

# HARMONY

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## Making People Happy

Has it ever struck you that these days we use the word 'happy' and its many derivatives like punctuation marks? So, it would seem that we all, rich or poor, high or low, mighty or weak, are in a single-minded pursuit of becoming happy. That's ok so long as every chaser follows his or her goal without treading on somebody's toes. Real trouble starts when we regard happiness to be a zero-sum game, and, without making any attempt to increase the size of the given cake, think only of ways to grab the entire cake. Buddha had said: Everything is *anicch* (temporary) and therefore not worthy of pursuit. But that eternal truth has never deterred us from getting ahead of others, even by hook or by crook. Bhagwad Gita et al prescribe pursuit of only the divine bliss, which curiously comes not from outside but springs up within our own. And yet, we human beings are more likely to follow the beaten track to happiness.

Happiness being so important, all governments make policy interventions to enhance it. Now as per The Economist many dismal scientists want governments to make people happy. UK's one-time materialistic Conservative Party too wants the General Well-Being (GWB) instead of GDP, and the USA is 'happy' with *Wellness*. But will these measures work? For, if something made you happy yesterday, it may not excite you today, and if you like something now, it's because others do not have it. Most people now don't jump when they see new models of cars or mobile phones, and ever since every next person started using a mobile phone, it put an end to your exclusive happiness. So meeting disparate tastes of people and making them happy may remain a daunting task for all governments. Therefore, will it not suffice if governments focused on growth and equity and made procedures citizen-friendly, so that people find it easy to wish others a Happy New Year?

Editor: Rameshchandra Kanade

## Happy New Year!!!

*Harmony* wishes its readers a very happy, healthy and satisfying year, full of unprecedented achievements and well-deserved and timely recognition. May this 2K7 bring bountiful joy and lots of colour in their life!

## Who's Gone Where?

*Ranjana Sinha* (1975): MD, MPCL.  
*RC Sagar* (1986): Secretary, State Human Rights Commission. *KU Gajbiye* (1987): Addl Municipal Commissioner, BMC. *CK Anil* (1991): GM, PMT, Pune.  
*Sanjay Sethi* (1992): Joint Secretary, Tourism. *SS Zende* (1993): Collector, Thane. *V Radha* (1994): OSD, MSRDC.  
*NY Jantre* (1994): Thane Municipal Commissioner. *Radhika Rastogi* (1995): CEO, Children's Film Society, Gol, Mumbai. *LV Deshmukh* (1996): Director (Sports), Pune. *VM Patil* (1996): Collector, MSD. *VJ Bhosale* (1998): CEO, Raigad Zilla Parishad. *MH Sawant* (1998): CEO, Buldhana Zilla Parishad.

## Anupam Dasgupta retires

Secretary Anupam Dasgupta (1970) superannuated on December 31. We wish him a happy and healthy retirement life.

## Gol Appointments

The Appointments Committee of the Cabinet has approved the following appointments: Extension of tenure of Mr V. Thulasidas, IAS (MT:72) as Chairman & MD, Air India Limited until further orders. Ms Sudha Pillai, IAS (KL:72), presently Principal Adviser, Planning Commission as Secretary, Ministry of Labour & Employment vice Mr KM Sahni on his retirement. Dr Chandra Pal, IAS (UP:72), presently Principal Adviser, Planning Commission as Secretary, Ministry of Small Scale Industries & Ministry of Agro & Rural Industries vice Mr Anupam Dasgupta on his retirement.

## Life Begins at ..?

Col Harland Sanders retired at 65. But he had little to boast of, except an old Caddie roadster, a \$105 monthly pension cheque, and a recipe for chicken.

Knowing that he couldn't live on his pension, he took his chicken recipe in hand, got behind the wheel of his van, and set out to make his fortune. His plan was to sell his chicken recipe to restaurant owners, who would in turn give him five cents per chicken piece sold. The very first restaurateur he visited turned him down. So did the second. So did the third.

First 1008 sales calls ended in rejection. But he was not disheartened; he continued to call on owners as he travelled across the USA. He preferred to sleep in his car to save money. Finally, prospect number 1009 gave him his first "yes."

After two years of making daily sales he signed up five restaurants. But he continued to press on, knowing that he had a great chicken recipe and that someday the idea would catch on.

And the idea did catch on. By 1963 the Colonel had 600 restaurants across the country selling his secret recipe of Kentucky Fried Chicken. In 1964 he was bought out by future Kentucky governor John Brown. Though now a multi-millionaire, he continued to represent and promote KFC until his death in 1990.

*So, it's never too late to decide to never give up.*

Sanders had mismanaged a gas station in his 30's and a restaurant in his 40's. He gave up both. At 65, however, he was convinced that his chicken idea was the right idea, and he did not give up, despite rejection. He kept on knocking on doors, believing that eventually someone would say "yes". With his *never-give-up* attitude, he kept on knocking till the door was opened. It's never too late to become persistent. It's never too late to decide to never give up. Keep on knocking. Keep on asking. Keep on seeking.

*(Source unknown)*



## IAS Executive Program

Kennedy School to offer Executive Program for Indian Civil Servants

**CAMBRIDGE, MA.** – More than 300 senior civil servants from throughout India are expected to participate in a new Harvard Kennedy School of Government executive program. The first four-week program, **Governance Challenges for India**, is being held in India in January 2007.

A three-year agreement to design, develop and deliver the program was signed by the Kennedy School and the Government of India, Department of Personnel and Training (DoPT). The program is intended to train approximately 360 IAS officers with 26-28 years experience.

Faculty from the Kennedy School and the IIM Ahmedabad, India's premier management institute, have collaborated to design an integrated curriculum which will be delivered jointly by faculty from both institutions. Sessions focusing on governance, political economy, and policy analysis will be taught through cases as well as through lectures and specially designed exercises.

In addition, the joint faculty team will draw upon the experiences of senior civil servants from India in designing the program. There will also be opportunities to bring in experts on a wide range of public policy topics from other research institutions and think tanks in India.

"India is an absolutely essential and engaged global leader, with a history of outstanding high-quality civil servants and a strong commitment to training," said David T. Ellwood, dean of the Kennedy School. "This new partnership is designed to enhance the knowledge and skills of those public leaders charged with helping solve the most critical public problems facing India today."

"This is a tremendous opportunity for the Kennedy School to partner with the Government of India to design and deliver the first program of its kind to convene India's most senior public officials to think together about and create a direction for the future of the country and its administrative service," said Christine Letts, associate dean for Executive Education.

Akash Deep, faculty co-chair of the program, said, "This is one of the most

significant executive programs we have undertaken, both in terms of magnitude and span of the curriculum. We hope that the coming together of senior IAS officers along with our faculty will generate innovative ideas to address governance challenges facing India now and in the future".

The Kennedy School's degree programs and executive education programs have drawn senior officials from around the world for several decades. On average, the school's student population is 43 per cent international, with students and participants representing more than 80 countries.

The Kennedy School also trains hundreds of managers and leaders in partnership with other countries, such as the People's Republic of China, Mexico, India, Pakistan, South Africa and several others.

In addition, the Kennedy School directs a program teaching market economics and related subjects to Vietnamese civil servants. The School has assisted with financial reform efforts in Ethiopia and Indonesia, and has helped many countries, including Mexico, China, Bolivia, South Africa and Singapore establish their own public policy schools.

Executive Education at the Kennedy School offers more than 30 distinctive programs featuring carefully tailored courses that address the needs of leaders from around the country and throughout the world. Executive Education programs focus on the range of issues and challenges confronting civil servants including leadership, negotiation, conflict management, economics, emergency management, finance and public policy.

For more information, visit: <http://ksgexecprogram.harvard.edu/>

## Rajendra Singh gets PhD

The Aligarh Muslim University has conferred PhD (Business Administration) on former Additional Chief Secretary and presently Banking Ombudsman, RBI, Jaipur on November 7 for his thesis entitled *An Analysis of the Competitive Advantage amongst the States of India*. The thesis has a separate chapter on the competitive advantage of Maharashtra. We congratulate Mr Rajendra Singh on this great honour.

## E-Governance Awards

Tenth National Conference on e-Governance at Vidhan Sabha, Bhopal (M.P.) on February 2-3.

The Department of Administrative Reforms and Public Grievances in collaboration with one of the State Governments, organizes the National Conference on e-Governance each year. The Tenth Conference is being organized in collaboration with the State Government of Madhya Pradesh on February 2-3 at Vidhan Sabha, Bhopal.

The theme for this year's Conference is *Enabling Government to Accelerate Transformation*. A special focus shall be given to e-Governance initiatives in the rural sector, especially in areas of integrated services.

Every year the Department of Administrative Reforms & Public Grievances recognizes and promotes excellence by awarding Government Organizations / Institutions which have implemented e-Governance initiatives in an exemplary manner. These awards are presented by the Chief Guest at the inaugural function of the Conference.

For this year it has been decided to invite nominations for the following categories of awards: (a) Excellence in Government Process Re-engineering; (b) Exemplary Horizontal Transfer of ICT-based Best Practice; (c) Outstanding performance in Citizen-Centre Service Delivery; (d) Innovative Usage in e-Governance; (e) Exemplary Usage of ICT by PSUs; (f) Award for Best Government Website.

For details of the Award Scheme, go to <http://darpn.gov.in> and MP Government's website: [www.10thnationalegovconf.in](http://www.10thnationalegovconf.in).

## Pearls of Wisdom

Never put off until tomorrow a kindness you can do today; never do today an unkindness that you can put off forever

No man is so wise as to know everything, nor is any man so stupid as to know nothing.

One can pay back the loan of gold but one dies forever in debt to those who are kind.





Published in late 2006 by East West Books (Madras) Pvt Ltd, Chennai; 317 pps, Price: Rs 395.

Review by

Editor Rameshchandra Kanade

## **The Indian Administrative Service** Compilations of Experiences and Perceptions By MG BALASUBRAMANIAN

Let me, at the very outset, pay rich compliments to the Tamil Nadu Retired IAS Officers' Association (TNRIASOA), founded in 2000, for coming out with a wonderful book. Kudos also to the Association's first President, Mr MG Balasubramanian (MGB) (1948-Mad/TN), who conceptualized the project and brought it to its logical conclusion, even though his role as President ceased in 2005 and was subsequently taken over by Mr TS Sankaran.

TNRIASOA is unique in many ways. Firstly, it is an association of retired IAS officers. Secondly, while most associations rarely go beyond routine matters, TN Association has enthused and encouraged its members to write their experiences and perceptions for the posterity. It can be safely said that this book will inspire other associations to do likewise.

It is entirely to the credit of MGB and his colleagues they created the TNRIASOA for the retired IAS officers settled in Chennai, irrespective of where they had served. Presently, the Association has about a hundred retired members, about a third of whom have served State and Central governments and worked on important positions during 1947-2000. Who else but these stalwarts could present to readers a ringside view of decision-making in governments?

The publication can boast of many high points, the first being a wide range of subjects. Divided roughly into three parts, namely, *The birth and rise of the IAS and suggested reforms of the service, Bureaucracy, and Memorabilia*, the book contains a number of informative and perceptive write-ups from many retired IAS officers.

After the studious Prologue by MSB, we find in Part I nine chapters on important topics: The IAS comes into being; General criticism against the IAS; The IAS and its external environment; Service Environment and Possibilities of Reform; Indian Administrative Services – An Agenda

for Reform; Inter-relationship between the elected representatives and district officers – qualitative changes; Changing Times; Reforming the Indian Administrative Service – Why and How; Civil Service Reforms.

Part II has six chapters, namely, Bureaucracy; Good Governance, Bureaucracy and Politicians; The Role of Bureaucracy in the Liberalized Economy; Movement of Ministers from the States to the Centre – A Dying Practice; Is idealism relevant in Public Administration?; Corruption and Governance.

Part III, under the general banner of 'Memorabilia', holds 15 intimate accounts: Brief response to some specific issues; As I look Back; Memories of My Service; My Service Days (by KV Ramathanan); My Days in Orissa; My Days in Maharashtra (this one, reproduced on P5, is by our own former eminent civil servant, the late Mr V. Prabhakar); Some Service Reminiscences; My Service Recollections; An Outsider in Karnataka; Madhya Pradesh Cadre -- Pleasure to Serve; Gujarat was My State; My Service Days (by V. Karuppan, TN-70); A Few Service Experiences; Snippets from Administration *Sila Nerangalil Sila Manithargal* (Some people at some points of time); and Epilogue (also by MGB).

While many will certainly enjoy reading the first two parts, which are scholarly, it is the last part that would inform and entertain them most since it is candid, hilarious and reminds us of our own experiences.

Another high point about the book is inclusion of six cartoons on bureaucracy by (who else?) our own inimitable Dr VS Gopalakrishnan. All these cartoons (and many others) have already appeared in *Harmony* issues in the past.

The richness of the book lies not only in its contents but in the lucidity of thoughts and expression also. Given the fact all contributors are eminent civil servants and have written straight from the heart the value of the book is not ephemeral. Apart from creating a historical

document on the IAS, volume will certainly help clear many wrong perceptions about our most hated service and its

members. Let us pray that such initiatives will serve as a lighthouse to the young officers and deter possible black sheep from resorting to anti-service practices. To quote MGB from his eye-opening Epilogue: In the olden days before Independence, there was an ICS Officers' Association in every province. It acted whenever an ICS officer got into a serious scrape. It would advise the officer through the Governor, who was also the head of the government to go on furlough, an eight months leave, to his home country. After the officer was removed from the scene, discreet enquiries were made as soon as the dust settled down on the controversy. If the delinquent was guilty of any action involving moral turpitude, he was asked to fade out of service by resigning. It was not an attempt to shield and protect an individual delinquent officer. It was considered that, when senior officers holding high posts in government were exposed to public ridicule by holding an open enquiry, *it was the government which employed them that was belittled. This led to the public loss of respect and confidence in the government. When the majesty of government is tarnished, it loses its moral authority to govern* (emphasis provide by me). That kind of situation was to be avoided, was the then view. Having regard to many cases against IAS officers across the country, will anybody venture to claim that the IAS is a proper substitute for the ICS?

The book has humour in plenty. Sample this: Some probationers were known as KTPs – Keen Type Probationers, who had an obsession to constantly show that they were more alert than the others. After we had been taken through the National Archives and shown various historical documents, the Director asked whether any of had any questions. We had none except one KTP who felt that the prestige of our elite service was at stake and someone had to ask a question. So, with a dead serious look on his face, he asked, "Sir, where did you purchase these shelves?" **Continued on P6**





*Mr V. Prabhakar (1951) was an illustrious civil servant of Maharashtra cadre. He died in Chennai on 18 December 2002. This piece, which unfortunately remained incomplete, was his contribution to the publication of the Tamil Nadu Retired IAS Officers' Association: The Indian Administrative Service – Experiences and Perceptions compiled by Mr MG Balasubramanian. It is reproduced here with the permission of the publisher.*

## My Days in Maharashtra

On Pongal day in 1952, I reached Bombay to start my training in the Secretariat along with my colleagues --- Ghosh, Deshmukh and Seshadri. It was a fortnight's training at the end of which we left for the districts to which we were posted.

Bombay State had the tradition of not having sufficient officers from within the State. Deshmukh being a Marathi, was posted to Baroda district, a Gujarati speaking District. Ghosh, Seshadri and I were posted to Pune, Ahmednagar and Sholapur Districts --- all Marathi speaking areas.

Another feature in the then Bombay State was that the local people were accustomed to having non-local officers working amongst them. Having a minimal working knowledge of Hindi enabled communication with the people as they understood Hindi and some even spoke it.

It was still early days of Independence. The politicians of the day were still imbued with the fervour of the struggle for Independence. Serving the people was still considered an ennobling task. For us too, meeting the leaders, of whom we had read a lot, was a satisfying experience.

There was a meeting of the State Soldiers, Sailors and Airmen's Board on 29 January 1952 which all Collectors attended. The four of us who were completing our Secretariat training that day met our respective Collectors. Shri SP Mohite was the Collector of Sholapur, my district. He had established a reputation for understanding development activities of a lasting nature in the villages. The two main activities were putting up school buildings with popular contributions -- either cash or labour -- and setting up local committees for settling of local disputes in each village. Both the schemes found favour with the villagers. Shri Mohite and I trav-

elled together to Sholapur. He took me to his bungalow and put me up in his detached guestroom. He told me I could stay there till I found accommodation for myself. I would join his family for meals. There was strict rationing in those days and he had my ration card issued and gave it to Smt Mohite for getting my ration. When I asked him why he had gone through all this trouble, he told me that when he joined service his Collector had done all this for him and he wanted to continue that tradition.

It was January 30, the day of Gandhiji's assassination. Shri Mohite took me to a nearby village where we joined the villagers in making a kuccha road. At the office, Shri Mohite attached me to himself for training which meant that I sat in his room, read the files that were put up to him, watched him deal with visitors who came to see him, and attended the meetings he held. Some files, which were important, he separated and gave them to me to study and make a note on the action to be taken. He took me with him on tours, his inspections of villages and development works of different types undertaken in them.

Sholapur was a textile centre with a flourishing handloom, powerloom and textile industry. It was a Divisional headquarters of the Central Railway and had a colony of Railway Officers. The Press Trust of India also maintained an office there. The district was bilingual as 3 out of 11 talukas were Kannada speaking, the rest Marathi. The Congress party was quite strong in the district, both in the political and labour fields. However, in the latter field, Communists and Socialists were also making their presence felt! In 1952-53, the Maharashtra area of Bombay State went through a horrible drought and the whole of Sholapur District was declared drought-stricken.

Bombay State had strict rules for tours by officers of the Revenue Department. The SDOs had to tour 270 days mostly between October 1 and May 31. After passing my two departmental examinations I took over as SDO of the Madha sub-division of Sholapur District

which did not have a single village which was not drought-affected. For providing relief, there were contour bunding works, road works and minor irrigation works. Out of a population of over 3 lakhs in the sub-division, over a lakh were employed on the works. Pandit Nehru, accompanied by the CM Morarji Desai and Revenue Minister Bhausaheb Hiray undertook a tour of the drought-affected districts of Bombay State. Shri MR Yardi was Director of Famine Relief and accompanied the Ministers. They entered Sholapur District from the south-west corner of Satara District, passed through Pandharpur and were to halt at Sholapur for the night. On the way, there was a contour-bunding centre in my sub-division at which they were to stop for inspection. When the convoy reached the centre and stopped on the road, none of the soil conservation department staff was there and I found that I was holding the baby. Luckily, the VIPs stood facing the work and I faced them. There was a tree on the roadside on which all the details of the work had been written down and as Panditji made enquiries of the works, number of workers, cost, etc, it was possible to read the details from the board. By that time, the soil conservation staff joined us and answered further questions.

The next day the PM, CM and the Revenue Minister were to see the Mangi Tank work in the northern part of my sub-division before going to Ahmednagar District. I was asked to be there at the tank site to receive them. When they arrived, the Collector Shri RF Boga asked me to drive the jeep around the work and on the tank bund. With three important passengers -- Panditji standing alongside and Morarjibhai and Bhausaheb standing behind each with a hand on each of my shoulders, I managed to complete the round and bid them goodbye.

Several Indian States were merged into Bombay State soon after Independence. The takeover of their administration, merger of staff, bringing their laws in line with those of Bombay State and similar matters were attended to between 1948 and 1952. There was still unfinished business in 1952. The merger of the establishments had left a source of bitterness amongst the staff. **Continued on P6**



## Our Most Unforgettable Trip to South Island of New Zealand and Back

By MEENA KASBEKAR

At last the much awaited date 12 April 2006 arrived, the date on which we were to begin our trip to the *heaven on earth*, namely, South Island of New Zealand.



My son, his family and I reached the Christchurch Airport by the afternoon. Christchurch is a beautiful, green city with wonderful Gothic and British

architecture. On the first day we moved around the city centre and watched its disguised big bank structures, Cathedral Square and shopping area.

### Camper Van

But more than the picturesque and lush green South Island we were interested in travelling through spectacular towns of South Island by Camper Van. So next morning, after doing some shopping for provisions such as milk, fruits, bread and cheese for a few days from a nearby Woolworth Super Bazaar, we picked up our Camper Van, the interiors of which were pleasing to the eyes. The Van site gave us all important information about the facilities provided by them and showed to us how to operate them.

Awed by the superb Camper Van, we began our journey after saying the Ganpati prayer *Vakratund Mahakay Suryakoti Samaprabha*, and asked for the God's help and grace on this long and mysterious and thrilling journey.

At night we camped in Hokitika town. Dinner was prepared in the Van after a hectic drive through fresh green fields with lots of sheep and cattle grazing and with very neatly built grass banks to demarcate different fields. It was truly impressive. Our entire journey was through tall, snow-peaked mountains. We were apprehensive but enjoyed a sound sleep and woke up in the morning with great vigour and bright smiles. Soon we visited a jade factory-cum-shop. The artist there showed how to extract jades from stones and create beautiful objects from them.

### Glaciers

Now our Van was heading for most spectacular glaciers. On the way we had a

night halt at a caravan park. The Van too needed to be powered every alternate day.

The next day we were fascinated to see Fox Glacier and Franz Josef Glacier very closely from a helicopter. Located 120 km north of Haast, and about 25 km apart in Westland National Park among 88,000 hectares of alpine peaks, snow-fields, forests, lakes, and rivers, the glaciers have a main highway passing and crossing the park's western edge.

Lake Matheson, one of the park's



three calm lakes formed by the glacial dramas of 10,000 years ago, beautifully mirrors the three peaks. We tried to digest the very unique experience. We had our lunch while watching cool tranquil waves of the sea spreading all around us. The food tasted yummiest, largely because of the soothing gentle sound and winds coming from the blue sea.

We spent the night at Haast, enjoying the tasty dinner and discussing the beauty of the Lake Matheson and glaciers. Haast is surrounded on all sides by snow-capped Mount Aspiring. At some places, clear white clouds were floating at the middle of the snow-peaked mountains. It was simply unusual.

### Wanaka

The next morning we left Haast. On the way we saw many rapids (Fast Trains). We arrived at Wanaka, which is a small town, the memory of which will remain in my mind for ever. Surrounded by majestic mountains and lying on the shores of the glacial formed Lake Wanaka, the town is quieter and more relaxed like Queenstown. It provides a range

of affordable accommodation. The town has a superb selection of restaurants and cafes. With beautiful lakes and deep blue water, surrounded by snow-peaked mountains and full of fantastic trees of all size and colours from pale green, yellow, brown, red, purple and dark green, Wanaka is extremely scenic. It is a paradise on earth. Its main street had people from all over the world, sitting in roadside restaurants and feasting away on best cuisines. We were fortunate to see an enthralling air show, held every three years for the patriotic brave pilots who fought for their country during World War II risking their lives.

After buying some grocery in the market in the evening, we came to a small place called Glendhu Bay to spend the night. In the morning of April 17 we returned to Wanaka town to see the puzzle world. Its hologram gallery and photos were very impressive. Even funny mirror was an experience, which I had to forgo because of my vertigo. But my eight and a half year old grandson enjoyed it very much. Most interesting was the puzzle world; you had to find four different corners at the puzzle world by crossing various bridges and lanes. It was challenging and full of fun. We were delighted that my grandson became the winner.

Now we started our long journey amidst mountains and streams and through those wonderful tall trees to a beautiful town Queenstown, a very cosy modern colourful town. On reaching, we had lunch in the Van and a long walk in the mall. Next day morning we had a gondola tour (cable car) in the picturesque green valley of the town where we had luge (small car) rides on the slopes of the valley. After resting for some time in the Van in the afternoon, we spent the evening in the lovely town bustling with lots of tourists amid several souvenirs shops and attractive restaurants on both sides of the main street offering food from all around the world. We were delighted to find an Indian good restaurant and Indian take-home joints in all these small and big towns throughout our journey.

### Te Anau

Next day we moved to Te Anau.

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## The Indian Administrative Service

Continued from P3

It has curious observations, too. For example, here is one from the Memorabilia same officer: *We had a colleague, KVS in the AP cadre of the IAS, who was very strict, honest and blunt. It was rumoured that whenever any Minister looked like getting out of control, the CM used to discipline the Minister by threatening to post KVS as his Secretary if he did not behave!*

No review of this great book will do enough justice to the writers who have taken lot of trouble to put pen to paper (or fingertips to the PC keyboard, in case of the computer savvy among them) and to make immortal their thoughts and feelings, and let the readers into the inner recesses of their minds active while dealing with difficult situations.

The book is highly recommended for all administrators. The reading may inspire some to write their own memorabilia.

## My Days in Maharashtra

Continued from P4

One major change was the abolition of the Commissionates in the Revenue Department. This led to a lot of additional work for the Revenue Department at the Secretariat and resulted in delays in issue of orders and concentration of establishments matters resulting in nepotism and partiality.

While all these matters were being attended to, the Community Development Programme was introduced. In Bombay State, the programme was not kept at the Block level but was merged with the revenue duties in addition to his development tasks. The Tahsildar became additional to the BDO with assistance of block development staff and the SDO had overall charge of the programme. This arrangement was continued even after the introduction of Panchayati Raj, except that the Tahsildar and the SDO were no longer connected with the Development Programme.

At this stage came the most important change in the administration of the country—the creation of linguistic States. There was a bitter controversy and uncertainty over what would happen to the Bombay City. This problem was solved by creation of the Bilingual Bombay State --- a state with the largest area and population, a miniature India. It was created by a merger of four States – Bombay (less the Kannada speaking portion), Saurashtra and the Marathi speaking portions of Madhya Pradesh and Hyderabad. However, this unwieldy State did not last long and was broken up into Gujarat and Maharashtra which came into being on 1 May 1960.

The 1957 elections brought a Congress Government to power. The Gujarat area elected

a majority of Congressmen as did the Vidarbha and Marathwada regions of the State. It was in the old Bombay region of Maharashtra that the Congress party suffered a major reverse as its candidates were rejected by the electorate. Shri YB Chavan was elected Chief Minister in February 1957. I was informed in April 1957 that I was to be appointed as his Private Secretary. I assumed charge on 16 April 1957.

## Our Most Unforgettable ...

Continued from P5

(The towns and cities bear Maori names; Maoris were the original settlers in New Zealand). Te Anau is an attractive resort on the shores of Lake Te Anau. It is the starting point for the Fiordland National Park and its many outdoor activities. We saw most memorable Milford Sound among the valleys by a cruise boat (appropriately named *Pride of Milford*). We felt relaxed in the midst of tall colourful mountains and dark green coloured fish moving in the deep blue water of the river we were sailing in. We saw many seal fish resting on the rocks in the corners and creek of the mountains. Milford Sound afforded a heavenly experience. It took 90 minutes of cruise. In the evening we proceeded to see famous mesmerizing glow worm caves of Te Anau. It was quite an experience to see roofs of dark caves laced with glow worms resembling a diamond necklace. Interestingly, these glow worms like silence --- our very sincere and knowledgeable young guide informed us. The caves gave a unique experience.

### Caravan Park to Dunedin

We left Te Anau and came to Carvan Park to rest. Next early morning we had to be on our way to Dunedin, the last leg of our South Island tour. Already we were feeling sad that the trip was coming to an end. On our way to Dunedin, we came to a small place called Gore, which is Front fish capital of the world. After lunch in the Van and some window shopping, we reached Dunedin. This modern-cum-old architectural city has New Zealand's many famous landmarks like the old cathedral and best old railway station, which is maintained in superb condition by the government with all its old glory and lovely colourful glass paintings and eye catching architecture preserved wonderfully. While watching the railway station one cannot but admire those capable architects of the British Empire. We also visited Dunedin mall.

### Laven Castle

The next day from Caravan camp we proceeded to Otago Peninsula to see Laven Castle built by William Laven, a rich and very successful British engineer. The castle is very beautiful and well maintained by the government. One leaves the castle feeling impressed

with the rich and luxurious life Laven family lived there.

### Oamaru to Christchurch, Sydney and Home

In the evening we camped at Oamaru, another small place and in the morning we left for Timaru a pretty modern place. Now we were on our homeward journey. We drove to Christchurch and went straight to leave our Camper Van, which took us to so many lovely cities and towns, to its office. With a heavy heart we bid good bye to our dear camper Van and returned to our hotel from where next day morning we took a plane to Sydney. While in Sydney, we talked only about the beautiful New Zealand, its friendly and helpful people, unique glaciers, sprawling green neat fields with cattle and sheep tall colourful trees, beautiful cottages, rapid streams, snow-peaked mountains and valleys, and so many other things.

But the thing we missed most was our cosy Camper B. Van. We really missed it.

[*Ms Meena Kasbekar*, wife of former civil servant late Mr GK Kasbekar (1958), has been writing for *Harmony*, mainly on her visits abroad. A keen voyager, she observes nature closely and shares those joys with others. She can be contacted on 022-22020938; [meenakasbekar@yahoo.com](mailto:meenakasbekar@yahoo.com)].

## Government officers deserve higher pay

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them to receive the equivalent rental amount as part of their salaries.

The present system does not encourage officers and the system to recognise the actual value of the housing perquisites that the government offers. Once these are linked to the market price, officers will start seeing them as real and valuable perquisites. A fall-out of this measure will be a reduced demand for government housing as there will be a financial incentive to move out of these flats and either stay in one's own house or look for an accommodation that might result in net saving. It will be naive to expect the Sixth Pay Commission to make any recommendation for a cut in the total number of government employees, since its members know very well the fate a similar recommendation made by the Fifth Pay Commission met with.

Perhaps, a more realistic stance would be to hope that the Sixth Pay Commission will make the government's pay structure more transparent, reflecting the actual market-related cost of all the perquisites offered to the employees.

Housing is only one such example. There are many more such perquisites and these too need to be made more transparent.

[*Mr Bhattacharya* is renowned columnist. Who says we don't have friends outside?].

## Government officers deserve higher pay

By AK BHATTACHARYA

For civil servants, the Sixth Pay Commission should come as a big relief. It is true that the implementation of the Commission's recommendations will add to the government's fiscal stress.

But ask any serving civil servant, he will argue with some conviction the need for a correction in the salary levels for at least all officer-grade government employees.

Indeed, the private sector job market has seen an increase in salaries in the past 10 years, which has left government salaries way behind.

In order to attract fresh talent and retain those who wish to serve the government with some job satisfaction, it is necessary to bridge the huge gap between their salaries and those that comparable jobs in the private sector are now fetching.

Surely, this is a problem that not all government jobs are suffering from. And this certainly complicates the issue. Government salaries at the lower-end of the jobs are still in tune with the market.

In fact, in some categories they are even better than what the private sector offers. Consider, for instance, how the private sector pays a school teacher, a clerk or a security guard and you will recognise that government salaries in these categories are fairly competitive.

The problem, however, is with salaries that the government pays to its Class-I officers and above, assuming that the government needs to keep them in employment. In these senior positions, the government presents itself as a poor paymaster compared to the private sector.

This has serious ramifications. Most civil service examinations held for professionals (including those for engineers, economists, geologists and so on) have ceased to attract the best talents available in the market.

There was a time when the best students of India's best universities would sit for examinations held by the UPSC to recruit officers for the IAS and the IFS.

Now they shun these examinations and settle for more lucrative jobs in the

## Thanksgiving

By TANUJA MULLICK

Years fly from the great dials of delight, doom, damnation and at the midnight hour as we Sing 'should old acquaintance be forgot' in "Auld Lang Syne", it struck me that why wait For the morrow to fill the cup that clears today of past regrets and future fears....

Like all of us who entered the IAS Fraternity through the stony path or on the palanquin of matrimony, it was for better or worse. Each one has stories galore, tales of humour, bitter, sweet and much more. Who shall speak? Who has the answers? Who is the interpreter? Who has enough split seconds, encores and slow sea-tides?

The ships of the sea and mists of memory, the sheen of the old battle fields and the Warriors laid to rest make us sing paeans to the dead....

There never is time like the present to thank all those who have crossed my path, in prose or verse...

Without dropping names I shall start from the very beginning...

To them who saved my father-in-law the expense of a wedding reception by unceremoniously recalling the bridegroom from leave.

To them who initiated me into the role of a SDO's wife.

For official dinners and lunches, family planning programmes, inaugurations, *Vanamahotsavs*, *anganwadi* – *balwadi* visits, district meets, Divisional gatherings, Felicitations, celebrations, et al.

For transfers in and out of districts and the capital of the state. For predecessors and Successors who contributed to life's great learning experiences.

For mentors, well wishers, detractors, friends and foe ... after all, each has his own path to go.

For them, who gave us unconditional support in our hour of need, who generously spread Butter and jam on our bread.

For them who thoughtfully brought *Harmony* into our lives ....

These memories that are the belongings of associations, friendships, expectations, hope, disappointments and longing will remain till one day dusty with the dust of the earth shall return to nothingness... Let us thus rejoice that we met for better or for worse.

Thank you all and God bless.

*[So beautifully put! One can only say 'Thanks' to Tanuja, who in our dull moments, cheers us up and make us do more. Tanuja, wife of Secretary (social Justice Coordination) Sumit Mullick (1982), enjoys teaching. You may like to compliment her on: 022-22043227]*

private sector. The salary these services offer (Rs 30,000 p.m. for the senior-most civil servant at the end of his career) is surely a major factor why these bright young men and women have turned away from government service.

So, what should the government do? One option is to raise the salary of officers by a margin that is certainly more than that is recommended for other categories. To that extent, the Pay Commission will go a long way in responding to the market reality.

But then, there are other related issues. For instance, government salaries are structured in a non-transparent manner that does not always reflect the true market-related costs of the various perquisites that are offered to the employees. And this is particularly true for senior government officers.

Going by conservative estimates, the market rent of a senior official living in a government flat in New Delhi ranges between Rs 20,000 and Rs 75,000 p.m. But the rent component of the salary of an officer, who lives in a government flat, is a fraction of this market rate.

Thus, the officer's gross salary (inclusive of the market value of the perquisites he gets) is actually much more than what is claimed by the government. In addition to increasing the officer's pay scales appropriately, the Sixth Pay Commission could, therefore, also consider realistically accounting for the market rent of the house, which is offered to officers.

This will mean a substantial increase in the total emoluments that the government pays to the officers. And the officers will have a choice to either live in those government accommodations or opt out of

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