug supplies.

Modify service rules to expand independent budget control to local councils.

Increase awareness of local representatives within the community, through advertisements and reports stating achievements.

CASE STUDY

The best example of comprehensive primary health care is from Thailand where majority of health interventions happen at Primary level. Primary health care is organised around institutions which provide outdoor and indoor medical care and provision of drugs and diagnostics free of cost or at a nominal contribution. Thailand could manage positioning of qualified medical personnel in Primary Healthcare institutions and providing generic drugs for treatment. Thailand also paid its medical staff a lot of money, especially those who work in rural parts. Similar incentive schemes can be discussed as part of the proposal. They could also integrate major disease control programmes into general health care by following this model. India can easily adopt this model from a neighbouring medium income country rather than looking at its best examples from the West.

CHALLENGE

Health services delivery is as common an issue for the urban poor as it is for the rural population. If healthcare logistics were to be optimized to their full potential, there will likely be positive spillover effects all over India.

TWEAK

Directly engage with hospitals and private service providers to ensure access to health services at an affordable cost to the populace.

IMPACT

1. Increase the approachability of health services delivery for the rural and urban poor.
2. Ensure access to quality healthcare without restrictive pricing.
3. Ensures the interests of all stakeholders are met (healthcare provider and receiver).

IMPLEMENTATION

1. Include an annual prescription for basic treatments and surgeries.
2. Include in a list of schedules exactly what conditions are covered under the annual subscription.
3. Include direct benefit transfer to hospitals and healthcare providers for their services to ensure timely payments. This disbursement could be akin to that of Jandhan Yojana Account, where the incentives are non-transferable by an individual and remains in the reserve for the hospitals for their operations and maintenance.

CASE STUDY

Karnataka: The health policy introduced by the Government of Karnataka was instituted for farmers and their families. In order to take advantage of this scheme, people of rural areas had to spend INR 300, and those in urban area INR 710 annually. Under this scheme, more than 800 healthcare facilities were provided for farmers, including care provided for agricultural accidents, local diseases and ailments, etc.

CHALLENGE

Including essential micronutrients and proteins in the public distribution system of rations. A diversified food basket is envisaged in the National Food Security Act, 2013.

TWEAK

Diversify the basket of foods available through Public Distribution Systems (PDS) beyond wheat and rice to extend to local grains and cereals. A pan-Indian effort must be made to grow more variety of grains

IMPACT

Subsidizing millets and local cereals would make them more accessible.

Currently essential micronutrients and proteins are missing from the dietary requirements of the poor, and this would contribute to improving nutrition levels.

A more diverse basket of foods would ensure food security and prevent food shortages in the years of underproduction of wheat and rice.

IMPLEMENTATION

1. Modify service rules to allow for a more grassroots approach to PDS and decentralize them.
2. Create a health monitoring system of common deficiencies and their corresponding food supplements.
3. Modify existing schedules for PDS Schemes to create a flexible basket of essential foods that can be supplied through a PDS.
4. Public health specializing in nutrition at state and district-levels could help with customizing diet as per availability of staple foods in the region. The availability can also therefore dictate/influence the cross-subsidizing pricing scheme via fixing minimum floor and maximum ceiling prices of foods.

CASE STUDY

Odisha – One of the poorest Indian states introduced its own Food Security Bill in 2015, which was revised as of last year. The scheme made PDS-Aadhaar linkage compulsory to ensure that no household entitled is left behind. The price per kilo of rice was lowered to make room to include a wider variety of food groups, partly sponsored by the Central Government.

Tanzania - With World Health Organization's support, they scaled up nutrition interventions, with a focus on the district level. Activities for scaling up took place within country-led programs and strategies and within existing systems in order to avoid duplication and ensure sustainability.

Uganda - Participatory district assessments brought stakeholders together around evidence-informed nutrition actions. **Odisha** - One of the poorest Indian states introduced its own Food Security Bill in 2015, which was revised as of last year. The scheme made PDS-Aadhaar linkage compulsory to ensure that no household entitled is left behind. The price per kilo of rice was lowered to make room to include a wider variety of food groups, partly sponsored by the Central Government.

CHALLENGE

Curb high dropout rates in schools for tribal children. Tribal children are vulnerable to risks such as frequent displacement, leading to higher dropout rates. This happens as a result of deforestation for wood (to manufacture products like paper, furniture etc.), or for setting up factories (e.g. Essar Steel and Hindalco acquiring the Mahan Forest land in Madhya Pradesh to set up their manufacturing unit), or for infrastructure development (such as dams). They also face stigmatization on account of socio-economic differences, and general isolation from the rest of the community. Uncertainty due to these factors makes them give up on pursuing education and earn their living via unskilled labour work instead.

TWEAK

Vocational education should be offered as an alternative in all tribal schools, along with sports training. The curriculum and availability of trainers can be based on the industry presence in the area.

IMPACT

Tribal children suffer from inadequate parental support and peer pressure when it comes to academic pursuit. The dropout rates are high.

Children require training in practical aspects of their lives, in order to increase the value obtained from education. Skill training programs offer an incentive to continue attending school. These measures will also wean children from falling prey to social evils such as alcoholism and drug abuse.

IMPLEMENTATION

1. Offer vocational education training in all schools in tribal areas as an alternative.
2. Increase sports schools to increase the incentives to attend school.
3. Alter service rules to focus on learning outcomes rather than on exam results.

CASE STUDY

Alaska - By integrating cultural history with vocational training taught by Native American teachers, Alaska saw a decreased dropout rate in Native American students. These measures helped reinforce and formulate a strong sense of cultural identity in students, preventing them from turning to gangs and drug use in order to fit into an accepting role in their current environments.

Bastar – The Chhattisgarh State Skill Development Mission has already included the provision for vocational educational schools under tribal development and welfare. Being a region of conflict, the dropout rates in the district were too high to be ignored. Implementing the tweak allowed students to learn agricultural practices, the most common form of adaptable traditional livelihood remodeled the state of education in the area.

CHALLENGE

When the Prime Minister was sworn in after his landslide victory, he alluded to the dire need for inclusive growth in his inaugural address with “Sabke saath, sabka vikas”. The idea represents encompassing all sections of the population including its most vulnerable and marginalised constituents - the Dalit population that makes up nearly 25% of the population at 130 crore. A society is only as strong as its weakest link, and their abject vulnerability is a human rights issue that requires the attention and decisive intervention of the government. Enabling Dalit agency through socio-economic empowerment should be on everyone’s radar.

TWEAK

The socio-economic empowerment of scavengers, sweepers, garbage collectors, and waste segregators, needs to be addressed through special mission mode like approach/campaign approach. Since Dalits constitute a nearly exclusive overwhelming majority of the scavenging population all over India, their needs to be addressed using specially designed methodologies that preempt the problem and offer a solution by tackling both the prevention of untouchability practices as well as by providing extremely high monetary compensation well above the minimum wage. The government should effectively launch a unique scheme to respect the commitment shown by the prime minister for their overall economic development by incorporating this within the Swachh Bharat campaign. Social welfare measures such as health insurance must be fully covered by the Swachh Bharat mission for high-risk jobs like that of manual scavengers.

IMPACT

The expected outcomes from this project would be to demonstrate the commitments of the government intention by reaffirming its faith in the constitutional provisions to protect the vulnerable sections against exploitation under the practice of untouchability, gender discrimination, upholding human dignity and underscoring a commitment to the dignity of labour by providing wages higher than minimum wages guaranteed in relation to the unclean and menial jobs that remain the sole domain of Dalit groups owing to the refusal by other caste-based communities to engage in.

IMPLEMENTATION

1. Survey of persons engaged in the unsanitary and hazardous occupations like scavengers, sweepers, garbage collectors, segregation, and leather related occupation
2. A committee to be constituted to fix higher wages than minimum wages taking the un-

touchability practices and the discrimination, occupational health-hazardous issues, unclean occupation into consideration

3. To issue mandatory instructions to state government to follow all the safety codes as prescribed under the court directions
4. To evolve the shelf of income generation activities for the economic empowerment of the family members and reinstate dignity of labour
5. To evolve such of those schemes to protect the health hazards of those involved in the occupation

CASE STUDY

Canada - Besides providing free healthcare to all, irrespective of a person's profession, Canada also has anti-discrimination seminars across almost all workplaces - in both the public and private sectors. Hurling racial slurs are grounds for being fired from an organization. The Canadian government also participates in undertaking research with respect to its native, aboriginal population, and attempts to integrate the findings on to the country's fragmented social fabric.

CHALLENGE

Since the government has included in their manifesto their commitment to provide employment to the youth, a special thrust for the Dalit youth lacks. The human development indicators have clearly demonstrated the position of scheduled castes occupying the lowest positions in all the parameters of the overall development merits. There is a pressing need for their economic empowerment through new initiatives to make them more employable by bridging the gaps through up-gradation of their skills and a strategically designed mentorship programme.

TWEAK

Implementing a large-scale skilling project exclusively for promoting skills up-gradation. Affirmative action alongside focussed mentoring as practised everywhere else to reduce discrimination in universities and workplaces needs to be introduced for the unemployed Dalit youth to ensure inclusive growth.

IMPACT

The project is expected to economically empower a population of nearly 2 crores. The skill development and the unique mentoring project may result in creating at least 10 lakh employment opportunities for Dalit youth. It gives them better options with higher quality of life by providing opportunities outside of their caste's traditional form of livelihoods.

IMPLEMENTATION

1. Identification of the eligible students/ unemployed educated youth to fix the physical target
2. Identification of the employable skill gaps among Dalit youth-based industrial requirements
3. The government should prepare a structural framework to support needy people in collaboration with the companies during the course of education or post-education
4. The government should identify the list of university, private sector companies and to have a memorandum of understanding to provide mentoring programmes
5. The government should design need-based template for the mentoring programme with different regional considerations
6. Adequate allocation of funds should be made by the government for the success of this ambitious project

CASE STUDY

Full scholarships are awarded to those from disadvantaged minority backgrounds in most American Universities, such as first-generation college students of African American and Latin American descent. This ensures that students from these groups have higher visibility and contribute to equitable representation of the diverse student body on campus. It also gives them a chance to escape from the intergenerational poverty cycle by graduating from college free of debt. These students then pay it forward by sponsoring the studies of others of their ethnicities/ minorities in general, cultivating a culture of collaboration and trust.

CHALLENGE

Right now, few private sector companies dominate Indian handicraft sector and the surplus is hardly shared with the artisans.

Handloom and handicrafts are traditional forms of livelihood for several rural communities. Though the Ministry of Textiles has implemented innovative initiatives, such as displaying artwork by these communities in the Delhi Metro stations to promote their craft, it does little to increase the income of artisans.

TWEAK

Build powerful backward linkages to connect handicraft markets of India, in such a way that it arrests migration of skilled artisans to cities where they do manual labour. The government should promote the growth of hyperlocal start-ups who are already working on bridging this gap through collaborations with the Ministry of Arts and Culture. They should also facilitate the formation of artisan cooperatives, and fund them on a monthly basis to cover administrative and operational expenditure.

IMPACT

Such initiatives can aid the Ministry of Textiles in training artisans directly in marketing their products via development of tools & frameworks. They also ensure that middlemen do not eat into artisans' share of commission via direct engagement with end-consumers in trade fairs and pop-up shops.

IMPLEMENTATION

National Rural Livelihood Mission's skill training programs can include large-scale employment of the rural population. The products can be directly exported to cities or outside India by artisan cooperatives directly with help from government or smaller private organizations that only charge a nominal consulting fee. The move should be supported wholeheartedly by the Make in India campaign.

CASE STUDY

Disha Shekhawati Trust works with start-ups such as LoomKatha that work on strengthening backward linkages for handloom artisans in the Churu district of Rajasthan. They collectively promote Bandhani style apparels native to the Sujangarh area and help artisans sell their creations on online platforms.



PARTICIPATION



CHALLENGE

Training of civil servants ought to be specific to the Ministry they have been assigned to. A common training module is followed for civil servants from all departments before being dispatched to their postings. This module lacks the much-needed in-depth knowledge to be used and dealt with in real-life scenarios. Establishing comfort in advance with one's subject matter and domain expertise will reduce the time spent in learning the ropes from scratch by relying on unforeseen experiences.

TWEAK

Instead of expensive visits and residential courses at Ivy League Universities which are currently part of in-service training programs, the Department of Personnel and Training (DoPT) and the National Academy of Administration should, in collaboration with leading Western universities, commission, develop, and use very carefully designed and updated online courses. Such courses, tailor-made for understanding India-centric issues, should be mandatory. Officers posted in a particular ministry or sector will be required to complete the online course with a pass mark within, say, two months of joining—failing which they will not be qualified for their next increment.

IMPACT

Officers will be able to keep up with the latest trends in their sectors, from policy practice to legal developments and regulatory changes in India and abroad.

It will improve officers' (from generalist or specialist services) understanding of the rules and principles of good public procurement and of the financial code.

It will also improve the decision-making processes, covering for common cognitive mistakes increasing overall efficiency.

It offers a good metric for analyzing officers' training and growth requirements for increments, promotions and assessments.

Online infrastructure provides higher flexibility to the personnel in course completion, while also reducing the cost of hiring and training the instructors separately for induction of civil servants.

IMPLEMENTATION

1. Update the DoPT and National Academy of Administration's approach toward officer training by Executive Order to tailored course modules specific to departments and sectors.
2. Modify service rules, so that officers are required to pass courses within two months of their posting – failing which they do not qualify for their increments.

3. Include subject-specific modules for knowledge gap coverage, training to improve procurement and capacity to understand financial codes, and quality control on decision-making.

CASE STUDY

United Kingdom - The UK Civil Service has recently started a capacity-building effort aimed at procurement and certain other targeted common skills, based on the prior experience and expertise of the civil servants.

CHALLENGE

Safe disposal of solid waste in cities – while the government has taken strong measures in the last 5 years to address this through the Swachh Bharat Mission campaign, the onus of implementing best practices must not be on the government alone. Citizens must educate themselves for a sustained effort in this area.

TWEAK

Garbage of every neighbourhood should be fully recycled within the same neighbourhood and not transported beyond its boundary, with limited exception for specific types of waste such as metals etc.

IMPACT

Neighbourhood-level waste management would decrease the growing garbage dumps that surround cities. It would encourage waste-management industries, and add a profit motive to these activities.

IMPLEMENTATION

1. Garbage collection service rules can be altered to not just concentrate on one dumping site. A mobile application-based service for garbage picking can be used to keep track of per household garbage production, and accordingly charge for waste generation. It can help in matching garbage collectors with households where garbage has not yet been disposed of.
2. Subsidized waste-management companies can bid for solid-waste organized by the urban local bodies (e.g. municipalities) and process it locally. A public-private partnership model can prove beneficial in a shared responsibility and division of task burden between both stakeholders.

CASE STUDY

Sweden - Of the 4.4 million tons of household waste produced by the nation every year, 2.2 million are converted into energy by a process called waste-to-energy (WTE). Before this process starts, home and business owners filter and separate the waste into hazardous wastes and recyclable materials, which are then sent to different waste-management systems, like incinerators and recycling, and a small amount to landfills. The furnaces in WTE plants are loaded with

garbage, and then burnt to generate steam which is further used to spin turbines in order to produce electricity. The waste that is recycled is essentially used as a resource, converted into district heating, electricity, biogas, and bio-fertilizer.

Kerala - The city of Alappuzha has adopted decentralized waste management and is pushing for 100 per cent segregation in all the 23 wards of the city. Moreover, as many as 80% of households now have biogas plants and decentralized composting system.

Navi Mumbai - Organizations like RECity have implemented & monitored projects with help from government bodies, CSR funds, citizen engagement, and sponsorship through crowd-sourced funds. Navi Mumbai is a top-ranked city under the Swachh Bharat mission, with 80% waste segregation at source.

CHALLENGE

Tackling the growing unemployment crisis. Nearly half of India's youth is below the age of 25 but no more than 18% are represented as salaried employees in the formal economy. Despite the advent of programs such as Pradhan Mantri Kaushal Vikas Yojana, the unemployment levels continue plummeting.

TWEAK

Vocational training programs are able to better prepare students and workers for specific industries or jobs. Their accessibility can be increased by incorporating vocational training and skill development into state-sponsored educational training in all institutes run by the State.

IMPACT

Practical measures for linkages of skill development/education with decentralized development respond to changing market demands for employees and workers. Making this mandatory in state-run institutes will encourage higher enrollment in educational institutes and potentially result in low dropout rates since vocation has been combined with education – both elements complementing one another.

Job creation would be aided by skilled labour. According to Pratham Institute, by 2020, India will have the world's youngest average population at 29 years old - this powerful demographic dividend then can be leveraged to mobilize a large part of untapped workforce.

IMPLEMENTATION

1. State governments can issue circulars to education departments, panchayats, and local bodies to include vocational training in their educational curriculum.
2. State-sponsored, subsidized vocational training can be made available to all adults, under the Functional Literacy Program and National Literacy Missions, incorporated within the syllabus in undergraduate and graduate institutes.

CASE STUDY

UK-Scotland: The 'Get Ready for Work' Program targets young people (often early school leavers) who are unable to make the transition to sustainable employment. The program provides tailored guidance and support on generic and transferable work skills. This enables and encour-

ages sustained employment, employment with training, or further education.

Estonia: Provided by the Estonian unemployment insurance fund, Labour Market Training Measures provide occupational skills and competences for the unemployed seeking a solution to their long-term employment.

CHALLENGE

Inter-ministerial coordination at an operational level. This IPT focuses on specific co-ordination between transport ministries (like Civil Aviation) and urban development (both at the Centre and relevant states).

TWEAK

Create memoranda of understanding between two ministries with specific carve-outs on responsibilities for coordination and forums for engagement.

IMPACT

With growing urbanization and increasing demand for transportation, both sectors shape and get shaped by each other. For example, where an airport is located and how it can be reached shapes urban geography significantly. Co-ordinated planning and implementation can create better citizen outcomes.

IMPLEMENTATION

1. Pick-up one key-area of Inter-ministerial coordination: say development of metro lines to airports from within the city. Any planned project should include inter department coordination/dependency factor to be determined at the beginning.
2. Create a role between the relevant ministries for planning, funding and execution. A book of standing orders on how the synergy should be reached in most of the cases should be prepared and distributed. Coordination across departments/ministries often fails due to fiscal asymmetry. This can be tackled via co-funding strategies that involve sharing the financial burden commensurate with a percentage of each ministry's budgetary strength.
3. Create engagement and review forums, such as online portals, mobile applications, or a simple SMS-based survey, till the role is successfully piloted in at least 2-3 cities.

CASE STUDY

Coordination groups are common management practice both in the private and the government sector. However, sometimes coordination inter-se between government departments may not self-start unless appropriate political push and consistent engagement platforms are created. In many cases, the citizens themselves are too fragmented to put together this coordination mechanism.

CHALLENGE

Tackling disasters induced by climate change. Evidence has shown time and again that India faces the highest social and economic costs with an increased burden of carbon footprint due to proximity to the equator and its exceedingly large population. A sudden surge in diseases due to untimely rains, and excess heat/cold causes deaths. Local governance structures are not equipped to deal with these issues that need more-than-usual attention.

TWEAK

The disaster manuals of Government of India and the State governments need to include climate change disasters in all their manifestations and be inclusive of coping mechanisms and preventive measures.

IMPACT

As the effects of climate change intensify, so do the effects of climate phenomena. Our agencies and infrastructure are currently not equipped to respond to these changes.

India faces the highest risk of increased disasters from climate change, including floods, droughts and weather phenomena. Preparation for these changes would lead to minimal losses in life and livelihood.

IMPLEMENTATION

1. Add climate change disasters to disaster manuals for states and the centre.
2. Include climate change-induced disasters in the National Disaster Agency's ambit of functioning.
3. Advise budgetary allocations should be revised accordingly.

CASE STUDY

While the National Institute of Disaster Management has already included the disasters in their manuals, the following example demonstrates a larger scale attempt to address the issue.

Arab Region: The UNDP has supported Arab region countries to adapt to climate change impacts and to prepare for disaster risks. Climate change adaptation projects in the region support improved natural resource management practices, diversified incomes, policy support, and ecosystem-based adaptation approaches designed to improve productivity for farmers and pastoralists.

CHALLENGE

In India, many scientific labs are working on advanced technologies. Most of their products propose solutions to problems faced by the public and other government institutions working in those areas. Currently, a mechanism exists to share the advances in technology with industry. However, the relationship for technological tie-ups with the state governments is not that robust.

TWEAK

The Ministry of HRD should organise an annual “Gyan Shivir” (Knowledge Camp) that will invite the Chief Secretary and Secretary (Sciences) from all the states. In this conference, the Ministry should showcase the technologies developed in-house such as bio-toilets or solar water purifiers and also address the present information gap with the state’s representatives.

IMPACT

This event can herald a new chapter in the development of cooperative federalism in India. This opportunity can help us refocus our priorities to make our output more usable and suitable for the demands of the end-users. The current silos and isolation would end.

IMPLEMENTATION

1. Many institutions under the Ministry of Science & Technology do excellent research and develop many useful products for general public but their reach is not commensurate with the potential. In this regard, a “Gyan Shivir” may help. To expand the idea, the following points can be considered:
2. Write to all R&D institutions across departments and ministries whose research and products or their applications fit the objective of the events.
3. The department catalogues its research and products that are useful for the public
4. An event that exhibits the products along with the product team is organized for a length of three days.
5. The event can run for three days
6. 1st day: Chief Secretary, Secretary(Industry) and Secretary (Science) and 3-5 DCs per state will attend the event.
7. 2nd day: Elected leaders of Panchayati Raj Institutions from across the country
8. 3rd day: Agreements for sale and expression of interests shall be signed between states’ representatives and concerned labs (or license owner)
9. MoUs can be signed between the states and the research institutions.
10. States’ representatives can connect and network with the scientists whose research interests them or solves their problem.
11. States’ representatives can also submit their demands from the science community to de-

velop technologies that they need.

12. Around 100 stalls of different labs where states' representatives can meet the concerned scientists.
13. Hon'ble PM can chair the event and interact with scientists as he does with individual DGPs during annual DGPs' conference.
14. CMs and Ministers, PRIs members can also be invited
15. It should be in a remote district instead of any metro city, as in such places, attendees tend to get diverted to tourist attractions. Places that aren't tourist destinations or that are lesser-known on the map may be better as such places will attract only serious attendees.

CASE STUDY

The annual DGPs' conference chaired by Hon'ble PM provides the right example to consolidate the issues affecting a sector through informal brainstorming. Presentations from different stakeholders, including states would help in cohesive development of scientific temper.



The Friedrich Naumann Foundation for Freedom (FNF) is an international non-profit organization promoting the ideas of liberal democracy, respect for human rights, rule of law and economic freedom. FNF works on some of the most important issues related to liberalism such as the opening of the Indian economy, working with the police to transform into a democratically accountable service, making cities more liberal for their citizens, harnessing the power of the revolutionary Right to Information Act, ensuring property rights as well as dealing with the challenges thrown up by climate change. More recently, the Foundation has supported programs dealing with the challenges and chances of digital transformation.

FNF pursues these goals, which are part and parcel of the great Indian democratic tradition embodied in the Constitution, in partnership with policymakers, business leaders, national and international NGOs, universities as well as journalists and think tanks.



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Centre for Civil Society
A-69, Hauz Khas, New Delhi – 110016
Phone: +91 11 26537456 Email: ccs@ccs.in Website: www.ccs.in