IIAS-DARPG India Conference 2025 Stronger Together Voluntary Metropolitan Coordination Across Local Boundaries on SDGs and Governance: Cases from Europe and Asia
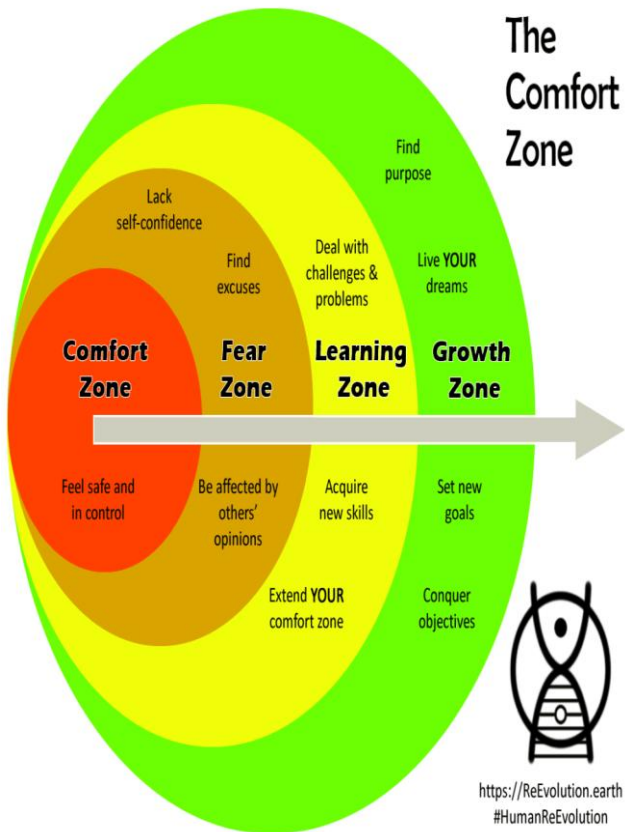
INDIA
THE ELEPHANT THAT MOVES BUT SLOWLY

- Problems of a continent sized nation…
  - Inter-ministerial conflicts
  - Federal/sub-federal/municipal chaos
  - Land acquisition challenges
  - Environmental clearances
- …add to it the bureaucracy
  - Stifling, slow, rigid, smug
  - 'No decision' is good for career
  - Corrupt, helped by red tape
  - Lack of accountability

Enter PRAGATI – A game changer

Pro-Active Governance and Timely Implementation

Structure

The Comfort Zone

Comfort Zone
- Feel safe and in control

Fear Zone
- Lack self-confidence
- Find excuses
- Be affected by others' opinions

Learning Zone
- Deal with challenges & problems
- Acquire new skills
- Extend YOUR comfort zone

Growth Zone
- Find purpose
- Live YOUR dreams
- Set new goals
- Conquer objectives

https://ReEvolution.earth
#HumanReEvolution

Participants via VC:
- Cabinet Secretary
- Chief Secretaries of States
- Secretaries of Central Ministries
- …and as required:
  - PSU heads
  - Agency heads
  - District Collectors
  - Others
- Follow up
  - Secretary Coordination
  - Ministerial Monitoring Group
  - Sectoral Group of Secretaries

Flattening the learning curve

- 90 minutes, three sections:
  - CPGRAMS, other grievances
  - Large infrastructure
  - Social sector schemes
- List of Active Projects/issues shared 30 days in advance
- Status update 10 days in advance
- Final list of projects/issues a day in advance

Technology optimisation

Main digital platforms used:

- GATI-SHAKTI
- PARIVESH
- PMG

Other tools used:

- Data, cadastral maps
- Project tracking portals
- GIS records, GPS tracking
- Drone footage
- Online dashboards

Some Social Sector Examples

- One nation one ration card
- Elimination of single use plastic
- Accessible India campaign
- School toilets
- Clean India Mission: waste to wealth
- Last mile connectivity for all un-electrified households
- Largest health assurance scheme in the world

Some Urban Sector Examples

- Mumbai urban transport project
- Tap water in all households in all towns
- Smart city mission
- Rejuvenation of water bodies in each district
- Street vendor's collateral free working capital loans
- Transformation of aspirational districts

Agenda of last/45th PRAGATI meeting

- Grievances related to Banking and Insurance
- Tura-Dalu Section of NH-51
- NLC Talabira Thermal Power Project
- Delhi Metro (Phase- IV)
- Patna Metro (Phase- I)
- Bhopal Metro Indore Metro
- Agra Metro Kanpur Metro
- Auction of Mineral Blocks by States
- PM Surya Ghar: Muft Bijli Yojana – 300 units of free electricity for installing rooftop solar panels

The combined cost of these projects, spread across different States/UTs, is more than INR 1 trillion

As of the 44th meeting, 355 projects having a total cost of INR 18.12 trillion (USD 218 billion) had been reviewed

Horizontality Related Benefits

- Cooperative federalism
  - Centre-State-District-Municipality-Panchayat
  - Interoperable policies, programmes, and tools
  - Inclusive and collaborative Frameworks and Dashboards
- Real-time status updates
- Sans politics
- Dispute resolution
- Feedback loops
- Collective responsibility-individual accountability

Process Related Benefits

- Domestic policy coherence
- Silos shattered
- Goal orientation
- Cross-pollination of ideas, tools, good practices
- Keeping under-served communities in focus
- Incremental raising of ambition
- More recently – Viksit Bharat (Developed India) 2047 in focus

Competency Challenges and Solutions
The frontier for bureaucrats to gear up

National Programme for Civil Services Capacity Building - The Karmayogi Competency Model

- Behavioural Competencies: 8 Core, 5 Leadership
- Functional Competencies: 21
- Domain Competencies: 7

THANK YOU

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