



IC Centre for Governance

Sardar Patel
Lecture on Governance

New Delhi | January 24, 2020

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IC Centre for Governance

The IC Centre for Governance has been set up with the objective of collective thinking and acting on important issues of governance. It believes that public governance is too serious a matter to be left entirely to the state and that the involvement of the Civil Society is not only desirable but also essential. The Centre seeks to strengthen the capacity of Civil Society and government for ensuring good governance.

Read more about the Centre at <https://www.iccfg.net/>

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Shri M. Venkaiah Naidu
Hon'ble Vice President of India



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PREFACE

“In a tough time the cowards find excuses, the brave people find the way”.

Sardar Vallabh Bhai Patel

In every programme on Ethics in Governance conducted by IC Centre for Governance since 2005, the participating members of the All India Services are being reminded of the stirring words and inspiring actions of Sardar Patel, the tallest among nation builders of India. His address to the first batch of the Indian Administrative Services is circulated to them to act as a veritable guide in their career.

Sardar Patel was a true nationalist, who placed the interests of the country above everything else. Nothing else except the country mattered to him. It would be apt to describe him as the unifier of India and what was achieved by him during the turbulent days of partition remains unparalleled in modern history.

In our view, it is necessary to reiterate the work and principles of the Sardar—loyalty to the motherland, unshakeable commitment to nationalism and unflinching service to the Nation – so that the new generations do not forget the great legacy.

The Centre has, therefore, decided to pay its humble tribute to the great leader by institutionalizing an annual lecture on the theme of Governance in his name. This small initiative is aimed at keeping his fire of nationalism alive in our hearts and reiterating his principles of governance to motivate those in government and those who observe the governments from outside.

The first IC CfG Sardar Patel Lecture on Governance was delivered by Shri M Venkaiah Naidu, the Vice President of India on 24 January 2020.

Prabhat Kumar

President, IC Centre for Governance



INTRODUCTION

Good evening ladies and gentlemen On behalf of the IC Centre for Governance, I welcome you all to this Sardar Patel Lecture on Governance. It is a great privilege for us that we have the Hon'ble Vice President, Mr. Venkaiah Naidu to deliver the Inaugural Address and what is more important in the Auditorium which is named after Sardar Vallabhbhai Patel. I have great pleasure in also welcoming Shri Harivansh, Deputy Chairman, Rajya Sabha, Mr. Prabhat Kumar, President of the IC Centre for Governance and Mr. Shanti Narain, Secretary General of the IC Centre. I now request Mr. Prabhat Kumar for the welcome address.

Mahesh Kapoor

Vice President, IC Centre of Governance



Welcome Speech by Prabhat Kumar, President, IC Centre for Governance



Respected Shri Venkaiah Naidu ji, the Vice President of India, Shri Harivansh ji, the Deputy Chairman of the Rajya Sabha, distinguished guests, ladies and gentlemen.

It is my very pleasant duty to welcome all of you to the inaugural ICCfG Sardar Patel Lecture on Governance to be delivered by the respected Vice President of India.

The quality of the country's governance has always been a popular topic of discussion in India. The Union and state governments come and go, but this subject continues to arouse excitement among citizens. Over the last 3 decades particularly, the debate has been becoming more and more animated and sparkling.

Governance is discussed at two levels; in academic seminars, political debates and public policy workshops where erudite, and sometimes esoteric, views are expressed; and in drawing rooms, market corners, morning walk groups and cocktail parties



where half baked, ill informed and dimwits contribute equally to the deliberations. Like the fable of the elephant and the blind men, there are varied perceptions, sometime sensible, sometime erratic and patchy.

So when the Core Group of the IC Centre for Governance decided to have an annual lecture on governance, we started looking around for a worthy speaker to do justice to the title of the Lecture, the Sardar Patel Lecture. We could not find a more eminent and credible public figure than respected Shri Venkaiah Naidu. I have been a great admirer of his for more than 20 years.

Shri Venkaiah Naidu holds a degree in law with specialization in international law and in his youth was a champion of anti corruption movement led by Jayprakash Narain in the seventies.

Both as a student leader and political figure, Shri Naidu has been a brilliant orator, who has vigorously championed the cause of the farmers and the development of backward areas. I have seen his riveting performance in the Parliament on several occasions. He has the knack of raising even a mundane subject to the level of profundity with great ease.

Shri Naidu has held various assignments during his long career with rare grace and efficacy. During Vajpayee government, I remember him as Minister of Rural Development; he aggressively pushed for reforms in rural development and was instrumental in introducing many schemes including the laudable 'Pradhan Mantri Gram Sadak Yojana'.

We are grateful to him for acceding to our request for delivering the Lecture.

We are also happy to have Shri Harivansh ji with us today to preside over the event. To those in the media industry, Harivansh ji is an exemplar par excellence for rectitude and fearlessness. He has seen governance at the state and federal levels with a very sharp eye. After having worked with many mainstream newspapers, he took the editorship of a fledgling vernacular newspaper three decades back and took it to great heights. He gave a new tagline to Prabhat Khabar 'not a newspaper, but a movement' (Akhbar nahin, andolan). He shares a common attribute with the Vice President in that he is also an ardent follower of JP. I am singularly fortunate to have seen him very closely.

There is perhaps no need to elucidate on why we have chosen to name it as 'Sardar Patel Lecture' in the context of public governance. It is an almost universally shared view that the leader who envisioned the future of governance in independent India was none other than the veritable Sardar. If there was one leader who gave a shape to the country, it was the Sardar. If there was one leader



who defined the integrity of the nation, it was Sardar. Called as “The Iron Man of India”, Sardar Vallabhbhai Patel was a leader who set an example to live one’s life upholding integrity throughout. Undaunted by the sheer size of the challenge of integrating the princely states, Sardar Patel set about realizing the vision of a United India in body and spirit.

And today, there is an ongoing debate about nationalism. I believe that the problem with you and me is that most of us can read the writing on the wall; we just assume that it is addressed to someone else. It is high time we realize that each one of us is the addressee.

In this context, Sardar Patel said, "It is the prime responsibility of every citizen to feel that his country is free and to defend its freedom is his duty."

“Every Indian should now forget that he is a Rajput, a Sikh or a Jat. He must remember that he is an Indian and he has every right in this country but with certain duties”.

Sardar Patel laid down his ideas about governance while addressing the first batch of IAS officers in April 1947. He said, and I still feel as if he was speaking directly to me, “I would advise you to maintain utmost impartiality and incorruptibility of administration.... The days when officers could be masters are over and the officers must be guided by a real spirit of service, for in no other manner can they fit in the scheme of things”. For Sardar, in a domestic Government unity and co-operation were essential requisites.

On his passing away, the Manchester Guardian wrote, “Patel was not only the organizer of the fight for freedom, but also the architect of the new state when the fight was over. The same man is seldom successful as a rebel and a statesman. Sardar Patel was an exception”.

I stop with another quote from the Sardar, which should act as a talisman for every Indian, “Your goodness is impediment in your way, so let your eyes be red with anger, and try to fight the injustice with a firm hand”, he said.

And with these words, I once again welcome you to the First Sardar Patel Lecture on Governance.

I will now request Shri Harivansh ji to share his views on the subject with us.

Prabhat Kumar

President, IC Centre for Governance



NATIONAL ANTHEM





Speech by Harivansh, Hon'ble Deputy Chairman, Rajya Sabha



ऑनरेबल उपराष्ट्रपति जी माननीय चेयरमैन राज्य सभा, श्री एम वेंकैया नायडू जी, आदरणीय प्रभात कुमार जी, पूर्व गवर्नर एवं कैबिनेट सचिव, श्री महेश कपूर जी योजना आयोग के पूर्व सलाहकार, श्री शांति नारायण जी, सेक्रेटरी जनरल आए सी सेंटर फॉर गवर्नेंस उपस्थित सभी सम्मानित अतिथिगण।

हम सबके लिए फक्र की बात है की ऑनरेबल उपराष्ट्रपति जी एवं माननीय चेयरमैन राज्य सभा ने गवर्नेंस पर पहला सरदार मेमोरियल लेक्चर देने की अपनी सहमति दी।

आए सी सेंटर फॉर गवर्नेंस ने इस साल से आए सी सेंटर फॉर गवर्नेंस एनुअल सरदार पटेल लेक्चर ऑन गवर्नेंस किस सुरुवात की है। पिछले 15 सालों में ये सेंटर गुड गवर्नेंस और सार्वजनिक जीवन में एथिक्स और वैल्यूज पढ़ने के लिए बड़े पैमाने पर



काम करता रहा है, इंटरवेंशन करता रहा, पुब्लिकेशन्स करता रहा, और मुझे यह देखने का अवसर मिला, मैं खुद प्रभात कुमार जी के सौजन्य से इस केंद्र के उल्लेखनीय प्रयासों से और कई महत्वपूर्ण कार्यों और कार्यक्रमों में हिस्सेदार रहा, मेरे लिए गौरव की बात है की आर्यी सेंटर फॉर गवर्नेंस द्वारा आयोजित इस पहले गवर्नेंस पर सरदार वार्षिक पटेल व्याख्यानमाला जो माननीय उपराष्ट्रपति जी देंगे मुझे मौजूद रहने का अवसर मिला।

सरदार पटेल नाम महज आधुनिक भारत के आर्किटेक्ट और निर्माता थे जैसा आदरणीय प्रभात कुमार जी ने कहा बल्कि इतिहास में लंबे अंतराल के बाद हमें भौगोलिक आकार दिया हमें अपनी पहचान दी और उसे चलाने के लिए श्रेष्ठ प्रशासन का तरीका भी दिया खुद उनका जीवन त्याग का मूल्यों का और सार्वजनिक जीवन के इतिहास में श्रेष्ठ प्रतिमान और मापदंड जो हो सकते हैं वह खुद उसके प्रतीक बने और उसके लिए वह प्रेरक भी हैं।

यह भी सच है कि आजाद भारत ने उनको जो उनका महत्व था वह बहुत बाद में हाल में देना शुरू किया, यह इतिहास का एक तथ्य है। उनकी सिमिती में इस व्याख्यान को शुरू कर आए सी सेंटर फॉर गवर्नेंस ने उनकी सिमिती के साथ न्याय और हम भारतीयों पर उनकी उस महान ऋण के प्रति एक फर्ज पूरा किया है।

जैसा आपने सुना की वो सिर्फ पहले आयरन मैन ही नहीं बल्कि कई अर्थों में व्यावहारिक थे, और गांधी जी के सबसे प्रमाणित शिष्यों में वह पहले नंबर के मेरी दृष्टि में रहे। वह उच्च कोटि के एडमिनिस्ट्रेटर और आजादी की लड़ाई के अद्भुत नायक रहे, अनेक जीवंत और प्रेम प्रसंग है लेकिंग मैं महज दो ही शेर्य करना चाहूंगा जब आजादी की लड़ाई के बाद समाजवादी जो उनके कटु आलोचक थे उनमें सबसे पहले नंबर के आलोचक जयप्रकाश जी थे उस वक्त उन्होंने 1975 में जे पी ने, भवन'स जर्नल लेख में एक लंबा एक लेख लिखा और उस पर पश्चाताप किया कि हमने जिंदगी में कितनी बड़ी भूल की सरदार पटेल के योगदान को न पहचानकर सरदार साहब ने उन दिनों कहां समाजवादियों को कि कोई एक स्टेट आप लो और उसको बेहतर तरीके से बेस्ट गवर्नेंस का मॉडल बनाओ हम आपका अनुकरण बाकि राज्यों में भी वैसा ही करेंगे मगर वो हो न सका। जयप्रकाश जी ने अपने उस लम्बे लेख में लिखा है की आज ये देश जो एक है तो उसका श्रेय सरदार साहब को है और अनेक चीजे जिनके उस वक्त उन्होंने आलोचना की थी उसके सन्दर्भ में लिखा की वो मेरी भूल थी ये एक लम्बा लेख है जयप्रकाश जी का सरदार पटेल पर, और जब सचमुच जयप्रकाश जी जैसे व्यक्ति ने अपने ऊपर पश्चाताप किया तो आप सभी समझ सकते है की उनका ऑनेस्ट कॉन्फेशन कितना इतिहास की दृष्टि से महत्वपूर्ण है सरदार साहब के बारे में।



इस पहले व्याख्यान के लिए ऑनरेबल वाईस प्रेजिडेंट साहब यहाँ मौजूद हैं, मैं पत्रकार के रूप में मंत्रालयों में उनके कामकाज की छाप उनकी सोच, श्रेष्ठता, इन्वेटिवे अप्रोच को जनता रहा हूँ, पर मुझे कुछ समय से राज्यसभा में उनके साथ काम करने का मौका मिला। उनका नेतृत्व उनका विजन उनकी अंतर्दृष्टि और दूरदृष्टि के बारे में अगर मैं संछेप में कहू तो 2014 में जब मैं राज्य सभा में आया, तब जो राज्य सभा के जो हालत थे और जो अब है ये उसका प्रमाण है। मैं कई बार खुद सोचता था यह देश ये मुल्क जो ये डिलेड लेजिस्लेशन है उसका क्या कॉस्ट पये करता है।

दो उदाहरण सामने थे मोटर वेहिकल अमेंडमेंट बिल जो लगभग 20-25 वर्ष पहले आया था उसके बाद 1991 के उदारीकरण के बाद इस देश में व्हीकल रेवोलुशन हुआ, करोड़ों नयी गाड़िया सड़को पे आयी लेकिन कोई रूल उसको कण्ट्रोल करने के लिए नहीं बना। एक्सीडेंट्स बढे, अखबारों की सुर्खियां बनी सुप्रीम कोर्ट में मामला गया सुप्रीम कोर्ट इंस्ट्रक्शंस देता रहा की इसके लिए लेजिस्लेशन बने लेकिन हमारी विधायिका कर नहीं पायी, लम्बा समय लगा हाल के कुछ वर्षों में ही जो बड़ा डिकेड के बाद परिवर्तन राज्य सभा में आया है, और ऐसी अनेक चीजों में उसी तरह से फूड अडल्ट्रेशन मैं देखता की हमारे संसद के खासतौर पर राज्य सभा में हर दाल के लोग फूड अडल्ट्रेशन पर हर सत्र में कही न कही कुछ न कुछ कुछ सवाल उठाते थे कहते थे अपनी बात रखते थे अपनी पीड़ा को अभिव्यक्ति देते थे और उसका लेजिस्लेशन पास हुआ लगभग 20-25 वर्षों बाद, इसी तरह अनेक मेडिकल से सम्बन्धित और अनेक ऐसे लेजिस्लेशन जो बहोत पहले बनने चाहिए थे, और जब वक्त के अनुरूप कानून न बने तो सिस्टम या देश उसका सोसियो इकनोमिक कॉस्ट बहोत पे करता है।

आज जो हालत है है हमारे राज्य सभा में श्रेष्ठ कामकाज के सबको साथ लेकर सब को विश्वास में लेकर सबको मौका देकर उसका श्रेय माननीय वेंकैया साहब को है, और वह इस लैक्चर के सचमुच सबसे प्रामाणिक और पहले व्यक्ति के रूप में चुने गए ये हम सबके लिए फक्र और प्रसन्नता की बात है।

मैं आज की व्यवस्था में गुड गवर्नेंस, इंस्टीटूशन कैपेसिटी बिल्डिंग या इफेक्टिव डिलीवरी सर्विस की की क्या जरूरत है इसपर दुबारा कहने की जरूरत नहीं है।

एक बार 1984 में तत्कालीन पूर्व माननीय प्रधानमंत्री जी ने कहा कि 1 रुपये चलते है और 15 पैसे पहुँचते है आज डीबीटी के प्रयोग से हालत कितने बदल गए है। और ऐसी अनेक चीजे हुए है और ऐसी अनेक चीजों की जरूरत है। मैं जिस राज्य में था मुझे फक्र है की वह के वहां के पहले राज्यपाल के रूप में आदरणीय प्रभात कुमार जी ने कामकाज



संभाला और उन्होंने गवर्नेस पर इस कदर अपने क्षेत्र के कामों में मापदंड बनाया और छाप छोड़ी कि मैं कहता था अक्सर लोगों से क्यों कोई राजनीतिक दल बनाते तो सबसे अधिक श्रेय और बहुमत उनको मिलते ये उनकी ऐसी लोकप्रियता थी। अभी भी मुझे याद है विश्वविद्यालयों में अच्छे वाईस चांसलर की नियुक्ति और कापियों को सार्वजनिक रूप से दिखाई जाए, ताकि पता चल सके की किसको कितने नंबर मिले है ये सारा प्रयोग प्रभात कुमार जी का किया हुआ था इसलिए मैं आज आप से ये बात शेयर कर रहा हूं की गवर्नेस को लगातार इफेक्टिव बनाने के अलावा इस देश को मजबूत बनाने का और कोई दूसरा रास्ता नहीं है।

मैं पत्रकार के रूप में छोटी जगहों पर जाता था, तो देखता था की पहले जिन ब्लॉक्स के विकास के लिए कुछ एक आधा-लाख रुपया आता था अब कई सौ करोड़ आते है, और जो वह लास्ट मैन है जो विकास का दायित्व जिसके ऊपर है वह जनता नहीं कैसे इन चीजों पर उसको खर्च किया जाये उसके पास सपोर्ट सिस्टम नहीं है। इन चीजों पर लगातार वर्षों से प्रभात कुमार जी का ये आए सी सेंटर फॉर गवर्नेस लगातार काम करता रहा है पंचगनी से लेकर बाकी जगह पर युथ को इन्चॉल्व करने उनको ट्रेनिंग देने का बड़ा प्रयास होता रहा है मुझे लगता है कि इस तरह के प्रयास और उसी कड़ी में ये सरदार पटेल व्याख्यानमाला का आयोजन और उसके लिए सबसे उपयुक्त व्यक्ति जो हो सकते है उसका यह चयन हमारे लिए गौरव की बात है और मुझे यकीन है की माननीय उपराष्ट्रपति जी के इस व्याख्यान से हम सब को एक नई दिशा मिलेगी मुझे यहां आने का अवसर मिला इसके लिए मैं आई सी सेंटर को मैं खासतौर से बहुत-बहुत धन्यवाद दूंगा।

नमस्कार



Address by M. Venkaiah Naidu, Vice President of India



Shri Prabhat Kumar ji, Shri Harivansh ji, Shri Mahesh Kapoor ji, Shri Shanti Narain ji, Shri Desh Deepak Verma, Secretary General, Rajya Sabha, Shri I. V. Subba Rao, Secretary, Vice President and distinguished officers who have served this nation in various respective capacities who are all present here today.

I am really delighted that the 'IC Centre for Governance Sardar Patel Lecture on Governance' is being held here at the Sardar Vallabhbhai Patel Conference Hall at Uparashtrapati Bhavan today.

I welcome you all to the official residence of the Vice President of India. It gives me immense pleasure to deliver this lecture at this conference hall named after the great son of the soil, the unifier and the Iron Man of modern India – Shri Sardar Vallabhbhai Patel.



You are all aware, whenever the Vice President goes out, there is security problem, there is some inconvenience to the people, keeping that in mind, after assuming office, I realised that we must have some meeting hall here in this Uparashtrapati Niwas itself to hold some important meetings. Hence I suggested to the officers to build a small hall and I got it completed in 2 months and 25 days and I thought it was proper to name it after Sardar Vallabhbhai Patel. That is how this hall has come. I am happy that you people have decided to hold this important lecture here in this hall.

First let me remind every Indian that each one of us owes a huge debt of gratitude to Shri Sardar Vallabhbhai Patel for unifying India into a single territorial entity by spectacularly bringing about the merger of more than 560 princely states with the union of India and it is the most critical point in the country's history. Had he not displayed vision, firmness, pragmatism and tact in nipping in the bud even the remotest thought of a few princely States to remain independent or join Pakistan, India's geographical contours would have been totally different.

In this context, it is pertinent to recall that the accession of Jammu and Kashmir to the Indian Union by Raja Hari Singh was without conditions.

Some people are now trying to add conditions which were not there in the original document.

As such it is irrevocable and final.

Let me make it very clear as the Vice President of India that the accession of Jammu and Kashmir to India is total, final and irrevocable. There is no question of even any discussion on that. It is meaningless.

Another aspect, Article 370 was only a temporary provision and had outlived its purpose long back. With the abrogation of the Article 370, the Union Territories of Jammu, Kashmir and Ladakh will witness all-round and faster development.

I am the Chairman of the Rajya Sabha. We have the Deputy Chairman here in this function. This issue of abrogation of Article 370 was very well discussed, debated and decided in the house. The ruling party do not have the majority in the upper house of the parliament but the beauty of Indian democracy, the maturity of Indian parliamentarians was displayed on the day when there was a thorough discussion. After the discussion and debate, the decision was taken and this was approved with two-thirds of majority in the parliament and now some people are trying to question it. It was long overdue. That concession or the temporary



provision which was inserted later at the behest of some leaders there, by the then leadership was supposed to be temporary. It was said on many occasions. It was stated in parliament by none other than the then prime minister and then by the Home Minister, Shri Gulzarilal Nanda and then the members of the ruling party themselves have moved a resolution in the parliament urging for abrogation of Article at the earliest and they were given an assurance that it will go at the earliest. I do not want to go in detail of the discussion. That is the background of this.

It was our good fortune that Shri Sardar Vallabhbhai Patel was entrusted with the most challenging assignment during India's turbulent time and the country found the man of the moment in him. It undoubtedly was one of the greatest accomplishments of the 20th century.

Bringing all these provinces together without any use of force, by mere persuasive skills and the statesmanship of this great son of the great country that we have in unified India today. Any attempt to break it or disintegrate it or try to raise issues will not succeed and there is no question of any discussion on Kashmir. You can discuss about what needs to be done. There is no problem about it. If anybody has got any doubts, apprehensions, they can be allayed, addressed and answered but there is no question of discussion about Kashmir's integration with India and later full integration with rest of India.

Sardar Patel knew that India was under foreign rule because of lack of unity.

This has to be understood by the present day politicians also. What is required is unity. After all, now, we are a free country, we are a democratic country, we are the largest parliamentary democracy in the world and we have regular elections, and we have the verdict of the people in states, in the centre and then we have legislature, bureaucracy, executive, we have governments and we have judiciary and we have media which is free.

Unity and consensus are larger issues facing the nation and is still the need of the hour.

Pointing out that our mutual conflicts and internecine quarrels and jealousies in the past had been the cause of our downfall and falling victims to foreign domination several times, he had cautioned "We cannot afford to fall into those errors or traps again."

This has to be kept in mind by everybody whoever makes a statement. You can disagree with the government, you can quarrel with the government and you



can oppose the government. In parliamentary system, I always say and I told the parliament members that let the government propose, let the opposition oppose and the house dispose. That is the best way. There is no other way. There is no other way in democracy as we are an independent country also. But any statement made by us will be used against the nation. We have some examples. I don't want to go into those details also. There are forces which are inimical to the nation and one of our neighbours who is aiding, abetting, funding, training terrorism and who is not able to address their own internal problems, that is why they try to divert the focus and attention towards Jammu and Kashmir. And you have seen the statement of the Pakistan Prime Minister yesterday. I was really surprised. He said, I am not concerned or I am not going to take up the issues of Muslims in China. Though they are Muslims but I will take up this issue. What does it mean? That all speaks of the evil intentions of the neighbour. Though India, we have a civilization, we want to have friendly relationships with all, one and all. I am speaking about Sardar Vallabhbhai Patel and that is why I am again quoting this. That has been our civilization because we never attacked any country. Vasudhaiva kutumbakam वसुधैव कुटुम्बकम्, sarve jana sukhino bhavantu सर्वे जना सुखिनो भवन्तु- Share and care is the core of Indian philosophy. In spite of having a good GDP at that time, in spite of being known as Vishwaguru, India never attacked any country. All other countries, small, big and all came and attacked us. Some of them looted us, cheated us and some of them not only cheated us, they cheated our minds also, the problem which we are suffering even now to some extent. That is the history. That is why the Prime Minister when he was about to be sworn in as the Prime Minister called all the neighbours including the troubling neighbour. Late Atal Bihari Vajpayee had said you can change your friends but you cannot change your neighbours. We are aware of that fact. But we want peaceful coexistence. We want to respect each other's sovereignty. That should be the approach of one and all. That is where we differ with our neighbours. Otherwise, they are an independent country and we are an independent country and we should also cooperate. But they should understand that.

Nothing mattered more than the interests of the nation for Shri Sardar Vallabhbhai Patel.

Even today, every politician, every person in every service must know and understand and put his nation first, party or profession next, self last. It is unfortunate that some people are trying to practice reverse, from the last. That is the need of the hour. Any stand you take, any position you take, any decision you make, you must keep in mind, nation first. Is it in the interest of the country? This



has to be understood, appreciated, followed and practiced by one and all. Then only you can develop. Then only, you can move forward.

Apart from ensuring the territorial integrity of the country, he had conceived and created the administrative steel-frame, All India Services, to provide people-centric governance, beautiful service, beautiful and dutiful. If beauty and duty is combined, you can become mighty also. This has to be kept in mind by all the people who are there in the service.

Dear sisters and brothers, Sardar Vallabhbhai Patel wanted post-independent India to stay united without any narrow considerations and divisions based on caste, creed, religion or language. With a clear vision for an efficient administrative system, he wanted the civil servants to maintain the highest standards of probity and efficiency and strive to uplift the conditions of the poor without any fear or favour.

Addressing the Probationers, as pointed out by Mr. Prabhat Kumar just now, “The service will now have to adopt its true role of national service, without being trammelled by traditions and habits of the past”.

He was referring to the British Rule.

He was equally keen to ensure that the governance system empowers the rural India and protects farmers’ interests because India in spite of massive migration, urbanisation, even today, 54-60% of people are living in rural India. You cannot ignore it. That is why Gandhiji after independence gave two advices. First advice is political and I do not want to touch it. The second advice was ‘back to villages’. But unfortunately, as someone was critically commenting, some of our leaders have shown their backs to the villages and moved towards urban. That is why this urban-rural divide. Vast population is living there and if you don’t address their problems, what is the meaning of prosperity? What is the meaning of development? Patel always used to think on those lines.

As you all are aware, governance has been an enduring subject of discussion among practitioners and laymen alike for many years now.

As Mr. Prabhat Kumar was saying, governments may come and governments may go but this topic will go on because that is a subject which is connected with the lives of the people and with the objectives of the Constitution. What for we got independence? Why had we adopted this Constitution? It was for the betterment of the conditions of the people, for the happiness of the people, for



the prosperity of the people. People mean all and I was listening about nationalism. What is nationalism? That is also being discussed a lot. Nationalism means concern about the nation irrespective of caste, creed, sex, religion and region, taking care of the downtrodden, suppressed, oppressed and depressed, taking care of women, taking care of the backwards, taking care of the other neglected sections. That is nationalism. When you say Jai Hind, it does not mean 'Hind', it means Jai Ho for the entire population of Hindustan. That is Jai Hind. People who left India, that is a different matter. Whoever has chosen to stay in India irrespective of religion or caste are all Indians. All of them have equal rights and equal opportunities and any developmental initiative of the government must be inclusive and every citizen must feel that he is also a part of the developmental story of the country. Then only the country can move forward. Without people's cooperation, you will not succeed. But unfortunately, in our country, we developed a mindset and we developed a mindset amongst the people also that *सब काम सरकार करेगी* (government will do all the work). *हम बेकार बैठे तो चलेगा* (it is okay if we will sit idle). It does not work that way. People also should participate. Then only you will succeed. You have seen the Swachh Bharat Abhiyaan, Beti Bachao, Beti Padhao, Per drop more crop, Clean India or yoga. There are many programmes given by the Prime Minister and he urged upon the people to make it a people's movement. I remember when I was the Minister of Urban Development and Swachh Bharat Mission was launched, he told me that this should not be given a *राजनीतिक रूप* (political angle). I said okay. He said that *इसको सरकारी कार्यक्रम के रूप में नहीं चलाना* (this should not be run as a government programme). *मेरे मन में एक प्रश्न आया कि यह सरकारी कार्यक्रम नहीं है, राजनीतिक कार्यक्रम नहीं है तो यह क्या है।* A question came to my mind that if this was not a government programme or a political programme, then what it was. *प्रधान मंत्री ने कहा कि इसको जन आंदोलन का रूप देना चाहिए* (this should be a people's movement). This is the need of the hour. The duty of the bureaucracy, people in the service, people in the politics, people in the media, they all must strive to see that all these movements, not only these few which I mentioned, any initiative becomes a people's movement and the people should also feel that they are part of this system. That is possible by allowing participation, by consultation, transparency and then establishing accountability. Then only people will join. Otherwise, you don't take them into confidence without giving them information. How do they get confidence in what you are doing? Your intentions may be good but at the same time, you must regularly interact with the people, inform the people. We must give information with confirmation which can



be used as more than ammunition. If information is with confirmation, it can be used as ammunition. Some people quote Right to Information Act and say they got this reply because that is an official, confirmed reply and then they assert. That is a good step undoubtedly. It needs to be strengthened without being allowed to be misused by vested interests for their own cause.

As I see it, governance is an overarching concept with many dimensions and institutional and political manifestations. Conventionally understood, governance is the way the state and its various institutions negotiate and mediate with people, markets and civil society, through laws, policies, regulation and finance.

The concept of governance has grown beyond the conventional definition. The process of governance is increasingly influenced by market forces as well as civil-society processes and citizen initiatives.

As we are living in the new era of liberalisation, privatisation, globalisation, the market forces also have to be understood properly.

The discourse on governance has grown as a parallel discourse to that of civil society, human rights and globalization. It also provides institutional and legal interfaces through which citizens mediate and interact with the state and seek accountability.

A just, people-centred and inclusive growth approach seeks to transform political and governance processes. Its purpose is social transformation through the realization of rights to all people, and political transformation to challenge unjust power relationships within and among institutions at the national and local level.

Has the degeneration in moral and social values in the society led to a general decline in the functioning of our public services at every level?

This is a question we must ask, everyone must ask this question, not to put their accusing finger against your political rival. Everyone must ask this question about morals, social values. The leadership provided that at that time, great stalwarts who were there in the Constituent Assembly, the great leaders who have sacrificed, who gave up everything in their lives for the sake of the people. Now you are seeing the present day trend among some people. People with integrity, people with honesty, with dedication, with devotion used to be at the forefront and they used to be recognised, they used to be respected. That is why I often say that Character, Calibre, Capacity and Conduct should be the yardsticks to elect a leader



or select a leader; character, calibre, capacity and conduct. But unfortunately, in the recent past, there are new trends of replacing the original 4 Cs with the other 4 Cs, Caste, Community, Cash and Criminality. You have hundreds of examples in front of you. I need not name them or fame them or defame them. People should really be alert. They should understand and they should encourage leaders with character, calibre, capacity and conduct not to fall prey to this tendency. You are seeing nowadays how people are trying to use caste or people are trying to use community openly and feel proud also to say yes, we are doing it for so and so and they are trying to take political advantage.

There is every need for an honest introspection at every level to arrest the declining standards in public life.

It should be always remembered that people have to be at the centre of an effective and just governance system. It must necessarily aim at empowerment of all people in an inclusive manner by providing a transparent and efficient institutional framework; institutional framework is also equally important and the rule of law.

We must establish rule of law. Some people in the name of liberties and rights forget about their responsibilities. Right and responsibility, that is, duty, go together. Rights and duties are both sides of the coin. You cannot demand right without performing your responsibility. Then only the system moves on. This has to be understood by one and all. There is a tendency nowadays about forgetting their duties and also some people talk of human rights. Human rights are very vital, very important and some of those people who speak of human rights are championing the cause of the people who take away the human rights of the ordinary people; even the Maoists. You cannot because what is there for us? Their philosophy is that power comes through the barrel of the gun. It is not acceptable at all in democracy. You have elections and if you want to reject somebody, you can reject. You can unseat a powerful prime minister. It was done earlier in this country but you cannot propagate openly and then start killing people. Many of you have been witness to this mindless violence. It cannot be acceptable at all and they try to camouflage it in the name of civil liberties and human rights violation and all and try to portray India in a negative manner.

The right to information is likewise an essential prerequisite for a robust, informed public debate through which decision-makers become answerable to their people, and rights-holders are enabled to assess public and private sector conduct.



Just governance is about ensuring that those vested with authority are not allowed to become corrupted by their power.

Just governance holds decision-makers accountable for actions or omissions. It, therefore, can help foster public trust in institutions and the integrity of public officials, while injecting greater accountability into decision-making.

I feel that it is imperative that a movement of ethics is initiated at all levels in governance of the country.

Corruption is a major canker and has to be relentlessly fought at every level. It is now a global phenomenon also. It is said that corruption skews growth and development, affects the economy, deepens poverty and increases inequalities. It sustains informal power structures.

Just now, the vice-chairman was mentioning about the earlier prime minister's concern of sending Rs1 or Rs100 from Delhi and then only 15% reaching the common people. It was an honest expression of his concern at that time. We must see to it that this development becomes real by reaching their entitlement to them. The bureaucracy, the civil service have a greater responsibility in seeing to it that whatever legislations are passed by the parliament or the assembly, decisions taken by the cabinet or the ministers and ministries are implemented and the benefits that are announced reach the dedicated or the desired people. That is the main part of the governance. There I have seen some of the collectors doing an excellent job in reaching out to the people. They see to it that the government schemes, programmes reach them. If all the schemes of the Government of India from time to time, from 1947 to now, if everything was implemented very sincerely and everything was passed out to the people, this situation would not have been there. It is very clear. That is very clear for various reasons at various levels. This is not about one party, this party or that party. Fortunately, every party has been in governance somewhere or the other in the country. So we have to see that the entitlement reaches people, giving information and then reaching the entitlement and making them to feel that they are part of the development story of the country.

In this era of Information Technology, corruption can be best compared to a computer virus. The hardware looks the same; the software generally works, but some part of it gets "corrupted". In computer, there is a term, a word 'corrupted' and you find yourself in danger of losing the whole system. Like the virus, corruption may be invisible, small, contained to a few people, but like the virus, its mere existence in an organization puts everything at risk.



We have to declare a total war on corruption which has to become a people's movement.

I think the system of governance adopted by our constitution makers and national leaders after independence has substantially stood the test of time. It is reflected in the national and political stability and has also, to an extent, aided in the development and economic progress. One can reasonably conclude that the system is capable of managing change from time to time, as observed in managing the economic reforms in the last two decades, and in making progress in many key development sectors.

That is not to say that the system is perfect or that its functioning has been without any defects. I am only saying that the system, if followed honestly and efficiently, is capable of taking care of the problems of the people. Also, in my view, there is no other system of governance more suited to the plurality of our country.

The same, however, cannot be said at the level of institutions and the processes in government. Perhaps, we need Process Reengineering in governance. We don't have to change the system, as is being suggested in some quarters, but we have to make the system work better.

In the last few years, several administrative and legal reforms were initiated to bring in transparency and accountability. They include measures to curb corruption, unearth black money, and promote ease of doing business and speedy delivery of services to the beneficiary in a hassle-free manner.

In view of increasing globalization, there is a need to take action against economic fugitives who should not find any safe havens anywhere in the world. There should be greater cooperation at the international level. Various countries must not only exchange information but also enter into extradition treaties.

You loot here, cheat here and then hide there and complain that Indian jail conditions are not good. Then they are given safe havens by some of the countries. The international communities must come together.

The United Nations must step in. I am saying that it is our responsibility to see that there is an agreement agreed upon by all countries to exchange information about the bank accounts, to extradite the economic fugitives. That is also needed. Otherwise, see how much effort is being made, how much time, how much energy, resources to catch hold of few fellows who looted the country.



The implementation of Insolvency and Bankruptcy Code was another important reform undertaken by the government.

Promoting the use of IT for the delivery of services is equally important to control corruption and ensure transparency. Everything should be online so that people need not stand in line. Make everything online so that there is no need to stand in line. Standing in line, going and meeting people, greeting people, shaking hands and doing something in between hands should not be there. There should not be any need. I feel (1), online. You apply and you get reply. (2) Direct Benefit Transfer. Transfer everything directly to the account through JAM (Jan-dhan, Aadhaar and Mobile). Nobody needs to go out and greet anybody. Just your entitlement should reach you. It is a fine example of the use of technology to eliminate bogus beneficiaries and check corruption.

Cent percent Implementation of such initiatives will address the problem of exploitation, corruption to the maximum possible extent. I don't say it is going to be 100%. There are intelligent people who always try to find some device to escape from those systems also.

The Prime Minister, Shri Narendrabhai Modi's three-word mantra of 'Reform, Perform and Transform'; transformation of the nation, transformation for the betterment of the nation is what is required; transforming in every level. At the end of the day, what is the meaning of transform? What is the meaning of research? What is the meaning of science? The ultimate aim is to make the life of the people better, comfortable, happy. Mere academic reform or mere prosperity alone is not going to make the people happy. They need something more; happiness. In life, there should not be any tension. If you have tension, you cannot pay attention. The tension has to be reduced. The exploitation has to be reduced. The discrimination has to be totally eliminated. Then people will be happy. In the government, there is a saying that the government that interferes the least is the best one. But what is happening in certain places that we are seeing for everything, we have to approach.

Reform, perform and transform seeks to bring in total transformation in all walks of life. A responsible citizenry, honest political class, ethical bureaucracy and a vibrant judiciary will help India to become a role model for others.

Public institutions are at the heart of governance. Good governance thrives on good institutions.



To deliver public services, we have a number of public institutions. The overall performance of the government can be judged by an aggregation of performances of these public institutions.

It should be remembered that in a rapidly changing world, public institutions cannot remain rigid. They need to suitably change their ways of functioning to meet the mounting aspirations of the people. We have to do away with lot of outdated and time-consuming procedures and increasingly use IT to promote transparency and provide efficient delivery of services.

What we need today is effective implementation of laws and policies.

Adding more laws; it is okay wherever it is necessary. Mere law is not going to bring the change. I remember there was a discussion and I have been quoting this in my public discourses about this Nirbhaya episode. It is very unfortunate and highly condemnable, atrocious act of those fellows. There was a clamour to bring a new Bill, Nirbhaya Bill, I stood up. I was a Member of Parliament at that time and not the chairman. Now of course, I am the Chairman. Chairman asked me if I was going to speak. I said that I had no intentions to speak but just wanted to add one line. I said what is required is not a new bill but what is required is political will, administrative skill and go for the kill of the social evil. This is what is required. All these loopholes have to be checked. Otherwise, you are seeing how much time is taking place, even in Nirbhaya case and the parents have been lamenting. We don't want to bypass the system and process but at the same time, can you wait? That is why, after the Hyderabad incident, people started asking that they wanted instant justice. The Chief Justice has to say that instant justice is not possible. I said that I agreed with the Chief Justice because you cannot have instant justice but you cannot also have constant delays. Otherwise, people's confidence in the system will get reduced. As I told you how people are impatient and now about the episode of these fellows, this petition, that petition and all that. Okay. There has to be remedies and sympathies for such people. That is the unfortunate thing in this country. There are some people who are ready to come forward and argue for the people who commit crimes, heinous crimes rather than sympathising with the helpless victims. That is an unfortunate commentary. What we need today is effective implementation of laws and policies.

The bureaucracy must take the lead in the transformation of institutions. These institutions must be instruments of effective and efficient delivery of public services and socio-economic development. They should have credibility and competence.



The integrity of the governance institutions is very essential. They should be transparent and accountable in respect of everything they do.

In the rapidly changing 21st century, it is critical that state institutions are agile, adaptable and resilient. The bureaucracy must become more proactive and ensure that there is no gap in the intent, execution and delivery of various services to the people.

Various transformative policies and programmes like Beti Bachao, Beti Padhao, Ayushman Bharat, Goods and Services Tax (GST), 'Swachh Bharat', 'Make-in-India', 'Digital India', 'Start-up India', and 'Skill India' are aimed at accelerating the progress and empowering people, which have been approved by the parliament. We can accomplish the desired goals only if we have a robust governance system and there is an unflinching commitment to excellence at every level.

Taking a leaf out of Sardar Patel's life and the extraordinary mission accomplished by him, I would suggest that we focus on strengthening programme implementation; on building up the competence and credibility of institutional structures and adopting a work ethic that keeps the national interest at the top and public welfare at its core.

People need to develop a positive outlook and not become cynical. Everybody, particularly the youngsters, should be constructive. They should be guided to be constructive not obstructive or destructive. What is required is constructive because after all, we are a country and we have our own elected government. Through a collective endeavour, all Indians must work together for ushering in Gandhi Ji's Ram Rajya, where there is all-round inclusive growth without poverty, fear, corruption, discrimination, inequality, illiteracy and hunger.

भय, भूख, भ्रष्टाचार, भेदभाव नहीं होना चाहिए। There should not be any fear, hunger, corruption and discrimination. That is how we describe Ram Rajya, an ideal governance. That is the need of the hour. We should understand the spirit of that slogan given by Mahatma Gandhi, the advice given by Mahatma Gandhi and go through the life and preaching of Sardar Vallabhbhai Patel. Every word he said, every deed he has done, every step that he has taken, there is a lesson to the younger generation. Why only younger generation but to all of us also. We need to take a leaf from that spirit and then move forward.

Every citizen must strive to protect the unity, safety, security and sovereignty of the country.



It is not negotiable at all. Safety, security, sovereignty, unity and integrity of the country are vital and anything else is next. This has to be understood by one and all.

I am sure that all those involved in delivering public services will rise to the occasion and strive to make India one of the best countries in the world in providing citizen-centric governance.

Dear brothers and sisters, I would once again like to compliment Mr. Prabhat Kumar who had an excellent record as a public servant both as Cabinet Secretary and as Governor for taking initiatives and his institute which is organising public lectures. It is required from time to time. You share your experiences. You motivate people. You pass on the knowledge. It is not confined. And public servants who have retired and who have served the nation should speak from time to time. I am not suggesting all of you should join politics. There are enough people. I have no objection. You are doing a great, great job but come out and express your views and there is freedom in this country in spite of some people complaining that there is no scope for dissent. There is lot of scope for dissent. Only, there is no scope for disintegration. That has to be understood by one and all. You agree to disagree but you say my view is final and you should not disagree with this view which has been prevailing. How can you say it? Everybody has got a right to disagree with you and put forth his point of view. And if you are elected and if you are given a mandate, one has to be tolerant towards the mandate of the people. You have to be tolerant towards the other man's views. You must also be tolerant to the mandate of the people because, ultimately, they are the judges.

These are basic things that I thought I should share with all of you today this evening. Thank you very much.

Namaskaar. JAI HIND.



VOTE OF THANKS



Thank you very much Sir, it is really now time to convey our gratitude to the Hon'ble Vice President for his inspiring words, Capable, Capacity building and not Caste, Creed or Culture, Nation first with working online and not standing on the line. Inspiring words sir which will stay with us for long. We also thank Shri Harivansh Ji for his words of wisdom to us

A program like this takes a lot of planning and a bird's eye for detail. I am not able to name all of them. There have been many who have helped us in putting this program this evening together and I would like to say a very big thank you to all of them.

I would like to thank the ladies & gentlemen of the media and most importantly thank you all for being present this evening. Please join us for a cup of tea and before we close please stand for the national anthem.

Mahesh Kapoor

Vice President, IC Centre for Governance



Photo Album of Event



RECEIVING THE GUESTS





AUDIENCE







ADIEU



Venue of the Lecture

January 24, 2020



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