

Address by Shri M. Venkaiah Naidu, Honourable Vice President of India at the 65th Annual General Body Meeting of Indian Institute of Public Administration, in New Delhi on October 18, 2019.

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SHRI M. VENKAIAH NAIDU: Respected Shri T.N. Chaturvedi Ji, Chairman, IIPA, Shri Shekhar Dutt Ji, Vice-President IIPA, Shri Subbarao, Secretary to Vice-President, Shri S.N.Tripathi, Director IIPA, Members of IIPA, recipients of various awards, and my dear brothers and sisters. As the President of the IIPA, I take immense pleasure in presiding over this 65th Annual Meeting of the General Body of the Institute. I welcome all the eminent members, various awardees and other guests.

Friends, as the entire world celebrates 150th birth anniversary of Mahatma Gandhi this year, I would like to compliment the employees of IIPA who have contributed for erection of a bust of Mahatma Gandhi here in the premises of IIPA. I would like all of us to remember Gandhi Ji's timeless legacy and some of his thoughts on national development, for, Gandhi Ji's constructive programme which is designed to build up the nation from the very bottom upward was the truthful and non-violent way of winning *poorna swarajj* and we pay tributes to Mahatma Gandhi. Every one of us across the country, from top to bottom, all political parties and all public personalities and people who are involved in administration should seriously introspect and see to it in future what we have followed of Gandhi Ji's teachings and preachings, whether there is any scope for improvement. This is the need of the hour because Gandhi Ji's teachings and preachings are relevant. They are eternal and a country like India which always speaks about peace and also non-violence which has been guided by Mahatma Gandhi, we should adhere to those principles and guidance given by Mahatma Gandhi in our daily personal life, public life, administration, politics and also in various forums of public activity. That is the need of the hour. I would like to repeat that all of us introspect how far we are able to follow Gandhi Ji's teachings and preachings. That will be a real tribute to Mahatma Gandhi on this occasion of 150th *jayanti* and getting involved in constructive programmes. IIPA has just now honoured a voluntary organization for the constructive grass-root level work they have taken. That is the need of the hour. We must all move towards constructive attitude, leave aside if there is any destructive attitude. We must all follow positive attitude, leave aside negative, if any. What we

need is construction, not destruction or obstruction and proceeds with a constructive work. That is the need of the hour, ensuring that all citizens enjoyed basic freedom and a peaceful and good quality of life for the primary objective of Gandhi Ji's constructive programmes. What goes into the constructive programme can vary with time, as Gandhi Ji himself said, but what is important is the vision of national development, what is remarkable is the bottom up approach of grass-root level transformation and active involvement of citizens in development. Citizens' involvement in the developmental activities is very vital. Unless people participate, nothing can succeed. Mere governmental efforts alone will not suffice unless they are followed by people's involvement. I always stress that people's involvement is very vital for development and unfortunately, some of the people have developed an attitude that everything will be done by Government. Ic dke ljdkj djsxk] ge csdkj cSBs rks pysxk] ,slk ugha pysxkA So, whatever programmes have been enunciated by the Government, State or Central, from time to time, whether it is *Swachh Bharat*, whether it is *Yoga*, whether it is 'Per drop more Crop', whether it is *Ayushman Bharat*, whether it is Fitness India and also Tree Plantation, all these things require people's cooperation and people's participation. That is the need of the hour. That is why it will gain momentum and they will succeed. So, we, in the administration, people in the service, should always see to it that people are taken into confidence and people are involved in the implementation of the governmental programmes. Then only you will be able to achieve full success. The amount of success that we have achieved in *Swachh Bharat* is because of the involvement. ;g tks lHkh ljdkjh dk;Zdze gksrs gSa] fodkl ds lanHkZ esa] mUufr ds lanHkZ esa] bu lHkh dk;Zdzeksa esa turk dh Hkkxhnhkj cgqr t:jh gSA tc rd bu dk;Zdzeksa dks tu vkanksyu dk :i ugha ns ik,saxs] dk;Zdze lQy gksuk eqf'dy gSA This is what the experience tells us. I am also happy to note that IIPA has been making rapid progress over the years in this direction. It has done commendable work, both in capacity building as well as in research. The IIPA training hitherto limited to the Central Government offices has now expanded to the State Governments and foreign governments too. The judicial officers of the State of Uttar Pradesh are now being trained by IIPA, along with officers of the Indian Revenue Service and other Central Services. Foreign officials are also being trained by IIPA under ITEC Programme of the Ministry of External Affairs, as also under other programmes, which is quite appreciable.

I am also happy to note that IIPA is collaborating with foreign governments, institutions in Afghanistan, Bangladesh, Vietnam, Netherlands, Germany, Switzerland, France and USA,

among others. The other day, 15 days back, I was in Comoros, a small African country, and also I was there in Sierra Leone. There, the people are showing interest and they want their officers to be trained by our institutions. So, that being the case, we must enlarge our scope and we must create a culture of excellence and branding economic rigours with policy orientation. I am aware that IIPA, apart from imparting training, is working closely with various Government Departments and organizations in providing policy and research advisory. The faculty of IIPA are evaluating the schemes of the Department of Posts, Ministry of Youth affairs and Sports, Rural Development, Ministry of Tribal Affairs and also other wings in a big way. Similarly, the functioning of the newly created AIIMS in different States is also being evaluated by IIPA and also the audit of Government hospitals of Delhi, which is a commendable job. I am also happy to note that the Ministry of Tribal Affairs, Government of India has started a new Centre on Tribal Research. The Bureau of Indian Standards and the Ministry of Commerce and also Planning, are planning similar initiatives on service standardization at IIPA. Already the Centres of IIPA- the Centre for Consumer Studies (CCS) and the Centre for Urban Studies (CUS) - are enhancing the developmental objective of the respective Ministries. I welcome Shri S.N. Tripathi who has recently joined as Director of this prestigious Institute. The faculty and the officers of the IIPA have been working hard under the guidance of Shri Chaturvedi Ji who has got a vast experience and under the new Director also, I am sure, they would be able to perform even better in future.

I have also learnt that the financial condition of the IIPA has improved in the last five years but long-term liabilities have also increased and have reached around Rs.97 crore. It is a matter of concern. We should find a way to improve the institution's financial situation. Since the IIPA has been engaged in the evaluation of many schemes of the Government of India, its academic circle is fully aware that the focus of current Government is on people-centric schemes which can transform the life of each citizen of the country. The Prime Minister, you may recall, has given a three-word *mantra*. He said, 'reform, perform and transform'. Transformation of the nation, transforming the lives of the people should be our main objective. Research or technologies, all these are aimed at improving the living condition of the people. Then only it will have a meaning. Simply doing a research or coming out with a publication without application, is not going to serve the purpose. So, you need to see that these publications reach the people in the field and they take advantage of them, know the best practices, learn from

others' experience and then go by evolution, and then try to bring a social revolution in the lives of the people. That is the need of the hour.

Since IIPA has been engaged in evaluation of many schemes of the Government of India, they should take more and more interest in evaluating various schemes of the Government, find out the shortcomings, if any, and also identify the best practices across the globe and also pass on the information to the people in the administration. I am sure, IIPA's evaluations are being done with scientific rigour and are providing answers to key questions on the quality of programmes. India is moving fast forward towards major transformation. Despite the global slowdown, our economy is growing at a faster rate than many major economies of the world. America is around 2.3, other countries are somewhere around 1.7 to 2, except our neighbour who is almost moving equally with us. We are the fastest moving economy in the world. Thanks to the initiative of the Government, thanks to the initiative of the administrators and also thanks to the initiatives of entrepreneurs and industry, we are moving forward. World Bank, World Economic Forum, International Monetary Fund, ADB, every agency is saying, India has a bright future. For the bright future, the administration must improve, delivery mechanism must improve. That is the need of the hour. Ultimately, at the end of the day, the policies may be good, they may be good, the programmes may be very praiseworthy, at the end of the day, unless delivery reaches the common man, it does not make any difference. So, delivery is very important. In a country like India, even after so much progress being made, even after 70 years of Independence, still 20 per cent or 18 per cent are below poverty line, 20 per cent or 18 per cent are illiterate and then, there are areas of social discrimination, there are areas of gender discrimination. All these aspects have to be taken care of by the administrators. They should focus their attention on bridging this gap and on bringing a social change, and also bring a change in the mindset of the people. The leadership of the country or the State or the local bodies must all work together as 'Team India' to see that they create awareness. The media, and also, as I told you, grass-root level administrator, should always interact with the people, try to create in the minds of the people, a positive attitude about the transformation that needs to take place in the country.

As I told you, we are moving forward but we must move faster. 65 per cent of the Indian population is below 35 years. We are aspirational India. People are having new opportunities but they also have new problems. We have opened up our trade. We are allowing 100 per cent FDI and country after country is showing interest to invest in India, and for that, ease of approval,

ease of doing business, should be the priority of the administrators because even if the Government have declared and the Parliament has approved, but at the end of the day, people at the local level should get their permissions, their approvals, very quickly and easily. That is the need of the hour. And we must also see to it that the administration, the benefits that are being enunciated by the Government or the programmes or the Budget should reach the people. That is why online should be the line in future so that there is no line.

Second, direct benefit transfer should reach the people directly because there should not be any need for the people to come and stand in the line, meet, greet, shake hands and do something in between hands. That should be totally avoided. For that, the only way is direct benefit transfer. Online you apply and get reply, otherwise deemed to have been approved. This sort of system we must move on. Then only development will reach all people because the development, the growth has no meaning unless it reaches the common man, unless everybody in the society feels that he is also a part and is also getting the fruits of development. That should be our aim and we must move on those lines.

Connecting and building infrastructure is going at an unprecedented pace. Citizen services are improving in reach and quality. Government is focusing on human and social development, access to quality healthcare is being considerably enhanced through Ayushman Bharat Programme and Pradhan Mantri Jan Arogya Yojana. India is establishing a skill eco system that equips its youth, comprising two-thirds of its population, with the skills required for 21st century through Pradhan Mantri Kaushal Vikas Yojana. The Draft National Education Policy seeks to enrich the human resources of the country. The focus is on fully harnessing the inner talent and energy in the country to realize the demographic dividend and propel the country to move into a higher development trajectory. Clearly, Indian Government is keen to unleash the forces of growth and is not only making India an attractive investment destination but also making every Indian an active agent of change. *Swachh Bharat* I told you is the classic example. In the case of infrastructure projects, public-private partnership is the way forward, is the promising modality. Digitalisation and simplification of RTI Act procedure seem to be streamlined service delivery to maximum possible extent, but still there is a scope. I do hope, IIPA's evaluation will help the Government to further improve the effectiveness and efficiency in all these programmes. I also wish you that you should collate best practices within the country and abroad and prepare policy briefs for faster innovation at various levels. Your research and

evaluation studies must be shared widely and should become the basis for your training programmes. Ultimately it is the successful implementation of the delivery system that is the touchstone of an effective governance. Iq”kklu dk eryc D;k gS \ Iq”kklu ekus] ykxksa us lkspk Lojkt feyus ds ckn Lojkt Iqjkt ds :Ik esa cny tk,xkA exj ge lc ykxksa dks fpUru djuk pkfg, fd Lojkt Iqjkt ds :Ik esa cnyk D;k \ tks vafre iafDr esa cSBs gSa mudk mRFkku igys gksuk pkfg,A The last man in the line should be reached. This is what Mahatma Gandhi said, Babasaheb Ambedkar said, Deen Dayal Upadhyay said. We should aim in achieving that objective, and that duty is cast upon the administrators.

We are painfully aware of the numerous gaps between the noble intentions of a good policy and a poorly executed programme. That is the moment IIPA has to step in and play a constructive role. You need to identify the gaps in implementation, the inadequacies and inefficiencies. You must provide the requisite knowledge and skills to the personnel to bridge this gap. The institution has a long history of about six decades as a premium think-tank. It has played a laudable role. But we should not rest on our past laurels. We should reposition IIPA in the light of current and emerging challenges. We have to come up with a sound strategy for institutional reforms and make IIPA as an organization to catalyze the new wave of governance reforms. I am glad that IIPA has a strong network of institutions at the State and local level. The State level infrastructure needs to be strengthened further. At the end of the day, State and District and Tehsil and municipality play a vital role in delivery mechanism and implementation. So, we need to reach out those levels also. I am glad that you have a strong network and there is scope for expansion. I hope, you will be focusing on that in future.

I suggest that we may constitute a very small group of some eminent persons to see how we can make this Institute even better resource centre for the country. I wish to see IIPA set a new ambitious goal in the next few months, benchmarking itself as one of the best institutions with similar mandate around the globe. I wish to see IIPA becoming an active hub of knowledge exchange, skill development, robust evaluation and a policy advice.

I again wish to thank all of you for your contribution and I would like to convey my best wishes to all of you on this occasion of the Annual General Body Meeting of this prestigious organization.

I would like to compliment Shri Chaturvedi Ji and his team, Shri Shekhar Dutt and I am also happy to see that a lot of officers who are retired, they are all taking interest in the affairs of

the Institute. It must grow further because these officers are retired but they are not tired. So, their services can be utilized by the institution in a better manner in future.

Once again, thank you very much. *Namaskar. Jai Hind.*