

Changing Milieu of the Civil Services

From Independence to Present

Quotes on political system

“ The Union will go, you will not have a united India if you do not have a good All India Service which has (the) independence to speak out its mind”

- Sardar Patel in Parliament in October, 1949

“ The political executive consciously selects pliable officers.”

- N.N. Vohra wrote in 2016 in his book Safeguarding India

“ Mushrooming growth of committed bureaucracy – numbers vary between 25% to 40% depending upon the state.”

- N.C.Saxena in article in EPW on 23rd June 2018

“The intrusion of politics is the first step towards intrusion of corruption”

- Sir William Jennings

Quotes on Institutional Design

“We cannot march through the 21st century with the administrative systems of the 19th century.”

- PM Narendra Modi in 2016 at Niti Aayog

“Paper — files, written procedures, records — has entrenched a legalistic bureaucracy with strict adherence to rules and procedures rather than the achievement of public service goals.”

- Yamini Aiyar, CEO, Centre for Policy Research

“High performance at workplace stems from bureaucrats’ own commitment to work at hand, degree of appreciation & esteem they receive from their peers, and existence of professional standards.” - Brehm & Gates in their book on Bureaucracy

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Tussle for Power:
Bureaucrat vs Politician

Case Study 1: Period 1964

- In 1964, Collector of a district was asked by Chief Secretary to make preparations for setting up refugee camps. The instruction was just one sentence: make all arrangements and he was free to take such action as deemed fit.
- The Camps were set up in in one week and refugees received and settled. Audit noticed some irregularities.
- Collector met the Chief Secretary who asked him to give summary of action taken by him in one page.
- Chief Secretary wrote on Collector's report: Collector has carried out my orders in taking the above action. CM may approve.
- CM wrote: I agree with the Chief Secretary



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Case Study 2: Period 2013

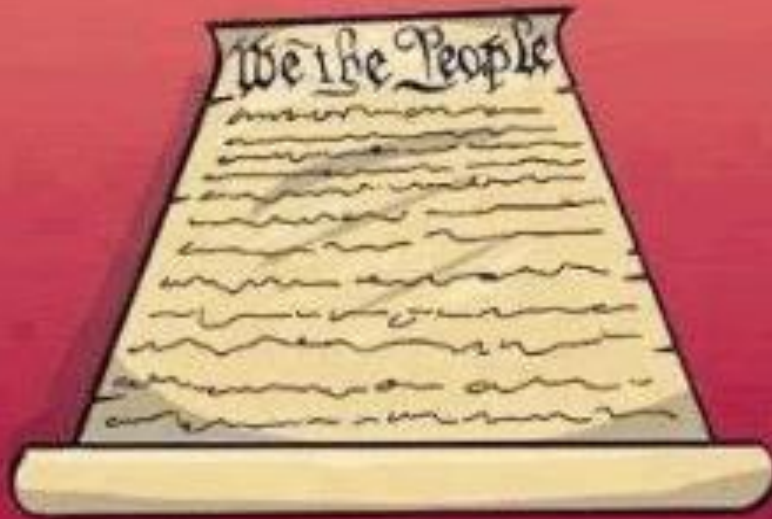
- In 2013, as SDM Gautam Budh Nagar, she formed teams to check illegal sand mining in Yamuna and Hindon river banks. Her teams confiscated 24 trucks and 15 lorries and arrested 15 persons.
- On 28th July, she was suspended for demolishing of wall of under-construction mosque.
- DM Noida submitted a report that the land was Govt. land and there was no mosque on it. Villagers erected a wall which they demolished themselves on being informed that it was Govt. land. On 28th August, DM was transferred and put on wait list
- SDM did not challenge the Suspension order in Court. On 21st September, she met the Chief Minister who revoked the suspension order next day.

What has changed?

- In first 2 decades, state and district level politicians held senior bureaucracy in esteem due to their calibre and honesty and integrity.
- Decision to reward or punish different types of behaviour of officers was in hands of civil service.
- However impact of bureaucracy on improving lives of disadvantaged people was paltry.
- Politicians are determined to achieve their goals and less tolerant of bureaucrats who hinder them.
- Decision to reward or punish different types of behaviour is in the hands of Chief Minister
- Being in the good books of Chief Minister is important for bureaucrat's career

Silver Linings

- Many apolitical bureaucrats are comfortable doing the routine as most of the job content is of routine nature.
- Apolitical bureaucrats are OK working in low priority departments – Training, Computerisation, Welfare etc. as they wish to acquire domain expertise in these areas.
- People expect politicians to deliver on their promises which means that politicians have also started looking for performing bureaucrats even if they are apolitical.
- Apolitical bureaucrats take vantage of their position to contribute to social causes.



**OUR RULES FOR
THE GOVERNMENT**



**GOVERNMENT'S
RULES FOR US**

what the hell?! LS

Case Study : 1960s

- **Secretary to GOI advising young recruit who has been entrusted with a special assignment.**
- 1) All manner of rules have to be flouted to do the task. You have to succeed and not tell me that rules stood in your way
- 2) If you get into trouble breaking the rules, I will bail you out. So get the job done.
- 3) If I have to bail you out, this is the last assignment you have from me. You must know how to get a job done without getting into trouble.

Case Study : 1990s

- Delhi municipal corporation in 1997 had raised the limit of licences to 99,000 for rickshaw pullers but city has 6 lakh rickshaw pullers. Delhi High Court in 2010 constituted a Task Force from police, town planning, transport depts to review traffic flow, registration of vehicles etc and recommend policy.
- Mumbai has 2.5 lakh street vendors, Delhi 4.5 lakh, Kolkata 1.5 lakh, Ahmedabad 1 lakh. Each city corporation has ceiling for hawkers e.g. Mumbai 14,000.
- Odisha Govt had prosecuted and jailed some tribal women for keeping hill brooms as processing of hill brooms could be done only by Govt corporation. Tribals could collect hill brooms but could not sell them in open market or process hill brooms.

Bad laws are the worst form of tyranny

- Number of under-trials in Indian prisons is 67.6% (About 2.8 lakhs out of 4.18 lakhs prisoners)
- The total number of deaths in prisons in 2017 were 1,671 out of which 1,494 were natural and 133 unnatural.
- There is a death inside Indian prisons every 5 and a half hours.
- One suicide in Indian prisons every five days. The propensity to commit suicide inside prisons is almost twice than outside.
- With 323 deaths Uttar Pradesh prisons witnessed maximum deaths. However adjusting for prison population, Punjab with death rate of 752 is the death capital of Indian prisons

A rectangular sign with a green top half and a yellow bottom half. The word "Retirement" is written in large, white, sans-serif font on the green background. The phrase "MUST EXIT, READY OR NOT" is written in smaller, black, sans-serif font on the yellow background. The sign is mounted on a dark post and is slightly tilted.

Retirement

MUST EXIT, READY OR NOT

Procedure

- Government servant should be reviewed six months before he/she attains the age of 50/55 years, in cases covered by FR 56(j) and on completion of 30 years of qualifying service under FR 56(l)/Rule 48 of CCS (Pension) Rules, 1972
- In every review, the entire service records should be considered. The performance of the officer shall be assessed by looking into files dealt with by him or reports prepared and submitted by him.
- “The officer would live by reputation built around him. In an appropriate case, there may not be sufficient evidence to take punitive disciplinary action of removal from service. But his conduct and reputation is such that his continuance in service would be a menace to public service and injurious to public interest.” -- Hon’ble Supreme Court

Outcome (July 2014 – May 2019)

- Review of service records of 36,756 Group 'A' officers and 82,654 Group B officers
- Compulsorily retired or recommended compulsory retirement of 125 Group A officers and 187 Group B officers



Difficulty of being honest

Up to Two Decades after Independence

- Under British rule, person at the top was expected to be totally honest . He was supposed to act as saviours from corrupt elements in administration.
- Corruption existed at lower levels but it was confined within manageable results.
- Corruption scandals of Independent India (1948-58)
- **Jeep Purchase (1948)**
V. K. Krishna Menon, then High Commissioner to Britain, bypassed procedures to contract an unreliable firm to buy Army Jeeps worth Rs 80 lakh which were rejected by Army as unserviceable. In 1955, Govt. closed the inquiry and said that, if unsatisfied, the opposition could make it an election issue. In 1957, Menon won a landslide victory for Lok Sabha from North Mumbai. Nehru inducted him into Cabinet .

(contd.)

- **Cycle Imports (1951)**

S.A. Venkataraman, then the secretary, ministry of commerce and industry, was jailed for accepting a bribe in lieu of granting a cycle import quota to a company.

- **Mundhra Mess (1958)**

The Life Insurance Corporation of India, under the Centre's pressure, bought shares worth Rs 1.2 crore in firms owned by Haridas Mundhra to bail him out of a crunch. The case compelled T.T. Krishnamachari to resign as finance minister in 1958. He was re-elected in 1962 and Nehru rehabilitated him as cabinet minister without a post and again as the finance minister a position that he held until 1966.

(contd.)

- **Gill S.S.** (a 1952 batch IAS officer) in ***The Pathology of Corruption*** published in 1999.

Two honest IAS officers had helped the ruling political party in defence deals. One was rewarded with post of Governor and the other as head of UN agency and later post of Governor of NE state.



AMIT LODHA IPS

Case Study 1: Honest Bureaucrat

- Satyendra Dubey was an Indian Engg Service (IES) officer. He obtained his B.Tech (Civil) from IIT Kanpur in 1990 and his M.Tech (Civil) from IIT Varanasi.
- As Project Director at Koderma, he discovered huge corruption in Aurangabad - Barachatti section of NH 2 (part of the Golden Quadrilateral project).
- He wrote a letter to Atal Bihari Vajpayee, then Prime Minister. Despite requests to keep his identity a secret, his letter was forwarded to others in the transport ministry.
- This was followed by several threats to him. He was then transferred to Gaya, Bihar where he was found murdered by the side of a road under mysterious circumstances on 27 November, 2003.

Case Study 2 : Corrupt Bureaucrat

- House of Arvind and Tinoo Joshi, both IAS (1979) was raided by IT dept. in 2010 and Rs 3 crore cash, Rs 8.5 lakh in foreign currency, documents relating to 25 flats, 7 plots, 387 acres of agricultural land etc – all worth Rs 360 crores was found. They fled the country.
- Govt. of India dismissed them from service in July 2014.
- ACB filed a disproportionate assets case and they surrendered before Court in 2015. Subsequently they got bail.
- ACB and ED attached their properties – in own name or benami.
- ED filed case under money laundering and both were sent to jail. Subsequently they got bail
- Cases are under trial. Recently court issued arrest warrant as they failed to attend court proceedings.

Lessons

- Honesty always comes with a price. The price depends upon who bears the brunt of honest action.
- Corruption also has a price. The run-in with criminal justice system can be wrenching.
- The experience with Prevention of Corruption Act is mixed. Use of Section 13 (1)(d)(iii) against H.C.Gupta, an officer of unimpeachable integrity and later his conviction by CBI Court in 2017 and 2018 eventually led to repeal of this Article in 2018.
- Singapore's success shows that strong political leadership who are an example of honesty and integrity and who are determined to achieve development goals can reform its civil service to make it honest and efficient.

The image features two bright red Adirondack chairs positioned on a light-colored, textured rock ledge. The chairs are angled towards the right, overlooking a vast, clear blue sky that meets a calm sea at the horizon. The overall scene is bright and serene, suggesting a peaceful retirement destination.

RETIREMENT ARE YOU READY?

www.pticindia.com

End of pension with defined benefit

Comparison

Defined Benefit Pension

- 50 % of the (Basic + DA) of the last pay drawn
- Commutation of max. 40 % of pension into one lump sum amount
- Retirement Gratuity – half month pay for every year of service subject to maximum Rs 20 lakhs
- AIS officers are eligible for DA increases and hikes in pay by Pay Commission

Defined Contribution Pension

- Govt employee contributes 10% of the pay (Basic + DA). Govt makes 14% contribution.
- At retirement, he has to invest minimum 40% of pension wealth in buying annuity and remaining amount can be taken in lumpsum
- Retirement Gratuity – half month pay for every year of service subject to maximum Rs 20 lakhs

Defined Contribution Pension Scheme

Advantages

- gconnect.in/nps-calculator
33 years Service, 40% Annuity

ROI	Maturity Value	Annuity
6%	Rs 4.54 cr	Rs 90,800
8%	Rs 6.46 cr	Rs 129,000
10%	Rs 9.41 cr	Rs 188,000

- ROI for 10 years (as per NPS Trust) about 9%
- **Lesson:** Maturity Value depends upon how investment performs (falling rate of interest environ)

Disadvantages

- Unable to predict Standard of Living at time of Retirement
- Does not take into account of inflation (DA increase)
- Pension is not affected by Pay Commission recommendations
- **Lesson:** Estimate your retirement spending needs and plan investments accordingly

Thank You



Elsewhere there are SEZs, industry, malls, IT parks, hotels, highways etc. You folks are still stuck on this list?