Government Officials: Servants or Masters

By

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Monarchy to Democracy

• Subjects became citizens
• French Revolution (1788–’99)
• Liberty, Fraternity & equality
Democracy’s virtue

Democracy is the worst form of Government except all those other forms that have been tried from time to time.

-Winston Churchill

“For forms of government, let fools contend, whatever is best administered is best.”

- Alexander Pope
Citizen/ customer & government

A CUSTOMER IS THE MOST IMPORTANT VISITOR ON OUR PREMISES
HE IS NOT DEPENDENT ON US
WE ARE DEPENDENT ON HIM
HE IS NOT AN INTERRUPTION ON OUR WORK
HE IS THE PURPOSE OF IT
HE IS NOT AN OUTSIDER
HE IS THE PART OF IT
WE ARE NOT DOING A FAVOUR BY SERVING HIM
HE IS DOING A FAVOUR BY GIVING US AN OPPORTUNITY TO DO SO.

- MAHATMA GANDHI
The ICS/ IAS

• ICS was started in 1858 exams only in UK until 1922. Romesh Chandra Dutt, first Indian ICS officer, Collector in 1883
• Imperial Civil Service constituted under an 1858 Act
Lord Dufferin, Vice Roy (1884-88) said of the ICS:

There is no service like it in the world. For ingenuity, courage, right judgement, disinterested devotion to duty, endurance, pen hearted ness, …loyalty to another and their chiefs. They are superior to any other class of Englishmen. They are absolutely free from venality of corruption….If the Indian Civil Service were not what I described it, how could the government of the country go on so smoothly? We have 250 mln of subjects in India and less than 1000 British civilians for the conduct of the entire administration

In 1905 - 5% were from Bengal;
In 1947 – 688 British and
   - 322 Indians

• We have now over 6000 IAS officers in the entire country. One third are from promoted State service persons.
Exploitative, Colonial

- Imperial/colonial governments exploit the natural and human resources for their benefit.
- Dadabhai Naoroji wrote the book, “The Un-British Rule in India”.
- Britain had quit India when after Second World War; India was ungovernable and incurred a debt of about Rs. 200 cr (called Sterling Balances) instead of making profits.
- Charles de Gaulle pulled out France from Algeria (and terminated the three-way French fighting; French & Algerians saying - holding Algeria is no longer profitable)
Post -August 1947

• ICS becomes IAS
• Sardar Patel’s tribute to ICS & Nehru’s denunciation
  “You will not have an united India, if you do not have good all India Service which has the independence to speak its mind “ ( eg: JVP Report & AHR Iyengar)
• Patel put Art-311 in the Constitution to give security to the IAS
• We have the longest constitution in the world with 395 Articles. The Chinese constitution has 10,900 words; the US has 7762 words. Ours has 1,46,000 words.
Reforming Administration

• Appleby Report 1952
• Administration Reforms Commission (K. Hanumanthaiah / Com. Ramkishen, Chairman – 1966)
• Santhanam Committee and many thereafter – June 1962
• 1st Pay commissioner soon after Independence
• What TT Krishnamachari said: “Rules, not brains; so low pay “
• Nehru’s greatest failure: 1961 interview to Tarzia Vittachi: “What do you think is your greatest failure”

Nehru: (After reflecting for long)
“I failed to change this administration. It is still a colonial Administration”.

(P 251 : God Who Failed: (Nehru) by Madhav Godbole - Ex Home Secretary)
Difference between IAS & Central Services

• IAS officers serve only in the State to which allocated & Center
• Central Services: Anywhere and everywhere in India and the Center
• State only service can lead to alliance with & subservience to, casteist, corrupt, unscrupulous politician – legislators & Ministers.
Governance for

• Not merely for defence, security, law & order & Revenue collection but for
• Development & Welfare
• Human side of Management
• Identify needs, problems
• Find solutions & apply them
• Do not merely administer rules
The 3-way Test

• Am I making money?
• Is the government put to loss?
• Is citizen interest advanced/served?
• Positive answers can over-ride rules
• When rules are not followed, report action taken to Superiors
Deliver Service

• Don’t merely administer Rules -
• Kendriya Vidyalaya incident – Aadhaar & Transfer certificate invalid for date of birth.
• Unauthorized use of Telephones – Many doctors by turns in one consultation Room.
Some actions of service before rules in my career in Department of Telecoms

- Appearance Before Public Accounts Committee
- Giving order to the Highest bidder
  - Ahmedabad Directory
- Direct purchases (beyond my powers even)
- Raising funds from public for Telecom Expansion
- What my DG did to save me from future trouble
Incidents in my Career

- Ahmedabad:
  - Ahmedabad Telephone Directory
  - Namaskar
  - Telephones in a Tent in Ahmedabad & on the platform when Tamilnadu Express accident took place.
  - “Inflated” STD Bills - Averages Bill ..... Pending Inquiry
  - Telephone Adalat
Incidents in my Career

- **Pune**
  - Attended P.T by physically disabled
  - Honour P.T in Airport
  - Linemen with portable Telephones on streets
  - Equipment capacity existed – no cables - direct purchase & laid & waiters served
  - Night only service at half rental rate
  - Night only STD thro’ Bombay TAX
Incidents in my Career

• **Andhra Pradesh:**
  
  *Gaon Gaon Mein Telephone ........*

• Bhoodan for Telephone Exchange buildings
• Own Your Exchange Rs. 50,000 payment- funds raised from public
• Grocer PTs – Gali Gali Mein PT...(Removed from P.Os)
• STD from Manual Exchanges
• Group dialling ( to avoid loss on less than 20 Km calls)
• Pole casting yds.
• ITI purchases : Design & fabrication of equipments
• 4 wheelers for DEs/ AEs
• 2 wheelers for JTOs
• Sanchar Sri Awards
• Annual Reports & AGM- Division –wise
Public Relations

• Every telephone person to say **NAMASKAR** to callers
• Phone Awaz in Ahmedabad
• Namaskar in Pune
• Phone Sandesh in Andhra Pradesh
• Narada for Staff
• Phones by invitation to artists, writers
• Plays, Yakshaganas
• Coping with Ministers, MPs, MLAs & Ruling Party
  – Temporary telephones
  – Weekly Bills
  – Experience with MPs; Judges..
• VSNL – Garbled Telex-Refund cheque
• VSNL – AGM with I.S.D users
Not gold, but only men

Not gold but only men can make
A great nation and strong
Men who for truth and honour’s sake
Stand fast and suffer long,
Brave men who work while others sleep,
who dare while others fly,
They build a nation’s pillars deep ad lift them to the sky.

Life’s battles do not always go
To the strongest or fastest mean
Soon or late the man who wins
Is the who thinks he can
Then welcome each rebuff
That turns earth’s smoothness vough
Each sting that bids not sit nor stand, but go!
    -Robert Browning
Which India

‘I want an India where the peasants are not beguiled or intimidated into giving up their lands for Mr. Nehru to build castles in thin air through co-operative farming…”

-Rajaji

As long as India is over governed; it will continue to be underdeveloped.

-Rajaji
Robinhood Socialism

“You cannot bring about prosperity by discouraging thrift. You cannot strengthen the weak by weakening the strong. You cannot help the poor by destroying the rich. You cannot establish sound security on borrowed money. You cannot keep out trouble by spending more than you earn. You cannot build character and courage by taking away man’s initiative and independence. You cannot help men permanently by doing for them what they could do for themselves.”

- Abraham Lincoln
(Source: Freedom First, May 1989)
What Type of Officers/Leaders we Need

GOD GIVE US MEN! MEN! A TIME LIKE THIS DEMANDS STRONG MINDS, GREAT HEARTS, TRUE FAITH AND READY HANDS;
MEN WHOM THE LUST OF OFFICE DOES NOT KILL;
MEN WHOM THE SPOILS OF OFFICE WILL NOT BUY
MEN WHO POSSESS OPINIONS AND A WILL
MEN WHO HAVE HONOR AND WHO WILL NOT LIE
MEN WHO CAN STAND BEFORE A DEMAGOGUE
AND DAM HIS TREACHEROUS FLATTERIES WITHOUT WINKING
TALL MEN, SUN-CROWNED WHO RISE ABOVE THE FOG
IN PUBLIC DUTY AND PRIVATE THINKING.

GIVE US THE MAN OF INTEGRITY OF WHOM WE KNOW
WE CAN THOROUGHLY DEPEND; WHO WILL STAND FIRM
WHEN OTHERS FAIL; THE FRIEND FAITHFUL AND TRUE

IN ANCIENT SHADOWS AND TWILIGHTS
WHERE CHILDHOOD HAD STRAYED
THE WORLD’S GREAT SORROWS WERE BORN
AND ITS HEROES WERE MADE
IN THE BOYHOOD OF JUDAS
CHRIST WAS BETRAYED.

- Josiah Gilbert Holland
Wise thoughts from Sri Nani Palkhiwala (1/3)

• History will record that the greatest mistake of the Indian republic in the first 50 years of its existence was to make less investment in human resources-education, family planning, nutrition and public health- than in brick and motor dams and factories.
• We have too much government and too little administration; too many laws and too little justice; too many public servants and too little public service; too many controls and too little welfare. (But now ever-growing competitive schemes of “welfare”: Eg: T.S & A.P - T.H.Chowdary)
Wise thoughts from Sri Nani Palkhiwala (2/3)

• Indian liberalisation encounters formidable opposition from three quarters.
• The top heavy bureaucracy reluctant to shed its enormous powers
• Influential politicians who prefer to let socialism remain the opium of the people and of whom it can be truly said that if ignorance is bliss, they should be the happiest men alive.
• Quite a few Indian businessmen men who are much interested in their own personal prosperity than in the future of the country and who preferred to flourish in the non-competitive environment.
Wise thoughts from Sri Nani Palkhiwala (3/3)

• These three are the obstructionist forces...India continues to remain the only significant country in the free world to hold aloft the tainted and tattered flag of socialism.

• “We shut our eyes to the fact that socialism is to social justice, what ritual is to religion and dogma is to truth”.

• Over taxation corrupted the national character overtly.

• The nation survived only because the tax system continued to breathe through loopholes and the economy used to breathe through window of tax evasion.
Sins & Virtues

• Power & Arrogance & Covetousness
  – Power & Morality - Pitirim Sorokin
  – Parricide, fratricide (Medieval Muslim rule in India)
  – Imperial fascist “democrats” – Stalin, Mao, Gandhiji, Mussolini, Hitler, Indira, Saddam Hussain;
  – The “secular” “social Justice” “inclusive growth” – wallahs
  – Power Corrupts
  – Absolute Power Corrupts Absolutely

-Lord Acton
Delegation

Jethro said to Moses, ‘You are not doing it the right way, you will wear yourself out and these people as well. This is too much for you to do alone. You should choose some capable men and appoint them as leaders of the people, leaders of the thousands, hundreds, fifties and tens...they should be god-fearing who can be trusted and who cannot be bribed...

-Book of Exodus, CH 18, Verse 17

Here lies a man who knew how to enlist in his service better men than himself

-Andrew Carnegie
Ethics & Morality in Public Life
Corporate Businesses

• Can gentlemen be in politics?
• Human rights ( to terrorists, zihadis, rapists; “transparency”
• “empowerment (before enlightenment)
• A “poor” servant of the poor increasing wealth by Rs. 550 mln in one year
• Another pretender to father’s eminence and service to the poor having a 20 times increase in income (declared)
Finally

• Ethics & morality to be cultivated, ingrained from childhood
• Exemplified by parent’s conduct
• Learnt from the great literatures of the world –
  – in India the Upandishads, Ramayana, Mahabharata, Bhagavatha, Bhatrihari; Katha Saritsagara, Neeti Satakas
• Criticism/ self criticism – introspection
• Cultivation of: Asteya, Aparigraha, Indriya Nigraha, work as a fulfillment of one-self; samatva (equanimity)
• Remembering:

  Isaavaasyamidam
  Sarvam yatkincha jagatyam jagat
  Tena tyakena bhujithaah
  Maa gridhah kasysuwiddhanam
Dhanyawad:
Thank You