



सत्यमेव जयते
Government of India

NCGG

National Centre for Good Governance
The Think Tank of Good Governance

WEBINAR

ON

MANAGEMENT PRACTICES FOR GOOD GOVERNANCE IN NEW INDIA

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CHAIRPERSON



SHRI V. SRINIVAS

Additional Secretary, Department of
Administrative Reforms & Public Grievances,
Government of India & Director General, NCGG

SPEAKER



PROF. HIMANSHU RAI

Director, IIM, Indore

SPEAKER



DR. MAHADEO JAISWAL

Director, IIM, Sambalpur

MODERATOR



PROF. POONAM SINGH

National Centre for Good Governance

Management Practices for Good Governance in New India

NCGG Webinar dated December 3, 2020

Comments of DG NCGG V.Srinivas, IAS

It's a very special day for National Centre for Good Governance today, I extend a hearty welcome to two very distinguished speakers – Dr. Himanshu Rai, Director IIM, Indore and Dr. Mahadeo Jaiswal, Director IIM Sambhalpur to discuss the subject Management Practices for Good Governance in New India. Let me introduce the subject, before handing it to the speakers.

The core principles of good governance are rule of law, accountability commensurate with authority, minimization of discretionary powers, putting the citizen first and government to be built on ethical foundations. The classical model of public administration advocated by Woodrow Wilson, Henri Fayol, Fredrick Taylor and Max Weber envisaged hierarchical bureaucracies with routinized office work according to codified rules. Public Administration relies on traditional rule bound bureaucracy, standardized and centrally controlled. Over the years, the activities of the State have expanded significantly. The gamut of State activities ranges from administering the Public Distribution System to administering Public Sector Enterprises. The professional capacity of individuals handling the diverse range of State activities needs constant upgradation. Without skill upgradation the best designed policy pathways can yield poor outcomes.

Dr. C.Rajagopalachari said

When the State trespasses beyond what is legitimately within its province, it just hands over the management from those who are interested in frugal and efficient management to bureaucracy which is untrained and uninterested except in its own survival.

That is where new management skills become critically important. Leadership to work in large teams, adopt digitalization practices, improving service delivery, using large data-bases, regulatory governance have come to the fore as new practices in public administration.

There exist institutional rigidities also. Public Institutions are bigger than anything seen in private sector. The sheer size of the organization makes for systemic rigidities, making improved performance levels a huge challenge. When I joined as Chairman Board of Revenue, I found an organization with 0.35 million officials, technologically obsolete, mired in inefficiency and lacking transparency in governance practices. There were resource constraints, information constraints, knowledge constraints, and administrative constraints. It took a huge deal of effort to bring systemic reform and efficiency, in a core governance are of improving justice delivery.

In my experience, Digitalization has provided a roadmap forward for simplification of process driven institutions. I was personally involved with the Digital AIIMS and the Digital Rajasva Mandal Projects implemented on Mission Mode, and now the e-Office Project of Govt. of India on Mission Mode. The quantum of systemic improvements possible with digitalization are phenomenal. Not only does digitalization bring greater efficiency into the business process management of government but it also brought greater transparency. The Jan Dhan- Aadhar-Mobile (JAM) trinity was one of the best process changes Indian bureaucracy adopted at grass-root level.

New India's institutions have witnessed significant changes too. Mission creep and policy fatigue had set into a gigantic Planning Commission. Today the Planning Commission has been replaced by NITI Aayog. As India looks for 21st century governance models, the 3 Institutions that will bring about a quantum change are the GST council, the NITI Aayog and the Lok Pal.

At a theoretical level, Conventional Public Administration has significant differences with New Public Management. New Public Management envisages jobs with a mission mode, improved efficiency and simplification of procedures for enhanced quality of performance. New Public Management has placed a great deal of emphasis on the market forces delivering improved results in areas where public policy has faced tremendous challenges. Education – we often see private schools, quality of teaching is higher than government schools. The same is seen with private hospitals.

There is so much more to be done and learnt. I greatly look forward to listening to our esteemed speakers on this subject, the learning from which can be adopted into NCGG's workings.

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