

**"OUR GOALS FOR 21st CENTURY:
(a) ECONOMIC, (b) SOCIAL, AND (c) ADMINISTRATIVE".**

R.N. THAKUR

**For Twenty First Century
Our**

- Economic Goals : Banish Poverty and Unemployment;
Development for over-all improvement
of quality of life;
- Social Goals : Brotherhood
Welfare
Happiness and
Peace;
- Administrative Goals : Fairness
Justice and
Service.

**Trust no future, however pleasant,
Let the dead past bury its dead;
Act, act in the living present...**

(Longfellow)

The theme of this Conference strikes a futuristic note and calls for a prognosticative analysis. To take the position of a social scientist, Gunnar Myrdal, value premises must be made as explicitly clear in the beginning as possible. A Social Scientist holds the position of an observer – analyst, and does not sit in judgment.

At the outset, all our fellow learned members would appreciate that inveterate diseases require desperate remedies.

The preparation of the theme paper required a jumble of ideas to be put together in a sequential and orderly manner to present a summation of the expansive and widely comprehensive thematic horizon. We have set to ourselves three variegated goals to define - economic, social and administrative. If we take upon ourselves the task of preparing a list of each, it will make a long list of endless items as our goals for twentyfirst century.

Man's goals in life are largely determined by his views and visions of life. Our goals for twentyfirst century are likely to be set by our own views and visions of the future. It has to be decided whether we can afford to have short-sightedness, or far-sightedness in goal-setting and goal-achievement.

It has to be finalised whether our economic and social goals take the centre stage and administration becomes peripheral; or administrative goals take the central position, and all other economic and social goals are relegated to their own secondary position; or economic and social goals are so set as to harmonise with the administrative tasks and responsibilities. The choice is ours. Having taken a hard decision we are required to focus more on the economic and social goals, administrative goals having been accepted as an instrument in their fulfilment.

FRAMEWORK AND TIME DIMENSION

We are required to construct a broad framework of economic, social and administrative goals in relation to time dimension. Our goal setting has reference to time because goal achievement is a necessary concomitant of it. Our goal can be more idealistic, more ambitious and less pragmatic; or we can choose to make our goals more and more pragmatic. Short-term goals and long-term goals have to be set and defined with reference to social situation and time dimension.

The whole of 21st century is likely to cover three or four generations of youthful and working population. The changing social-economic situations in the national and global scenario are likely to lead to revolutions of the rising expectations. Goals set by succeeding generations of population may lose continuity. Therefore, the framework of goal setting shall have a time dimension. We may have goals of a five-year plan, ten-year plan, twenty-year plan, goals

for forty years, or fifty years, and goals for the next half century after that. So, we have to have a clear vision and focused objectives. Where there is no vision people perish; where there is vision people flourish.

II

BACKGROUND AND TASK AHEAD

First, objectives have to be defined, tasks have to be well laid and goal achievement has to be the focus of attention for which administrative objectives and tasks have to be sharply and neatly delineated.

Secondly, we have a broadly comprehensive framework of parliamentary democracy based upon the guiding principles of our Constitution which gives primacy to its three integral wings, namely, the legislature, the executive and the judiciary. The people are the sovereign. The legislature outlines and formulates the broad policies and programmes; the Executive is there to implement them; the judiciary plays the role of a monitor, a task master as interpreter of the Constitution as and when the situation so demands. We have free press and media. We become the creator as well as the handmaid of this system. We become the beneficiary and also the victim.

Thirdly, we in India have broad and huge mass of rural, tribal and urban populations who are at varying levels of development in economic, educational and social terms; who are not similarly circumstanced and situated. There is unevenness and relative inequality.

Fourthly, we have diverse cultures; languages, social settings; value systems; food and drink-habits; styles of clothing, dress and manners; songs and folk-lores; rites and rituals; observances and practices.

Fifthly, we have to manage unmanageable poverty, inequality, deprivation, illiteracy and ignorance, exploitation and unemployment and slum living; with our people who are waiting to receive the benefit but not willing to participate, cooperate and respond.

Sixthly, we have an outmoded bureaucracy to contend with, slow to response, difficult to work with; highly personalized and rule bound.

The total scene of our enormous sized prismatic society is of a jumbo jet preparing to move on the run-way; and readying to take off.

With this scenario we have to march to progress in today's global environment with the aid and assistance of modern science and technology, communication network, and computer internet.

Faced with these challenges and enormous tasks, our goals have been set in terms of some models, formula and equations. Brevity is the soul of wit. Through models, formula and equations brevity is achieved. Their applications will have wider ramifications.

III

FORMULA MODELS EQUATIONS

Let us take the first formula. Our goals for twentyfirst century have to be delimited in developmental terms,— economic, social and administrative.

(A)

The formula is:

$$G = D+E+J+W - P-U \text{ in relation to Td.}$$

(-minus or less)

Here,

G stands for Goals;

D stands for Development;

(all round – social, economic and administrative)

E stands for Equality;

J stands for Justice;

W stands for Welfare;

P stands for Poverty;

(continuing and perpetuating);

U stands for Unemployment;

Td stands for Time dimension.

Our goals have to be defined and set with reference to:

+ developmental objectives (D)

(which take care of the various facets of economic development, growth, GDP; GNP; per capita income; national income, distribution; growth in industry, trade, role of both public and private sector in it; the income disparity and inequality; with reference to the national, regional and global perspective);

+ **Equality (E)**

(in terms of societal equality by reducing or removing inequality; economic equality; equality of opportunity);

+ **Justice (J)**

(in terms of social justice to the weak and the down-trodden, the dalits; and justice and fairness to all others);

+ **Welfare (W)**

(in terms of welfare and well-being of groups and castes of people, particularly the hitherto socially-economically educationally backward and weak; the SC, the ST, the women, the handicapped and those living in remote, inaccessible hills and forest areas, and also those living in slum busties and jhuggies).

Minus (-) or less poverty (P) and unemployment (U).

Development (D), Equality (E), Justice (J) and Welfare (W) have little meaning so long as there are persistent and perpetuating poverty, and unemployment. Banishing poverty must be the main goal.

Poverty in any corner is a threat to plenty all over the globe. Poverty in India is stark; a large segment of our population is living below the poverty line. Poverty in a relative sense also breeds human deprivation and exploitation. Poverty affects the human psyche and breeds culture of poverty; once it affects the humans, societal life suffers degeneration in so many terms. It leads to the loss of childhood, the loss of opportunities to individuals; the loss of healthy group relationship and to human degradation on societal plane.

Poverty and unemployment have causal relation. Unemployment may be the cause of poverty; and poverty may be the effect of unemployment.

Poverty and unemployment must go lock stock and barrel for which rural, agricultural development; tribal development; urban development; industrial development; educational; training, occupational and skill development; development of science and technology are simultaneously needed to accelerate the pace of the human resource development.

The various programmes of poverty removal, and all other developmental programmes and objectives must have a time dimension (Td).

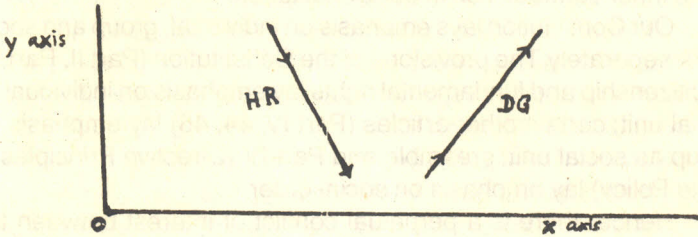
After half-a-century of independence and process of democratic development, we are still faced with question of poverty and unemployment; very strange form of coalitional politics; and government incapacitated to handle the emerging challenges.

Therefore, all developmental objectives have to have a time dimension in terms of goal achievement and their effect on society. The time dimension will define, and delimit the immediate goal as well as the long-term goal, and clearly distinguish between them. The over-all effect of development can then be objectified and concretised and put to quantitative as well as qualitative measurements. Then planning will have its desired effect; there will be no overlapping in planning objectives and processes. Our nation's progress, developmental goals, economic growth, societal development, administrative goals and objectives – can be well delineated and analysed.

The short-term effect and the long-term effect of development; the short-term and the long-term goals can be distinctly focussed and perceived. Therefore, the process of laying down goals will be in relation to the time dimension.

(B)

Human Resource and Developmental goal direction

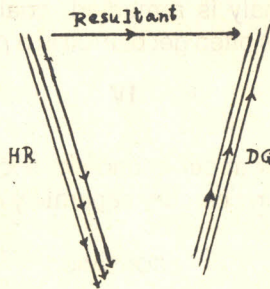


HR - Human Resource (on decline in terms of quality of life, values, ethics, morals, procedure and behaviour;

DG - Developmental Goals require to be directed upward. There is no direct corresponding relation between **H.R.** and **D.G.**

What is, then, required is to reverse the **HRD** (Human Resource Development) process and direct it to achieve the Developmental goals.

(ii)



In terms of education, training, learning, skill, occupation, profession, human resources have to be greatly improved and modernised to achieve the goals of development in terms of quality of life, improved and better economic life and living, better standard of living as well as of life.

(C)

For this task of social, economic, administrative goal-setting, we have to re-look at our Constitution to remove the anomaly and

inner contradiction in our Constitution which adversely affects our developmental goals.

We find it difficult to choose our social unit of analysis because of the inner contradiction in our Constitution.

Our Constitution lays emphasis on individual, group and social order separately. The provisions of the Constitution (Part II, Part III) on citizenship and fundamental rights lay emphasis on individual as social unit; certain other articles (Part IV, 44, 46) lay emphasis on group as social unit; preamble and Part IV (Directive Principles of State Policy) lay emphasis on social order.

Hence, there is a perpetual conflict of interest between the three social units of analysis.

I vs. G vs. SO;

(Individual Citizen) vs (Group) vs Social Order.

Sometimes, if the interest of individual citizen is served, the interest of group suffers; if the interest of group is served, the interest of society or even interest of individual suffers. So, there is very often a direct war between the individual interest – group interest – and larger societal interest. Unless this situation created by the constitutional anomaly is remedied, goal achievement will be hampered. Our goals often get blurred in a plethora of objectives.

IV

Now let us look at our economic, social, and administrative goals for the twentyfirst century separately and briefly.

ECONOMIC

After four to five decades of planning, during which our policy emphasis shifted from socialism to nationalisation to liberalisation, as we sit down to assess the performance of our economy, we notice that the people's aspirations as articulated in the targets laid down in the successive five-year plans have been greatly aroused; these fifty years have been periods of rising expectations; the pace of our economic and social change as compared to other developing countries, particularly in Asia, has been rather slow.

If we look at the five decades of pre-independence period, judging from all indicators of economic and social change –

agricultural and industrial growth, per capita national income, literacy and school enrolment, infant mortality, the overall performance of our economy looks impressive. There is, no doubt, remarkable improvement in the post-independence period. From a food deficit country in 1947, India now presents an image of a country self-sufficient in food-grains. The impact of green revolution can be seen on agricultural development across the region, particularly in certain regions, like Panjab, Haryana, Andhra Pradesh, Tamil Nadu, Kerala. Our industrial structure has been so much diversified that we are now in position to meet substantial portion of our requirements of capital goods through domestic production. We have a financial system, well-developed, covering banking sector, capital markets and insurance sector.

Yet, measured in terms of rates of economic growth or basic social indicators, our pace of progress has not come to the level of expectations of our people. During all the five-year plans, the economic growth has been slow; average per capita income could not go beyond 1.5 per cent until 1980. The proportion of people living below poverty line could not decline. Providing free elementary education upto the age of 14, to all children remained an empty dream. Regional imbalance could not be removed or reduced.

As compared to the countries of South-east Asia and East Asia, who are far less endowed with natural resources and human resources, our performance has remained very unsatisfactory. As compared to the economic growth registered by China after the introduction of the market-oriented reforms of the late 1970s, and the progress of South Korea, Malaysia, Indonesia, our economic growth has remained very very unimpressive.

As regards poverty removal our economic policies suffered severe drawbacks in the areas of,

- effective policy to moderate the rise of population;
- sustained, broad-based and labour-intensive high growth based on rapid growth of agriculture and labour-intensive manufactured exports;
- Capacity building and empowerment of the poor and the weak and the women to participate effectively in the growth processes through substantial improvement in education, skill and health, and infrastructural investment.

In years to come, agricultural growth and labour-intensive

manufactured exports must receive utmost attention; absentee landlordism must go; more incentives to agriculture be given, infrastructural development in terms of roads, water for irrigation and drinking, primary health education and facilities, schooling; vocational occupation and skill development; power supply must receive utmost and quick attention. Agriculture needs adequate support by way of capital investment and research and extension in-puts to realise its full potential. Red-tape will have to be removed completely.

We have to develop highly efficient and profitable export industries as a basis for rapid growth of national income and employment. We experienced persistent low profitability of exports. Our share of world trade declined from almost 2 per cent to 0.4 per cent during 1950 and 1990.

On account of the neglect of the export sector, year after year the country faced a chronic shortage of foreign exchange; as a result, we had to depend upon the western concessional aid to fill the import-export gap.

Owing to excessive capital intensive industry our industrial production did not increase substantially. As a result, industrial employment did not increase fast enough, and the proportion of population dependent on land declined only marginally.

The public sector - led strategy of industrialisation gradually began to yield diminishing returns only after some time. We could not protect the public sector enterprises from extraneous political and bureaucratic influences. Recurrent cost and time overruns became endemic and the efficiency and profitability of the public sector were further eroded by lack of autonomy and accountability, and global competitiveness. They could not generate sufficient resources to finance their future expansion and to pay the general exchequer decent dividend on investment. The fiscal deficits gradually reached unsustainable levels, frequent increases in tax rates were effected, increasing recourse was taken to borrowing to meet the minimum essential expenditure. This, in turn, affected the resources for basic social services, like, education and health. Modernisation and expansion of infrastructure sectors also suffered.

Deficiencies in human resource development and infrastructural bottlenecks emerged as major constraints on the pace of economic development. Inadequate emphasis on elementary

education, neglect of the education of the girl child, and persistent high rates of infant mortality prevented the growth of an environment conducive to a sharp decline in the birth rate.

Side by side, an extensive system of discretionary controls, industrial licensing, import and exchange controls – all these became instruments of delay, uncertainty and also corruption. Our enterprises suffered from lack of competition and incentives under the veil of cost reduction and quality improvement. Our enterprises were left far behind in the world markets and the emerging patterns of the demand and technology development abroad. This greatly affected their capacity to become internationally competitive. Our export could not exhibit the needed dynamism for sustaining a high growth rate, thereby necessitating recourse to foreign aid. Crises in monetary conditions and monetary policy had also to be averted.

Recognition of these factors led to the introduction of wide-ranging economic reforms beginning 1991 which put emphasis on the tax reforms, reduction of the fiscal deficit, reform of industrial trade and exchange control policies, financial sector reforms, and opening up of the Indian economy to foreign investments, and policy measures like delicensing and discontinuance of freight equalisation scheme.

India's adjustment-cum-structural reform programme could be able to bring about the turn-around in the fortunes of the Indian economy in the wake of economic crisis of 1991.

During last two years 1994-95 and 1995-96, exports and industrial production showed a healthy acceleration. The economy grew at an annual rate of seven per cent since 1994-95.

Clearly, now on the front of economic goals, there exists a basis to plan for an annual growth rate of seven per cent or more on a long-term perspective. Goals have to be re-set, measures are required to be taken, and sustained efforts have to be made to increase the annual growth rate to double digit which will help banish poverty and greatly reduce unemployment for which continued adequate attention is also required to be given to the small business sector. As a matter of fact, the small business sector is contributing a great deal to the economy of the US, the UK, Japan, Canada, Korea, South African countries and countries of Latin America. For a self-dependent and self-reliant economy, the economic goal must also look to the principle of "be Indian buy Indian" like the concept of

"be American buy American"; "be French buy French" without having to suffer any kind of economic isolationism in the global market.

Sadly enough, reform measures are still half-hearted. A large unfinished agenda for reforms are on the list. "Without sustained commitment to reforms the full development potential of our country cannot be realized".

V

SOCIAL

Ideas cause movement. When human mind stirs society cannot remain static.

"Where the mind is without fear"

"Where the head is held high"

"Into that dawn of freedom
let my country awake".

That dawn of freedom, freedom from the scourge of poverty, social backwardness, deprivation and exploitation, ignorance, illiteracy and ill health, freedom from economic wants, scarcity, corrupt practices.

Exploding population, the social malaise like rampant corruption, a variety of scams, almost complete lack of probity in public life, a large segment of population living below poverty line, the role of money and muscle power, in the midst of these, general apathy and unconcern of the people and several other menace make the country look like a sick society.

Today the rural, tribal, urban societies are in a state of flux. "Homes are getting dissolved into hotels, community life is stifled in the dense atmosphere of the office, people clamour for their rights and forget their obligations, and they value comfort more than happiness and spirit of display more than beauty."

Rabindranath Tagore wrote, "the sight of the dire poverty of the Indian masses rent my heart ... in no other modern state was there such hopeless dearth of the most elementary needs of existence."

How far have we progressed from that state? remains an open question. All the same, he admits that in no other country under the sun has such a juxtaposition of races, ideas, cultures, religions occurred.

"All illustrious persons of India came to bridge over the differences of colours and scriptures, and to recognize all that is highest and best as the common heritage of humanity".

Such have been our emperors, Asoka and Akbar; our philosophers, Sankara, Ramanuja, and RadhaKrishnan; our spiritual gurus, Kabir, Nank, Ravidas, Basava, Jnaneshwar, Chaitanya, Vivekanand, Sai Baba, Mahatma Gandhi, and Yogiraj Devaraha Baba. They belonged to various sects, and castes, some of them of the very lowest, but still they occupied the ever sacred seat of the guru. Even in the darkest of her days the consciousness of her true power and purpose has never forsaken our Motherland.

But, today, caste and politics, politics and religion have kept us apart. Profession and practice have suffered gap. There is all around decay of ethics, morals and values. Terminal values are nearly replacing the eternal values. Tradition is under stress, westernization is groaning to rise.

Family is under severe stress. The changing position of women, child health care, care of the elderly and the aged, nurturing and socialization of children, the regulation of the expression of sexuality, companionship, anonymity of metropolitan life, image of life-styles created by television and magazines, interest groups like book-discussion salons, travel and adventure societies, recreational sex separated from child bearing – these factors and forces have created stress situation for the family. Social welfare and human services once provided in the families, such as, health care, child care, retirement care, unemployment compensation, etc., have suffered threat.

Therefore, one important social goal for the twentyfirst century has to be the continuance and protection of the family as basic human and social institution for the welfare; happiness and peace of individual members within the group and the society. Strengthening of the family will be needed for the preservation of cultural heritage and tradition.

Nowhere in the world has the state completely replaced the family in terms of its roles.

One crucial question that the twentyfirst century will pose is state versus society versus group. Policy makers must be able to protect individual-citizen interest through family group interest.

One of the strengths of our social life is the harmonious relationship among the people belonging to various linguistic, cultural and religious groups living in any part of this country. This is the strength of a stable democracy which must be preserved all through the future course of our society.

In the twentyfirst century, the information highway is going to break down boundaries, and is on road to promote a world culture, or atleast, a sharing of cultural activities and values. If people do gravitate to their own interests and withdraw from the broader world – if Indians choose to read only Indian newspapers, there is a risk that common experiences and values will fall away. "Such xenophobia would have the effect of fragmenting societies". In the twentyfirst century, nation-state will be making way for the network. Therefore, in the next century, our social goals will be creating and promoting global social network through messages of universal brotherhood, human welfare, happiness and peace.

VI

ADMINISTRATIVE

On the administrative front the two big issues that confront us today are the judicial reforms and the police reforms for breaking the politics-administration-crime nexus. Growing criminalisation of politics and brutalisation of the police force stand as a threat to the body politic.

How must we achieve the goals of social justice and equity through a judiciary that must make speedy justice easily available and much less costly – the judiciary that serves the cause of justice to common man and woman.

The police must form into an efficient and effective, highly modernized instrument for prevention and control of crimes of all types at all levels. The police ought to reflect an image of serving the cause of common man and woman.

The veil of secrecy in governmental functioning must be removed by transparency and openness.

Looking forward to the twentyfirst century, remarks made by Bill Gates in his "The Road Ahead", appear very striking, "Government will not define relations between countries. Instead, the actual make-up of societies and economics will. It is either locals or internationalists. Officialdom will follow in their wake, but only to make sure the paperwork gets done."

In the wake of coalitional politics of uncertainty and instability in the last years of the 20th Century, administrative goals call for certainty, stability, creativity, innovativeness, super-sensitivity, responsiveness, fairness, openness and transparency in national life.

Electoral reforms for free and fair elections, bringing to an end all types of political and administrative corruptions, reforms in outdated laws, rules and regulations, and administrative practices, attitudinal transformations, and outlook changes will constitute a package of our administrative goals for the twentyfirst century.

From Omnibus type of civil service of generalist cadre there is need to shift to a specialized and professionalized civil service of entrepreneurial and managerial type based on communication networking and highway, and computer internet.

Redefining administrative goals will very much require our community's involvement and people's participation as a measure of self-sustainability and self-reliance. Towards this administrative goal the civil services will have a special responsibility. They must see that their obligation is to the Constitution, to the rule of law, to the people, and not to the politicians, immediately in power although they must be respected. For this the civil services have to be exposed to judicial process to help them look at matters before them the judicious way. Unless the separation of the judicial function and the executive function of the civil service is complete, the civil services must be thoroughly exposed to the judicial processes.

Side by side, the people and the politicians must also be made to see the limitations of the civil services, their responsibility and obligation to the Constitution, the rule of law; the people who are the sovereign, and to serve whom is their primary responsibility. People oriented approach and people centred goal will have to be the administrative goal for the twentyfirst century.

एतान्यपि तु कर्माणि संज्ञं त्यक्त्वा फलानि च
 Atanyapi tu Karmani Samgam Tyaktwa Falani Ca
 कर्तव्यानीति मे पार्थ निश्चितम् मतमुत्तमम्
 Kartavyaniti Mey Partha Nishchitam Matmuttamam.

(The Gita Ch:18:6)

The meaning thereby is, the various acts of the administration, and all other acts, must be performed as part of duty without attachment and hope of reward.

Our administrative goals for the twentyfirst century must include inculcation of high sense of ethics and values to curb the rising influence and growing interference of politics, pressure groups and money to find a way out of administrative corruption and other ills.

About the UK from where we have borrowed much of what has come to us as our administrative legacy, it is said that the "higher civil service is incorruptible", and "ideas in print are translated into action". So it has to be with India's administration in the next century.

Enriched and strengthened by our past experiences, our lessons about where we succeeded and where we failed, united by our golden dreams for the future, we must set forth into the twentyfirst century, full of promise and hope.

Finally, about our goals for the twentyfirst century, this conference must echo and re-echo what Rabindranath Thakur said towards the beginning of the twentieth century:

"India must be an example to the whole world."

Side by side with social-economic development, in the 21st century, our endeavour would be to bring science and spiritualism together to show a new path of progress to the humanity, and achieve our cherished goal of 'justice', 'liberty', 'equality' and 'fraternity' as laid down in the Preamble to our constitution.