



India's Next Generation Administrative Reforms During the Amrit Kaal Period

By
V. Srinivas

Secretary to Government of India, Department of
Administrative Reforms and Public Grievances and
Department of Pensions and Pensioners Welfare

Administrative Staff College of India

ASCI Public Lecture

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India's Next Generation Administrative Reforms During the Amrit Kaal Period

V. Srinivas, IAS

"In the Amrit Period of Independence, we are marching ahead rapidly to create a transparent system, efficient process and smooth governance to make development all-round and all-inclusive. The Government is committed to strengthening good governance, that is pro-people, and proactive governance. Guided by the 'citizen-first' approach, we remain untiring in our efforts to further deepen the outreach of our service delivery mechanisms and make them more effective."

– Prime Minister Narendra Modi¹

I am extremely grateful to Shri K. Padmanabhaiah, IAS (retd) Chairman Court of Governors Administrative Staff College of India for inviting me to deliver the prestigious ASCI Public Lecture today. As a student of Public Administration from my formative years of Civil Service, the Administrative Staff College of India represented the highest meritocracy and institutional excellence of India's public policy institutions. I also wish to thank Prof Nirmalaya Bagchi, Director General ASCI for the collaboration with DARPG over the past several months.

¹ Message of Hon'ble Prime Minister Narendra Modi ji at the SushasanSaptah dated December 20, 2021

Introduction

Under the visionary leadership of Prime Minister Modi, the Governance landscape of India has radically changed in scale, scope and learning paradigms. India has succeeded in transforming technologically obsolete institutions into modern day digital institutions which benefit millions of Indians. Today India's rural country side has changed - banking Correspondents, e-Mitras and common service centers have bridged the gap between internet poor and internet rich. As India celebrates its 75th year of Independence as Azadi ka Amrut Mahotsav, the Prime Minister has given a clarion call for adoption of Next Generation Reforms by bridging the gap between government and citizens. This vision of Next Generation administrative reforms of the Prime Minister has been diligently translated into reality by DARPG. Secretariat Reforms, Swachhta Campaigns, Benchmarking of Governance and Services, Redressal of Public Grievances & Improving Service Delivery, recognizing meritocracy and replication of good governance practices form the core of India's good governance model.

Maximum Governance – Minimum Government

India's governance model in the years 2014-2021, has undergone radical reforms. e-Governance has simplified a citizen's interface with Government, brought government and citizens closer and enabled benchmarking of service quality. I have witnessed central government's e-governance models like Ayushman Bharat PM's Jan Arogya Yojana, Rail Madad, PM's Jan Dhan Yojana, Umang, ERONET (electoral registration officers network), One-Nation One-Ration Card, Passport Sewa Kendras; the State Government e-governance models like digital land in UP, khanij online in

Chattisgarh, Antyodaya Saral in Haryana, Go SWIFT in Odisha, iSTART in Rajasthan, MahaRERA in Maharashtra have benefitted in bringing transparency and openness to government processes. The widespread adoption of e-Office created paperless offices in the Central Secretariat and enabled smooth governance functioning in the pandemic. In 2021, CPGRAMS helped redress 20 lac Public Grievances.

The organizational reforms coupled with significant reforms in Personnel Administration like Mission Karmayogi, Lateral Recruitment, accelerated promotion policies, regional conferences for replication of good governance practices, recognizing excellence in public administration by scaling up the scheme for PM's Awards for Excellence in Public Administration represent a paradigm shift in India's governance models. New India's strong institutions are best symbolized by adoption of e-governance practices. The best manifestation of "Maximum Governance – Minimum Government" policy is a "Digitally Empowered Citizen".

In 2021, India's roadmap for Next Generation Administrative Reforms witnessed three major initiatives undertaken by the Department of Administrative Reforms and Public Grievances – (a) the successful implementation of the Special Campaign for Disposal of Pending Matters from October 2-31, 2021, (b) the Initiative for Increasing Efficiency in Decision Making in Central Secretariat from March – October 2021, (c) the Good Governance Week from December 20-25, 2021 – Prashasan Gaon ki Aur campaign, each of which was implemented on digital platforms across thousands of government institutions.

Special Campaign for Disposal of Pending Matters:

The Special Campaign for Disposal of Pending Matters was implemented in Central Government from October 2-October 31, 2021. Under the Special Campaign, 3.5 lac public grievances were redressed, cleanliness campaign was carried out in 6154 sites, 21.90 lac files were weeded out, 12.01 lakh square feet of space was freed, and scrap disposal earned Rs. 62.54 crores. The special campaign brought in a number of success stories in digitization, efficient management of office spaces, enhancement of office premises, environment friendly practices, inclusivity, protocols and mechanisms being put in place and waste disposal.

- The Department of Health Research went digital by providing an e-library with both national/ international subscription alternatives and freed up physical library space. Several Ministries were working with e-files, and departments started issue of circulars electronically. Intranet portals were created to upload circulars and reduce circulation of physical copies. Dedicated grievance portals were created to link the Ministry with all Subordinate offices across the country. Payments systems in cafeterias was cashless with token cards for entitled and non-entitled members. An app and a web-portal to order food online from the cafeteria was enabled.
- For efficient management of space, compactors were installed, current and future space requirements were assessed and excess space rented out was foregone that resulted in financial savings. Most Ministries/Departments cleared scrap disposal, weeded out files and transformed the space into record rooms, section offices, parking spaces.

- The most noticeable portion was a courtyard cum cafeteria that was established with modern aesthetics from a dump-yard in Department of Posts. In some other Ministries also Departmental Canteens in the style of modular fitting, modern aesthetics with contemporary seating were established. The Department of Land Resources and a few other Ministries established health and wellness centres along with gymnasium facilities within their premises. In the North Block, information boards highlighting the preamble, fundamental duties were put up, corridors were dedicated to women freedom fighters, the Mahatma's ideals of cleanliness, portals and glimpses of his life were showcased, along with digital screens showcasing swachhbharat campaign.
- Several environment friendly practices - electric vehicle charging stations, solar panels to conserve energy, air quality meters to monitor pollution levels, bamboo dustbins, water treatment plants, plastic free zones, wastewater RO plants, rainwater harvesting facilities, turning off desktops/ laptops for an hour every day for energy conservation were witnessed.
- Inclusivity measures included washrooms for differently abled persons, female washrooms being equipped with both sanitary and napkin vending machines and incinerators.
- Several protocols and monitoring measures were seen – whatsapp groups to address sanitation and hygiene issues, internal competition and awards to motivate team behaviour changes, coordination committees for sanitation, installation of Swachh ATM inside Nirman Bhavan that converted waste into cash, waste papers were collected and recycled to provide file covers and file boards, yearly offline auctions were held.

- For improved waste disposal, weeded out scrap was sent to a recycling unit, compost making plants were established outside cafeteria spaces along with waste converter plants, separate dustbins for disposing lithium batteries, segregated waste dustbins for dry, wet, bio-hazard and hazardous were setup.

The Special Campaign for Reducing Pending Matters showed that Government Departments can innovate on a subject like cleanliness. The Hon'ble Prime Minister mentioned the successful implementation of the Swachhta Campaign in his 84th Mann Ki Baatsayin that "this is the new thinking in the country which is being led by all the countrymen together."

Initiative for Increasing Efficiency in Central Secretariat

The Central Secretariat adopted the Initiative for Increasing Efficiency in Decision Making in Government. Under this initiative, a four-pronged approach was adopted by the Central Government with DARPG as the nodal department.

- Review of Channels of Submission for creating flatter organizations – the channel of submission was reduced to not more than 4 levels from 7-8 levels
- Delegation of Financial/ Administrative powers to lower functionaries
- Adoption of Desk Officer System to ensure single points of file disposal
- Adoption of e-Office version 7.0
- Digitalization of all receipts in the Central Registration Units.

Some of the key highlights are the following:

- Channel of Submission and Levels of Disposal were reviewed in 70 Ministries/ Departments. In these Ministries, the channel of submission was reduced to 4,3 and 2 levels as per new delegation. Financial delegation for miscellaneous and contingent expenditure was made to DS/ Director level officers.
- Officers were divided into separate categories. Delaying entailed reducing number of levels, and level jumping was adopted amongst officers and staff with the guidelines that no officer falling in a particular category will put up files to another officer in the same category, which means they work in parallel, horizontal organizational structures.
- Additional Secretaries/ Joint Secretaries were placed in category II and Deputy Secretary/ Under Secretary were placed in category III across Ministries/ Departments.
- The review of the channel of submission resulted in identification of surplus manpower who could be redeployed to other Ministries. Several areas of financial delegation which were not revisited for several years were reviewed.
- New digital platforms for computerized working in administrative areas were introduced. Over 25 lac e-files are currently operational in the Central Secretariat and the number of physical files came down to around 10 lac. Several Ministries upgraded to e-Office version 7.0 and all Ministries/ Departments upgraded from e-Office version 5.6 to e-Office version 6.0.

- Use of heavy-duty scanners in central registration units was adopted, and fresh receipts were replied to in digital form. The digitalization of Central Registration Units along with e-Office has resulted in significant reduction in paper consumption in several Ministries/ Departments. Flatter organizations have enabled faster decision making.
- To enable a work from home environment in the pandemic, the Central Secretariat Manual of Office Procedure 2019 provided Virtual Private Network Facility upto Deputy Secretary level and laptops were provided upto Under Secretary level.
- Desk officer system was operationalized in all Ministries/ Departments where it was feasible. The Ministry of External Affairs has operationalized 264 desk officers along with Department of Telecom and Department of Posts with specific assignment of responsibilities.

The Government's initiative for "Increasing Efficiency in Decision Making" represented one of the most complicated and far reaching administrative reforms witnessed in the Central Secretariat. It brought a silent reform in work culture, reduced hierarchies and resulted in significant adoption of new technology. It has also enabled responsive communication and enhanced efficiency in processing of receipts.

Good Governance Week – December 20-25, 2021

DARPG has strived to translate the vision of Hon'ble Prime Minister for Next Generation Administrative Reforms during the Amrit Kaal period through the successful conduct of the Sushasan Saptah, across all Districts and Tehsils of India. The Sushasan Saptah witnessed a Nation-Wide Campaign for Redressal of Public

Grievances and Improving Service Delivery which in all Districts, States, Union Territories of India. Over 700 District Collectors participated in the campaign and visited Tehsils and Panchyat Samiti Headquarters. The Good Governance week events conducted in Delhi over 6 days covered governance reforms in Ministry of Personnel, PG and Pensions, Ministry of External Affairs, and Ministry of Commerce and Industry.

- Minister of State for PMO and Personnel, PG and Pensions Dr. Jitendra Singh ji delivered the inaugural address on December 20. The session was also addressed by Chief Secretaries of Uttar Pradesh, Gujarat and Jammu & Kashmir.
- External Affairs Minister Shri S.Jaishankar ji, MOSs' External Affairs Shri V. Muraleedaran ji, Smt. Meenakshi Lekhi ji and Dr. R.K.Ranjan Singh ji addressed the Seminar on Good Governance Initiatives of Ministry of External Affairs on December 21.
- Commerce and Industries Minister Shri Piyush Goyal ji addressed the National Workshop on Next Phase of Reforms for Reducing Compliance Burden conducted by DPIIT on December 22.
- Minister of State for PMO and Personnel, PG and Pensions Dr. Jitendra Singh ji addressed the National Workshop on "Mission Karmayogi – the Path Ahead" by DOPT on December 23.
- Cabinet Secretary Shri Rajiv Gauba ji addressed the Experience Sharing Session on Initiative for Increasing Efficiency in Decision Making in Central Secretariat conducted by DARPG on December 24.
- Minister for Home and Cooperation Shri Amit Shah ji addressed the Good Governance Day event at Vigyan

Bhavan on December 25, 2021. The Good Governance Index 2021 was released on this occasion.

Senior Officials from Centre and States participated in the Good Governance week events and reviewed progress. The progress of the Good Governance week was monitored on a dedicated portal. District Collectors uploaded progress on the Good Governance Week – Prashasan Gaon ki Aur Campaign portal, good governance practices and posted video clips. This period saw several of the Nation’s Grievance Redressal Digital Platforms functioning in unison – Grievances received on CPGRAMS portal were redressed with Grievances received on State portals. 6 lac Grievances were redressed in the week-long period and 289 lac applications for Service Delivery were addressed. This is the first time in 75 years that Government of India has conducted a National Campaign at Tehsil level to address Public Grievances and Improving Service Delivery. The Prashasan Gaon ki Aur Abhiyan has been extremely successful and created a National movement for good governance.

CPGRAMS: One Nation – One Portal

The CPGRAMS today has been adopted and implemented across all the Central Ministries/ Departments, Attached, Subordinate and Autonomous bodies. Further the CPGRAMS is also being used by several Union Territories. 2021 witnessed 21 lac PG cases being received on the CPGRAMS with 19.95 lac cases being redressed. With the implementation of CPGRAMS reforms mapping last mile grievance officers, nearly 80000 Grievance Officers have been mapped on the CPGRAMS system. The grievance redressal time during the pandemic was an average 1.45 days. Going forward the CPGRAMS reforms will be implemented in another 20 Ministries/ Departments in 2022 taking the cumulative number of Ministries/ Departments adopting CPGRAMS version 7.0 to 40.

The DARPG is pursuing integration of State and District Portals with CPGRAMS through web API's so that grievances can be redressed in a seamless manner. This is in accordance with the Government's policy for One Nation-One Portal and considerable amount of work has been completed in this regard. The Union Territory of Jammu & Kashmir has integrated the CPGRAMS with JK-IGRAMS up to District level by integrating all 20 districts.

The Government has also pursued collaboration with State Governments and District Administration. A category for "Improving Service Delivery and Redressal of Public Grievances" was introduced in the Scheme for Prime Minister's Awards for Excellence in Public Administration 2020 which received significant nominations. An experience sharing session on "Technology Platforms for Redressal of Public Grievances" was held by DARPG which showcased the Grievance Redressal Platforms being adopted across States. For Improving Service Delivery, the DARPG has pursued collaboration with the Right to Services Commissions across India. The Nagpur Regional Conference aimed at bringing greater focus to Improving Service Delivery in Governance and greater visibility to Citizen Charters.

Benchmarking e-Governance

Several successful initiatives have been brought about by Governments in making services faceless, paperless and cashless through electronic service delivery. Subsidy disbursement using Aadhar enabled DBT, PDS, MGNREGA, LPG and Pensions are well recognized success stories. People expect that services and information are available and delivered on time without hassle. The National e-Governance Conference at Hyderabad recognized 26 successful initiatives in the areas of excellence in e-Governance. It is important to establish benchmarks and undertake independent

assessments as we move forward in improving Digital Governance models.

The Good Governance Index 2021

GGI 2021 Framework covered ten sectors and 58 indicators. The sectors of GGI 2020-21 are 1) Agriculture and Allied Sectors, 2) Commerce & Industries, 3) Human Resource Development, 4) Public Health, 5.) Public Infrastructure & Utilities, 6) Economic Governance, 7) Social Welfare & Development, 8) Judicial & Public Security, 9) Environment, and 10) Citizen-Centric Governance. The GGI 2020-21 categorizes States and UTs into four categories, i.e., (i) Other States – Group A; (ii) Other States – Group B; (iii) North-East and Hill States; and (iv) Union Territories.

Gujarat, Maharashtra and Goa top the composite rank score covering 10 sectors. GGI 2021 says that Gujarat registered 12.3 percent increase and Goa registered 24.7 percent increase over GGI 2019 indicators. Uttar Pradesh has shown an incremental growth of 8.9 % over GGI 2019 performance. Jharkhand has shown an incremental growth of 12.6 percent over GGI 2019 performance. Rajasthan has shown an incremental growth of 1.7 percent over the GGI 2019 performance. In the North-East and Hill States category, Mizoram and Jammu and Kashmir have registered an overall increase of 10.4% and 3.7% respectively over GGI 2019. In the Union Territories category, Delhi tops the composite rank registering a 14 percent increase over the GGI 2019 indicators. The GGI 2021 says that 20 States have improved their composite GGI scores over the GGI 2019 index scores. Analysis of scoring suggests that there is a marginal difference among the States in their composite governance scores. This indicates that overall governance in the States of India is moving in the positive direction.

Top ranking States in the Sectors as well as in Composite Ranks is as follows:

Sectors	Group A	Group B	NE & Hill States	UTs
Agriculture & Allied Sector	Andhra Pradesh	Madhya Pradesh	Mizoram	D & N Haveli
Commerce and Industry	Telangana	Uttar Pradesh	J & K	Daman & Diu
Human Resource Development	Punjab	Odisha	Himachal Pradesh	Chandigarh
Public Health	Kerala	West Bengal	Mizoram	A & N Island
Public Infrastructure and Utilities	Goa	Bihar	Himachal Pradesh	A & N Island
Economic Governance	Gujarat	Odisha	Tripura	Delhi
Social Welfare and Development	Telangana	Chhattisgarh	Sikkim	D & N Haveli
Judiciary and Public Safety	Tamil Nadu	Rajasthan	Nagaland	Chandigarh
Environment	Kerala	Rajasthan	Manipur	Daman & Diu
Citizen Centric Governance	Haryana	Rajasthan	Uttarakhand	Delhi
Composite	Gujarat	Madhya Pradesh	Himachal Pradesh	Delhi

The Department of Administrative Reforms and Public Grievances has collaborated with the Government of Jammu & Kashmir to publish District Good Governance Index for the Union Territory of Jammu & Kashmir. The District Good Governance Index of the

Union Territory of Jammu & Kashmir is unique. The District Good Governance Index aimed to assess the state of Governance in all the 20 Districts of the Union Territory of Jammu & Kashmir. Region specific Governance Indicators were developed to assess the ground realities and meeting the aspirations of the people. The District Good Governance Index provides policy analysis on a wide range of indicators at a disaggregated level and enables critical policy interventions for improving governance models. The District Good Governance Index exercise enabled strengthening of the Directorate of Economics & Statistics through timely publication of datasets. The District Good Governance Index of the Union Territory of Jammu & Kashmir was released by the Union Minister for Home Affairs and Cooperation Shri Amit Shah ji on January 22, 2022.

The National e-Services Delivery Assessment 2019

The National e-Services Delivery Assessment 2019 represented an assessment of the state of e-Services Delivery across the Nation. The NeSDA framework assessed all the Service Portals of States/ Union Territories and select Central Ministries on 7 key parameters. The services assessed were the most sought after by the citizen which were delivered online and maintained by concerned Ministry/ State/ UT. Kerala topped the State Portals with Haryana and Rajasthan being the top performers in the Service Portals. What was visible in preparing the NeSDA 2021 is that the status of e-Governance in India has moved forward in all States/ UT's of India. This is in consonance with the findings of the Good Governance Index which showed many States/ UT's have shown positive trends in incremental Governance Indices.

National e-Governance Awards 2021

The Department of Administrative Reforms and Public Grievances implements the Awards Scheme for National Awards for e-Governance. This Scheme is recognized amongst the most competitive and prestigious digital governance awards schemes in the country. 2021 witnessed an all-time high of 1377 registrations and 698 nominations being received on the DARPG portal. Amongst the National e-Governance Awards winners 2021 were the Central Government Initiatives of Department of Justice, Ministry of Rural Development, Department of School Education, MoHFW and MyGov. Amongst the Award Winners from State Governments were innovations from Punjab, UP, Chattisgarh, Telangana, Odisha, Daman and Diu and Karnataka. The Award Winners from Districts include nominations from Goalpara Assam, Nagaur Rajasthan, Dehradun Uttarakhand, Solan Himachal Pradesh, Dadra Nagar Haveli, Bandipora and Srinagar of J&K, Indore of MP, Godda of Jharkhand and Mon District of Nagaland. In the category of outstanding research by Academic Institutions the nominations from AIIMS New Delhi and IIT Roorkee would be received the Awards. The NeGA recognized the performance of Indian Oil Corporation in the category Excellence in adopting Emerging Technologies.

Conferences on Replication of Good Governance Practices

The Regional Conferences on Replication of Good Governance Practices of DARPG represent the Indian bureaucracy's quest for a new narrative wherein award-winning initiatives and best practices are disseminated to a wider audience. The DARPG conducts 3 Regional Conference every year in the State/ UT capitals. In 2021, Regional Conferences were held at Srinagar, Lucknow and

Bhubaneswar. Each conference was attended by 500 officials and several best practices were presented. The Regional Conferences also adopted the Behtar e-Hukumat Kashmir Aelamia at Srinagar and the Lucknow Sandesh at Lucknow which presented the roadmap for administrative reforms that were discussed in the Conference.

The National Centre for Good Governance Webinar Series

The NCGG has conducted 18 webinars since November 2020 till January 2022 on a diverse range of Good Governance. Eminent Speakers Dissemination of Good Governance Practices has been invited to present their experiences in these webinars. The Good Governance Webinars of NCGG brought together Academicians, Senior Administrators, International Civil Servants, District Collectors of Aspirational Districts, Technocrats on a single forum to discuss issues of ethics, constitutional values, fundamental duties, e-governance innovations, management practices in 21st century governance etc.

Vision India@2047

DARPG is amongst the Ministries/ Departments of Government that is formulating its Vision India@2047. India has a time-tested administrative system with adherence to rules and established norms, an elaborate structure and procedures for carrying out functions of Nation Building and creation of an inclusive State. There are also empowered Commissions, statutory boards and autonomous societies where significant institutional capacities exist. The permanent civil service has contributed significantly to continuity and enabled evolution of institutions. The principle of subsidiarity has been followed to decentralize functions to State

and Local Governments. The Union Government has primarily focused on core areas of defence, international relations, national security, education, health, infrastructure, social security and social justice, macroeconomic management and national policy making. Policy Analysis remains a critical function of the central secretariat given the imperative of providing high quality policy advise to the apex levels in government. The Central Secretariat Manual of Office Procedures has been recast to provide for a detailed delegation to all functional levels to minimize delays in processing of receipts.

A Consultation meeting with sector specialists was held to understand the retrospective literature we have and the futuristic governance plan. The consensus amongst the sector specialists was that technology will play a critical part in the futuristic governance models of India redefining citizen and government relations where technology is an enabler and citizen is the master. Governance would also be data driven in which evidence based futuristic indices for benchmarking governance would be drawn up. Further there was a lot of emphasis on the foundational and non-negotiable values of ethics and integrity – a quest for Naitik Bharat. The importance of incorporating management practices into 21st century governance was discussed, and one of the interesting proposals was to setup interactions between young-startup innovators from private sector entrepreneurs and young technology experts with young-innovators in government. Building digital institutions by use of blockchain, designing projects for innovations at district level were also discussed. An inclusive internet ecosystem with thousands of citizen centric services using 6G technology with assured connectivity and speed is to be developed.

Conclusion

The effort is to bring the Government and Citizens together by use of digital technology pursuing Next Generation Reforms with the policy objective of “Maximum Governance – Minimum Government”. This will entail considerable Government Process Re-engineering, Universalizing Access to e-Services, Excellence in Digital Initiatives at District level, Excellence in Adopting Emerging Technologies, Use of ICT in Management. We can be sure that in any future global model of governance, India will play a critical part.

BRIEF CV OF V.SRINIVAS, IAS

V. Srinivas serves as Secretary to Government of India, Department of Administrative Reforms and Public Grievances and Department of Pensions and Pensioners Welfare with additional charge of Director General National Centre for Good Governance. He represents India on the Council of Administration of the International Institute of Administrative Sciences, Brussels.

V. Srinivas has a Master's degree in Chemical Engineering from College of Technology, Osmania University. He has served as Special Secretary, Additional Secretary, Joint Secretary and Deputy Secretary in Government of India. Further he served as Private Secretary to Finance Minister and Private Secretary to External Affairs Minister and as Advisor to Executive Director (India) in the International Monetary Fund, Washington DC from 2003-2006. He has served as Chairman of the Board of Revenue for Rajasthan, Ajmer with additional charge of Chairman of the Rajasthan Tax Board and as Secretary to Government of Rajasthan in Planning, Health and Science & Technology Departments. He has represented India on the International Cotton Advisory Committee from 2010-2013. He has authored 2 books – "India's Relations with the International Monetary Fund 1991-2016: 25 Years in Perspective" and ""Towards a New India: Governance Transformed 2014-2019, 181 papers/ articles on public finance and public administration and delivered 85 orations. He is a senior administrator, a respected academician and an institution builder par excellence.



ASCI Public Lecture Series

Shri K Padmanabhaiah, IAS (Retd)
Chairman, Court of Governors, Administrative Staff College of India

Cordially invites you to attend ASCI Public Lecture

By

Shri V Srinivas, IAS
Secretary
Department of Administrative Reforms and Public Grievances (DARPG)
Government of India

On

*"India's Next Generation Administrative Reforms in
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through virtual platform (Zoom & via YouTube.com live streaming)*

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PROGRAMME

- 4.00 p.m. : Welcome and Introduction of the Speaker by:
Prof (Dr) NIRMALYA BAGCHI
Director General (i/c)
Administrative Staff College of India
- 4.05 p.m. : Opening Remarks by:
Shri K PADMANABHAIAH, IAS (Retd)
Chairman, Court of Governors
Administrative Staff College of India
- 4.15 p.m. : ASCI Public Lecture by:
Shri V SRINIVAS, IAS
Secretary, DARPG, GoI
- 5.15 p.m. : Q&A
- 5.30 p.m. : Presentation of Memento by:
Shri K PADMANABHAIAH, IAS (Retd)
Chairman, Court of Governors
- : Followed by Vote of Thanks:
Prof (Dr) NIRMALYA BAGCHI
Director General (i/c)

Our Value Statement

संगच्छध्वं संवदध्वं सं वो
मनांसि जानताम्

*Let us be together
Let us interact together
And may our minds
Comprehend together*

– (Rigveda)

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