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EFFICIENCY AND THE PUBLIC GOOD

ISTM JOURNAL OF TRAINING RESEARCH AND GOVERNANCE

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The Institute of Secretariat Training and Management (ISTM), established in 1948, strives to function as a capable capacity building institution to fulfil demand driven human development needs of government and support institutions across the country for improved workflow delivery through sustainable, innovative and contemporary means, with the motto of "Efficiency and the Public Good"

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ISTM is an "Attached Office" under the Department of Personnel & Training, Government of India. The Head of the Institute is "Director", who is an officer of the level of Joint Secretary of the Government of India.

About the Journal

In line with the agenda of National Training Policy (2012) which identifies the role of training as:

i.   Networking with other institutions to share learning resources, experience and expertise.

ii.   Conduct field studies and research as part of the process of becoming repositories of knowledge in the areas of their sectoral or functional specialization (as applicable).

ISTM, New Delhi brings out a bi-annual journal titled 'ISTM JOURNAL OF TRAINING RESEARCH AND GOVERNANCE'.

The major focus of the journal is in the field of public administration, training and development. The journal will help the readers to learn the best practices, new techniques and methodologies that will benefit the trainers in developing efficient civil servants for the service of civil society.

The bi-annual journal is a repository of literature and academic material for circulation and training purposes to government officials, institutions, research and development agencies and general public reading. The journal shall encompass writings, research works, socio-political analyses of various events, statutes, policies, directives and general knowledge in the field of Public Policy, Governance and Human Capital Development.

The contents of this journal, being first of its kind published by ISTM, consist of select writings by eminent theorists, government professionals, academicians and scholars on the above-mentioned areas of training and practice.

Foreword

Human resource development is pivotal for efficient functioning and effective service delivery of any organization including the Government Departments. Training is one of the most important and effective methods to develop this resource as this leads to robust performance, excellence at work, enrichment of knowledge and better capacity building in government. The National Training Policy, 2012 formulated by the Government of India entrusts Training Institutes across the country with the responsibility of meeting the present and future capacity building requirements for the Government servants. A number of Central Training Institutes and Administrative Training Institutes have been fulfilling this mandate in many different ways in addition to conducting regular training programmes at the induction and mid-career levels.

ISTM, a Central Training Institute established in 1948 to cater to the training requirements of the Central Secretariat, strives to fulfil its training responsibilities in consonance of its motto "Efficiency and the Public Good". ISTM also keeps itself alive to the new developments in the area of training by taking new initiatives from time to time.

In the process of designing, delivering, assessing the outcomes and collating the feedback of the training programmes, the training institutes perform many activities which are often not documented sufficiently. Research on training methodologies, new techniques, experiences, etc. therefore often does not translate into knowledge base of training institutes. A gap has often been felt for a Journal to chronicle these experiences and to share them for wider debate and replication of best practices. In the sphere of public policy formulation, implementation and analysis as well, a need is often felt for publishing the research and analysis for wider dissemination.

In this background, the Institute has come up with this publication in the form of 'ISTM JOURNAL OF TRAINING RESEARCH AND GOVERNANCE'. This Journal is a bi-annual text that shall cover various angles and discourses in the field of Governance, Policy, Training, Research and Management. The contributions to this Journal are expected to span writings, articles, and compilations from senior government officers, scholars, industry experts and academia.

In the first issue we have put together five articles ranging from the field of Human and Social Sector Development across Indian states to Competency Development through Training in a VUCA world. I am hopeful that this initiative of ISTM shall be conducive and contributive to the corpus of knowledge in the field of training and governance and shall be a valuable source of information and insight to all its readers. Your feedback and suggestions are welcome for betterment of our effort.

(Sunita H. Khurana)
Director, ISTM

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Tourism Development in 'Make In India' Perspective: Issues, Opportunities and Challenges

Dr. G. K. Arora and S. P. Singh

"If we were to look over the whole world to find out the country most richly endowed with all the wealth, power and beauty that nature can bestow - in some parts a veritable paradise on the earth- I should point INDIA".

[Max Muller]

Abstract

The modern world, backed by the globalization and information & communication technologies (ICTs) enabled digital knowledge, has entered the Fourth Industrial Revolution. The redesigned macro-economic policy frameworks in order to give a leading role to the market and enhance global exchange substantially increased international exchange, interdependence, opportunities and challenges along with increased scope of global governance. Simultaneously, the market vulnerabilities and uncertainties, competitive pressures, uneven gains and demands for high-end skill-intensive services assumed significant proportions. India witnessed high growth rates but had discouraging human development gains seen in terms of employment, social and economic equalities and poverty removal making the marginalized people more vulnerable with climate change and pollution assuming serious challenges. The youth disenchantment contextualized in India's multi-ethnic and multi-religious society given the soaring aspirations of diverse regional political groups poses a daunting challenge to India. This calls for an immediate action.

It seems, the Government of India (GoI) is sensitive to these challenges and decided to launch 'Make in India' model in September 2014. Given its focus on the manufacturing sector as an engine of growth to achieve transformation of the Indian society, it requires an active coordinated and planned participation of all the sectors and policy initiatives.

GoI recognized the developmental role of tourism, travel and hospitality given their strong forward and backward linkages in the economy. It significantly contributes to the national economy. The GoI's major initiatives taken with respect to FDI, Fiscal Incentives, E-Tourist Visa facilities, Niche Tourism linked to Cruise, Golf and Rural area, Skill Development and to shape 'Incredible India' – a 'must revisit, must experience' destination, are in line with policies of 'Make in India'.

This paper reviews the role and growth of tourism development in India while placing it in the wider perspective of globalization and brings out that 'Make in India' can be an effective policy instrument if it is decided after analyzing the systemic weaknesses and strengths. It also highlights that if tourism is to become a potent instrument of 'make in India', it requires serious efforts to be made on many fronts including the institutionalizing the Code of Conduct and Ethics (CCE) with their evaluative frameworks.

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I. Introduction

The globalizing world has entered a new phase with the internet tools, Information and Communication Technologies and digital platforms constantly evolving. those have paved the way for The Fourth Industrial Revolution (4IR) as described by Klaus Schwab (2016). It is co-existing with global polarization on socio-economic and political lines and deeply-entrenched globalization induced socio-economic and cultural consequences, economic vulnerabilities, threats and challenges, and inequities and geopolitical flashpoints within and between economies and societies. Of course, these policies have also created new opportunities for individuals, entrepreneurs, business and government while redefining the new pathways to prosperity with profound implications for policy-making[1]. India must not remain oblivious to these ground realities, and must appreciate that during the 4IR, the role of human capital, agility, innovation and resilience along with better technology use and dispassionate future-oriented and rational policy-making will assume a critical importance in determining growth and productivity[2]. And new factors including entrepreneurial culture, collaborations including stakeholders, critical thinking, meritocracy and social trust along with disruptive ideas will complement the traditional components viz., ICT, physical infrastructure, macroeconomic stability, property rights and education in a big way.

In this background of developments of the globalizing world, Travel & Tourism (T&T) and its enabling ecosystem have assumed a significant place in the growth of a country and is moving it up in the value chain and competitiveness[3]. Moving from simply a leisure activity promoting hospitality and hoteling, tourism is well-acknowledged as (i) a "natural" renewable resource industry, where scenic beauty and landscape, living styles and sites are appreciated and not directly consumed[4], and; (ii) a dynamic economic sector with tangible development and employment potential required for bringing an inclusive socio-economic progress in a country and further enriching its cultural life. The improved infrastructural facilities including transport, accommodation and communications, has further added to its strength. The Planning Commission identified tourism as the second largest sector in the country with women comprising about 70% of the labour force and about 50% manpower being of 25 years or less in age with domestic tourism contributing about three-fourth of the tourism economy[5]. It is also agreed that tourism can be a vibrant sector and strong economic activity in the future with little more planning and policy initiatives given the constant rising growth with about 16% y-o-y rise in FTA, about 21% growth in foreign exchange earnings during 2017 and the rising disposable incomes and wage earning millennial accounting for about 47% of the working age population. Further boost has come with the entry of Artificial Intelligence (AI), Big Data Analytics, mobile cell applications, social media and Virtual and Augmented Reality in the travel space[6].

In India, Travel & Tourism (T&T) accounts for more than 9% of GDP and generates about 8% of jobs (direct, indirect and induced). The visitor exports accounted for about 5.8% of total exports in 2017. This sector attracts around 6% of total national investment. India's global ranking based on the relative

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1   World Economic Forum, The Global Competitiveness Report 2018. Retrieved on 30th Dec 2018. Available at: http://www3.weforum.org/docs/GCR2018/05FullReport/TheGlobalCompetitivenessReport2018.pdf

2   Ib id., p.v

3   Available at http://ev.am/sites/default/files/WEF_TTCR_2017.pdf

4   For more details, see TWENTY YEARS TOURISM PERSPECTIVE PLAN FOR THE STATE OF DELHI, p.2. Available at, http://tourism.gov.in/sites/default/files/Delhi.pdf. Retrieved on 16 November 2018.

5   GoI, Ministry of Tourism, report of the Working Group on Tourism, 12th Five Year Plan (2012-17).   Retrieved Dec 2018. Available at, http://indiagovernance.gov.in/files/tourism_report.pdf

6   KPMG   &   FICCI,   Expedition   3.0:   Travel   &   Hospitality   gone   digital,   March   2018. Retrieved 5th Jan, 2018.

size of (contribution to GDP, 2017) is 99 out of the available data of 185 countries[7]. For every USD 1 million spent in travel and tourism, India creates USD 1.3 million GDP. India's global ranking improved considerably to 40th in 2017 in Travel & Tourism Competitiveness Index (TTCI) of 136 countries[8] from 65 in 2013. This ranking is far below the China's 15th, Italy's 8th, and Spain's top. The World Tourist arrivals are expected to rise to about 1% in near future[9].

Tourism in India is further expected to grow in future given its assured strategic importance, socio-eco-cultural benefits and economic significance seen in terms of direct, indirect and induced contribution of the 5 main segments (accommodation & catering, transportation, attractions, travel agents, and tour operations) in GDP[10]. The new tourism products and segments, such as, medical and eco-tourism, heritage and pilgrimage tourism, rural and adventure tourism and luxury tourism[11]further facilitated by the emerging economies are turning out to be the upcoming places for tourism. WTTC (2017) forecasts that India would be the fastest growing destinations for leisure-travel spending in the next few years.

India has considerably improved its position to reach the 40th global ranking while gaining 12 places. International arrivals have risen and reached at the 8 million mark in 2015 given India's vast natural landscaping (24th Position), cultural resources (9th), price competitiveness advantage (10th position), greater digital presence and international openness (55th), transport infrastructure (29th). However, health conditions (104th), ICT readiness (112th), security concerns (114th) and human resources (87th position) remain weak though India has initiated a number of policy[12] measures. At present,more than 70 National Tourist Organizations (NTOs) from across the globe have established their local offices in India to market their destinations. Niche tourism related to wellness, medical and adventure tourism and MICE (Meeting, Incentives, Conferences and Exhibitions) including small intimate corporate groups, has become one of the fast growing tourist activity. The outbound Indian travel has risen as India is now a rising consumption-driven society with rising affluent middle class, and liberalized air transportation and enhanced penetration of internet and smartphone use.

The GoI launched its 'Make in India' programme, of which tourism is an integral part. Interestingly, tourism including travel and hospitality has become one of the most vibrant sectors despite unpredictable and ever-increasing shocks from political instability and terrorist attacks across the world. However, the

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7   World Travel & Tourism Council, Travel & Tourism Economic Impact 2018, India. Retrieved on 28th Dec 2018. Available at: https://www.wttc.org/-/media/files/reports/economic-impact-research/countries-2018/india2018.pdf

8   Travel & Tourism Competitiveness Report (published biennially) benchmarks the Travel & Tourism Competitiveness Index (TTCI) of 136 countries after considering the 4 sub-indexes, 14 pillars and 90 individual indicators, which determine sustainability of T&T sector, and contributes to the competitiveness and development of a country.

9   GoI, Ministry of Commerce and industry, 2016, Tourism and Hospitality Sector. Retrieved from internet sources.

10 Direct contribution is calculated by meeting out the purchases of the different tourism sectors/industries (e.g. hotels, airlines, airports, travel agents etc. from non-residents' and residents' spending on entertainment, leisure and attractions and business and government spending on travel and tourism straightway linked to visitors. Indirect contribution comprises GDP supported by investment activities including purchases of new aircrafts, hotel construction, govt. spending on tourism marketing, administration, resort area and other security services, tourist related spending on food, catering, cleaning by restaurants and hotels, fuel, and IT services by agents. Induced component is the GDP contributed by the staff employed by IT sector (directly and indirectly) through their spending on food, recreation, clothing, housing & household goods. For more details, see, India Brand Equity Foundation, 2017, Tourism and Hospitality, Retrieved.

11 Ib. id.

12   For Details, see WTTC 2017, http://ev.am/sites/default/files/WEF_TTCR_2017.pdf

global middle class rise by 3 billion people between 2011 and 2031 is seen in emerging markets with China and India on the forefront. Currently, it contributes above 10% of global GDP, 7% of total world exports, about 10% of global jobs, and 7% of total world exports and 30% of world service exports[13].

T & T sector, thus, can play a critical role in the 'Make in India' model by eventually helping India to grow consistently at 9-10 percent while creating jobs for the young population. India's demographic transition is unique[14] with its population getting younger till 2032 and European and the Americans getting older. The light dependency burdens with right kind of policies offer great prospectus to government[15]. However, general business environment and international openness, infrastructural facilities, price competitiveness, labour markets and accompanying ethical frameworks, safety and security of tourists, preservation and display of cultural and natural resource will continue to be important factors.

II. Tourism Development In India

Today tourism industry is seen as an important instrument of promoting globalization, and also a vehicle of resource efficiency, social inclusiveness and promoting cultural values and mutual understanding, peace and security. India, thus, is trying to position itself as a global brand by following its age-old principle - Guest is God ('*Atithi Devo Bhava*')[16].

India's status in global tourism and how it has progressed over the years in tourism sector can be gauged with the help of Tables 1 and 2 as given under:

Table 1: Important Facts about Tourism in India, 2017

1	Number of Foreign Tourist Arrivals in India, in Million	10.4
2	Number of Indian Nationals Departures for India, in Million	23.9
3	Number of Domestic Tourist Visits to States & UTs, in Mill	1652
4	Foreign Exchange Earnings from Tourism (INR), in Crore	1,77,874
5	India's % age share in International Tourist Arrivals	1.17
6	India's Share in International Tourism Receipts, in USD	2.05
7	India's Rank in World Tourist Arrivals	26th
8	India's Rank in World Tourism Receipts	13th

Table 1 makes it quite apparent that India holds a strategic position in the global tourism with its 7th rank in the world tourist receipts and 7th in tourist arrivals.

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13 WEF, The Travel & Tourism Competitiveness Report 2017. Retrieved from,

http://www3.weforum.org/ docs/ WEF_TTCR_2017_web_0401.pdf

14 Tourism and Hospitality, 2016. Retrieved from:

http://www.makeinindia.com/sector/tourism-and-hospitality

15 It is estimated that 8000 to 8500 Americans and Germans are retiring every day. For details, see Kant, Amitabh (2015): Tourism can be the biggest integrator of "Make in India", Retrieved from http://www.tourismfirst.org

16 GoI, (2010): Incredible India: Code of Conduct for Safe and Honourable Tourism.

Table 2: Tourism Growth in India

S.No.	Description	2000	2005	2010	2017
1	Foreign Tourist Arrivals (No. in Millions)	2.6	3.9	5.8	10.04
2	Foreign Exchange Earnings, USD in billion	3460	7493	14490	27.31
3	No. of Indian National Departures, in Million	4.4	7.2	13.0	23.9
4	Domestic Tourist Visits to States & UTs, Number in Mill	220	392	748	1652
5	Foreign Tourist Visits to States & UTs, Number in Mil	5.9	9.9	17.9	26.89
6	% age Share of India in International Tourist Arrivals	0.39	0.49	0.61	1.17
7	Rank of India in International Tourist Arrivals	50th	43rd	42nd	26th
8	% age Share of India in International Tourist Receipts	0.73	1.10	1.56	2.05
9	Rank of India in International Tourist Receipts	36th	22nd	17th	13th

Table 2 makes it apparent that India has done well in the tourism sector particularly during the period of globalization, which goes hand in hand with global tourism development.

Table 3: Foreign Tourist Arrivals (FTAs)

1	Top 10 international Check Posts for FTAs Arrivals (86%, 2017): Delhi (28%); Mumbai (16%); Haridaspur (12%); Chennai (7%); Bangalore (6%); Kolkata (5%); Cochin (3%); Dabolim (3%); Hyderabad (3%); Gede Rail (3).
2	Top 10 international Check Posts for FTAs Arrivals (86%, 2017): Delhi (28%); Mumbai (16%); Haridaspur (12%); Chennai (7%); Bangalore (6%); Kolkata (5%); Cochin (3%); Dabolim (3%); Hyderabad (3%); Gede Rail (3).
3	Top 10 Destinations/Countries by International Tourist arrivals (2016, millions): France (83), US (76); Spain (76); China (59); Italy (52); UK & Germany (36); Mexico (35); Thailand (33) and Turkey (30).
4	Share of Top 10 Indian States & UTs in Number of Domestic Tourist Visits, 2017: Tamil Nadu (21%); Uttar Pradesh (14%); Karnataka (11%); AP (10%); Maharashtra (7%); Telangana (5%); W. Bengal (5%); MP (5%); Gujarat (3%); Rajasthan (3 %); Delhi (10%); Kerala (4%); Bihar (4%); Goa (2%).
5	Share of Top 10 States & UTs of India in Number of Foreign Tourist Visits (2017): Maharashtra (19%); Tamil Nadu (18%); Uttar Pradesh (13%); Delhi (10%); Rajasthan & W Bengal (6%); Punjab, Bihar & Kerala (4); and Goa (3%).

III. Integrating Tourism to 'Make In India' programme

The most laudable objective behind 'Make in India' move is to transform India into a manufacturing hub with job creation. It promises a judicious mixing of economic policies and administrative reforms to attract both overseas and domestic investors. It also combines a number of other initiatives including (i) Digital India (ii) Swachh Bharat Abhiyan; (iii) Pradhan Mantri Jan Dhan Yojana; and (iv) Sansad Adarsh Gram Yojna which have to be constantly monitoring to reduce the gap between the policy and its outcome[17].

This programme is quite comprehensive and requires enlarging the production base and achieving the cost-effective competitiveness through: (i) developing infrastructure for internal and external markets; (ii) ensuring the supply of key inputs at competitive prices; (iii) strengthening financial and technical networks; (iv) facilitating institutional frameworks required for markets, warehouses, regulators, information aggregators and disseminators; (v) creating provisions of safe, affordable and disciplined workplaces and improving the human capital and its quality further complemented by health and nutrition, appropriate skills, education and knowledge.

The Government proposed a development fund and technology acquisition for technologies required for creating appropriate skills particularly for urban poor and rural migrants, and creating a patent pool for the domestic equipment manufacturing used for reducing energy consumption and controlling pollution along with developing a multi-pronged strategy for the development of infrastructure linkages and revival of a few ailing public sector units (PSUs)[18]. In view of this, GoI sets out ambitious objectives in terms of growth, job creation, skill formation, competitiveness and so on[19].

However, the *Make in India'* policy and programmes can be made more effective in achieving the said goals, if India takes stock of its weakness which pose serious challenges and also the strengths which can help in building up the future policy action plans required to create inclusive and peaceful sustainable human development[20] [13]. Some of the following points deserve a quick review:

i. The globalization induced economic reforms have not stimulated the manufacturing share in GDP beyond 16% and employment beyond 12 % for the last 40 years or so[21].

ii. India also compares poorly with Indonesia, Malaysia and Thailand in many of the human development indicators. The environmental degradation has assumed alarming proportions with 13 of the 20 most polluted cities of the world including Delhi (ranked the lowest) are in India. Environment Performance Index (EPI, 2012) ranked India 125th out of the 132 countries. The

17 For more details, see Guljit K. Arora (2016): 'Make in India': The Missing Linkages", Academia Vol 1, No 1, p.1-15, Jan-June, ISSN 2395-0161, Delhi.

18 Rajan, Raghuram, 2014, "Make in India", Largely in India", the Bharat Ram Memorial lecture, Dec 12th, New Delhi. Also see, PWC (2014), "Destination India 2014, Unleashing the Prowess", Retrieved on 20 Feb 2016 from: https://www.pwc.in/assets/pdfs/publications/2014/destination-india-2014-overview-of-tax-and-regulatory-framework-in-india.pdf

19 For details, see, Kapoor Neha (2015): "Make in India Strategy of Manufacturing Led Growth", viewed on 25th May 2016, from http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2686503.

20 This term was used by the Author at some other place, for details, see Guljit K. Arora, 2015: *Globalising India: Political Economy Dimensions*, Preface, Readers Paradise, Delhi, ISBN 978-93-82110-55-2.

21 Chaudhari, Sudip, 2015: "Premature Deindustrialization in India and Re-thinking the Role of government". Accessed, September 2015 from http://halshs.archives-ouvertes.fr/halshs-01143795/ documents). Also see, Dasgupta, S and A Singh, 2006, in Sudip Chaudhuri, 2015, "Premature Deindustrialization in India and Re thinking the Role of Government, viewed on 15 Jan 2016, from HAL Id: halshs-01143795.

human lives continue to suffer for reasons related to caste, region, language, gender and religion with shocking untouchability incidences[22].

iii. India continues to be one of the most scam-prone and corrupt countries of the world with its 85th rank (and score of 38 out of 100) calculated for 175 countries in 2014. Judicial system is slow and costly. The Parliament's disorderly behaviour, snide remarks, stand-off leading to the disruption of legislative function and pendency of legislative bills cost to the nation dearly both in terms of legislation business and wastage of taxpayers money[23].

iv. The youth anger is building up with the employment scene demoralizing and their education is not properly aligned with the industry of the knowledge economy nor is it creating skilled workforce.

In view of the above, tourism related policies have a key role to play in the overall structural transformation of India. The 12th FYP in its approach paper highlighted the need for following "pro-poor tourism" in order to ensure tourism contributes to the poverty reduction. Consequently, a shift in the policy formulations was noticed[24].

India's 'Safe and Honourable Tourism' policy adopted in July 2010 rests on 7 keys: Welcome; Information; Facilitation; Safety; Cooperation; Infrastructure; Development and Cleanliness. It has a built-into commitment to work in a manner so that ". . . . every tourist in India is physically invigorated, mentally rejuvenated, culturally enriched and spiritually elevated. . . ."[25]. It further ensures Indian tourism to adhere to global safety standards and protect the self-esteem, dignity and freedom from exploitation of each tourist and locals so involved.

In today's scenario, good business with ethical standards, and safety norms and guidelines must go together while promoting tourism activities. The GoI has notified the Code of Conduct which shall be adhered by the staff, proprietors, service providers, tourist agents and guides, event managers, transport operators, guest houses, restaurants, hotels, entertainment units and so on. Equally important are the guidelines for (i) Staff meant for sharing Information & giving training; (ii) Guest information; (iii) Utilization of equipment and premises; (iv) Ethical norms for ethical professional practices; and (v) Implementation and Monitoring[26].

The basic premises of the guidelines related to the Code of Conduct are to: (i) respect the basic rights related to safety, dignity and exploitation-free-freedom of local residents as well as tourists; (ii) prevent the children and women from prostitution and sexual exploitations; and (iii) check activities, such as, drug use, intolerance, cooked information, which may induce crime. In spite of such a comprehensive and inclusive of all stakeholders, serious complaints are received. This is a pointer to the lack of rigorous enforcement at the grass root level.

On the brighter side, India has tried to become a simple place leaving behind its complicated and complex business turf with unnecessary rules, controls and procedures, paper works, along with becoming an integral part of the global supply chain by working and coordinating with regional blocks, which have assumed great importance promoting investments and trade. India's youth offers a huge amount of energy reflected in innovations and start-up enterprises. India has become the third biggest country for the start-ups. It is also coming up as an exciting place for research and development (R&D). India's international

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22 Avatthi Ramaiah, 2015, "Health Status of Dalits in India", Economic & Political Weekly, Oct 24, L (43), 70-74

23 Jaffrelot, Christophe (2015). "Winter is coming", Indian Express, Nov 24, P. 8. Also see, World Justice Project, rule of Law Index 2015. Retrieved on 10th June 2016 from, http://worldjusticeproject.org/sites/default/files/roli_2015_0.pdf, p.9,

24 http://indiagovernance.gov.in/files/tourism_report.pdf

25 GoI, 2010, op. cit., p.1.

26 Ibid.

ranking in innovation capacity is 48th and in company spending on R&D is 30th, in domestic market size is 3rd and in foreign market size is 4th – all can be best used to counter the muted external demand[27]. Yet, it has to travel a long way. The code of conduct is not legally binding. FDI flows, no doubt, have increased, but their level is still low as compared to a number of countries including China.

IV. Tourism to be incorporate in 'Make in India': Serious Task

India has everything – 7th largest with 2.4% of land cover, and accounting for 7-8% of world species - one out of 17 Mega Diverse Nations with 70% diversity - 4th out of 35 "Global Diversity Hotspots" - 7500 km coastline, deserts, rain forests, wildlife, snow-peaked mountains, religious places, tribal habitation and multi-lingual, multi-cultural and multi-ethnic population with strong historical roots. Yet it has neglected the potential of its T&T sector. It can leapfrog while learning from others particularly from China, Singapore and Thailand having distinct size, history, culture and heritage and development levels, while skipping all experiments to be done at its own and undertaking trial-and-error. The strong value proposition for travellers, generally found tied up to country's cultural and natural habitation, cannot be divorced from enabling entrepreneurial and business environment, infrastructure, T&T policies and general safety and security etc. This is further enforced from the competitiveness ranking of India vis-à-vis other countries as under:

Countries	India	Singapore	China	Thailand
Pillars				
Global Ranking	40	13	15	34
Business Environment	89	2	92	45
Safety and Security	114	6	95	118
Health and Hygiene	104	62	67	90
Human resources & Lab Market	87	5	25	40
ICT Resources	112	14	64	58
Prioritization of T &T	104	2	50	34
International Openness	55	1	72	52
Price Competitiveness	10	91	38	18
Environment Sustainability	134	51	132	122
Airs Trans Infra	32	6	24	20
Ground and Port Infra	29	2	44	72
Tourist Service Infra	110	24	92	16
Natural Resources	24	103	5	7
Cultural resources and business travel	9	28	1	37

Source: World Economic Forum, Travel & Tourism Competitiveness Report 2017

27 Kant, Amitabh (2015): Op. cit.

Tourism development will go a long way in reversing the over dominance of the services sector with 60 percent share in GDP. In a population of 1.3 billion, bypassing manufacturing is going to be huge perils of premature de-industrialization or non-industrialization. And this will bring serious challenges with no jobs for the young people. India must seize the opportunity with China adding 12 percent wage-increase every year. Thus, building up a formidable manufacturing base in the next few years will continue to be the most critical challenge failing which India will suffer heavily. Tourism can play a critical role by creating jobs and through its multiplier effect as listed in 'Make in India' activities. But it requires the GoI to seriously analyse the policy frameworks to take steps as under:

i.   Liberalized visa regime. About 97.2 percent of the traffic in India comes via airways. It does not have regional tourism. People have to plan out in advance - a trend noticed in all South Asian countries. Visa is critical for India being long-haul destination. Thus creating an e-TV facility to 140-150 countries will be a great step[28]. Here, the biometric collection programme crossing 1 billion in April 2016 can be helpful.

ii.   The policy efforts with vigour and dynamism to open Skies as a supplement to Visa policy liberalization are required. In the case of infrastructure, constant funding has not been able to create outstanding destinations or circuits. This necessitates infrastructure proposal pruning so as to concentrate on 6/7 outstanding circuits, 5 outstanding destinations and to take those further to the global level[29].

iii. India has to develop cost effective competitive approach with a focus on digital platforms - away from establishing tourism offices with the baggage of whole army of officers in so many overseas offices. The entire marketing exercise can be driven from inside the country. However, Public Private Partnerships can help in knowledge-sharing, promoting innovations, technology up-gradation and resource efficiency. Education, knowledge and skills to make better use of ICTs is another step required to be taken by the government while finally ensuring that phishing attacks in financial and communications dealings and transactions do not take place. Digital progression is a continuing process which requires innovations in ICTs, Internet tools, open source software's enterprise solutions for villages and smart towns/cities, local language computing and so on. Thus, the government has to play an active role at all stages besides strengthening its regulatory roles.

iv.   The Government has to improve its work culture at grass root levels and work places. It must reverse the existing structure of workforce (78 percent) and managers (22 percent) by seeking the help from educational institutions of this industry and concentrate on a few world class destinations, a few circuits and marketing development through the digital medium. The product development and experience analysis of customers be left with the private sector.

v.   The Government needs to work out strategies to encourage travellers of tomorrow, who actually will transform the tourism equations in the future. In front of about 90 percent of Europeans and Americans travelling abroad, the 5 per cent figure for the Indians is a joke. It is further apparent from the figure of international travellers welcomed in India was about 9 million as against the figure of 32 million for Barcelona and 84 million for France.

vi.   India should promote its above 6 lakh villages given their distinct heritage and culture, cruise tourism and eco-tourism by using Incredible India campaign with aggressive use of digital, review and social sites and international media, and promoting India as safe destination, and investing in connectively and digital infrastructure.

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28 Kant, Amitabh (2015): Op cit.
29 Kant, Amitabh (2015): Op cit.

vii.   India should create Tourism Board to take care of its fragmented polices and to enhance state level and industry coordination, build Indian talent, promote industry-wide policy recommendations, private-public policy measures and growth of micro, small and medium-sized enterprise[30].

Today, India's travel tourism & hospitality sector is facing several changes. Fragmented nature of the sector, Innovative technology tools particularly adopted by start-ups, e-tourism, consumer behavioural shifts led by millennials, hotel chains becoming digitalized, encroachments in each other's lines through OTAs & Meta search by travel management companies, increasing number of M&As forced by the (needs of diversification, scale economics etc.), competitive efficiencies, different offerings required for dissimilar consumers, and so on. All these have created a host of regulatory issues related to on-line travel communities, accommodation booking, travel guide services; travel planning and packages; food deliveries, and so on. The other serious concerns have emerged due to the lack of high speed internet connectivity; regulatory frameworks, missing integration between bank payment systems, mobile wallets, costly digital transactions; lacking facilitation of foreign currency payments and the risk of security of personal data related to financial transactions, customer behaviour, personal matters etc.

Thus, India has to seriously overhaul its governance institutions and sets of rules meant for institutions and individuals. It needs to enforce code of conduct and ethics at all levels. They can take the shape of formal laws, contracts or regulations or informal social norms and values[31]. These have assumed importance because the effective delivery by an organization actually depends on those internal rules, motivation and code on the one hand and rule based processes on the other. Since Institutional reforms are introduced by individuals with the intention of bringing a behaviour change to be reflected in organization, individuals remain the main drivers all through.

Tourism is a globalized business activity and an evolving industry and its challenges particularly related to fairness and ethics in the background of sustainable tourism are equally daunting. A host of voluntary initiatives across the world were visible in 1990s in the form of code of conduct, environmental plans, international declarations; business schemes[32]. Following this, India adopted "Code of Conduct for Safe and Honourable Tourists" explicitly in July 2010. With emphasis on tourism development given its virtues, the negative impacts seen in terms of effect of culture on place, morality, environment etc. raise ethical dilemmas for all stake holders. In such a situation, responsible and inclusion sustainable tourism development with a focus on CCE in decision-making appears to be the only solution.

V. Summary, Conclusions and Future Outlook

The world is witnessing an exponential change. Globalisation has brought the competitiveness on the forefront. It is more important than ever before in today's volatile context with a wide range of vulnerabilities, interdependencies, changing digital technologies, geopolitical tensions and potential flash points around the world. Enabling India to handle today's globalization induced side-effects and tomorrow's uncertainties and challenges emerging from the Fourth Industrial Revolution and to stay competitive, systemic shifts, regulatory frameworks and governance laws are required. India since its independence, has

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30 For details, see at, http://www3.weforum.org/docs/White_Paper_Incredible_India_2_0_final_.pdf]]

31 Trevino, Linda Klebe and Bart Victor, 1992, "Peer Reporting of Unethical Behaviour", cited in Fred Luthans (2013): Organization Behaviour, McGraw Hill India (Pvt) Ltd. Also see, Stapenhurst Rick and Riccardo Pelizzo, 2004, "Legislative Ethics and Codes of Conduct", Working Papers, USA. Retrieved on 16 Dec 2015. Stuart C. Gilman (225): Ethics Codes and Codes of Conduct as Tools for Promoting an ethical and Professional Public Services: Comparative successes and Lessons, World Bank, Washington.

32 Dubois, Ghislain, 2000, Codes of conduct, charters of ethics and international declarations for a sustainable development of tourism. Retrieved from file:///C:/Users/Admin/Downloads/ttra.pdf

improved its health parameters, enlarged the size of its-middle class, established companies and achieved market efficiency and business sophistication. It can boast one of the highest growth rate countries among G20. However, India has to foster economic inclusiveness and socially-peaceful growth. Poverty, malnutrition, women empowerment, better physical and digital infrastructure in rural areas, jobs for the youth, improved education, housing, exports expansion etc. remain serious challenges.

Travel and Tourism offers a great scope and potential for being an engine of growth. With 29 states, 4 thousand cities, 23 cultural and 5 national sites listed on world heritage, 25 bio-geographic zones and long coastline, a rich ancient history and incredible cultural diversity, tourism can be a potent source of growth, add to the job creation and foster development. India received 10 million foreign Travellers (2016-17). Its domestic tourist touched nearly the 1652 million mark and India achieved the status of fast growing aviation markets in the internationally to catch the 40th position as against to 65th in 2013. Yet, India has much untapped potential for international tourists with Barcelona attracting more than twice the number, and France over five times. The domestic spending, competitive offerings, rampant proliferation of smartphone, use of internet and adoption of technology drawn tools machine learning and platforms leading to digitization and growth of niche travel sectors including MICE, medical & wellness, religious and adventure will play a ubiquitous role in Moulding the future of tourism and travel industry.

Thus, placed in the perspective of robust demand, attractive opportunities and tourism products, policy support, India can hope its tourism sector to bring a sea change by raising the growth, employment once it is integrated to 'Make in India' programme. But the government has to undertake revolutionary changes in policy-making to promote niche areas and become the chief instrument of change in tourism. A destination or a product generally evolves and promotes innovative thinking. In that context, Incredible India has to be driven to another level and dimension. Tourism branding and marketing should coordinate with the private sector, which generally refrains from pumping investment in marketing and promotion. They need to change with times to supplement government efforts to be made in branding public relations, marketing and promotion. This is not possible without initiating creative and innovative ideas by the Ministry of Tourism. India can learn from France's National Tourism Promotion strategy, which stresses on digital expertise and foreign language skills; infrastructure up-gradation, improving training, high speed broadband coverage; tourist promotion portal handling, simplification of processing; adoption of an electronic 'city pass', clarification of contractual relations between traditional players and digital professionals and making framing programmes more visible, and so on. Above all, the government has to promote and search for ethical, dedicated and creative minds while enforcing Code of Conduct and Ethics with evaluative frameworks.

Women's Rights, Human Rights, and the State: A Mental Health Perspective

Dr. Meenu Anand

Abstract

Mental health of women and girls is intimately and intricately interwoven with their social and economic status in society and impacts their participation as valued citizens of a country. Right from conception, the life experiences of women and girls differ from those of men and boys. These differences are reflected in the gender disparities during the process of socialisation of boys and girls in the form of opportunities provided to them for holistic development, behavioural expectations, and also in the form of roles and responsibilities assigned to them throughout the lifespan. These gender differentials indeed affect their development of self, self-esteem and confidence and thereby impact mental health.

The current paper begins with an introduction of the concept of mental health and delineates its framework from a human rights perspective. Citing the relationship between mental health and human rights as complex and bidirectional, the paper enumerates international and national laws on mental health. It describes how the violation of rights of women to utilise their full human potential during the life course negatively impacts their mental health. Analysing through a gender lens, the paper also attempts to propose holistic strategies to enhance the mental health of girls and women from a rights based approach.

Keywords: Mental health, mental illness, women issues, Gender

I. Introduction

Mental health is a state of well-being in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his or her community. Mental health and well-being are fundamental to our collective and individual ability as humans to think, emote, interact with each other, earn a living and enjoy life. On this basis, the promotion, protection and restoration of mental health can be regarded as a vital concern of individuals, communities and societies throughout the world (WHO, 2014). The concept of mental health includes subjective well-being, perceived self-efficacy, autonomy, competence, intergenerational dependence, and self-actualization of one's intellectual and emotional potential, among others. From a cross-cultural perspective, it is nearly impossible to define mental health comprehensively. It is, however, generally agreed that mental health is broader than a lack of mental disorders. An understanding of mental health and, more generally, mental functioning is important because it provides the basis on which to form a more complete understanding of the development of mental and behavioural disorders (WHO, 2001). Let us understand mental health from a gender perspective.

II. Unveiling Mental health from a gender lens

The right to mental health from a gender lens explores the role of gender in relation to the contemporary socio-cultural ethos prevalent in society, in its dynamics of power and politics. World over, more women than men, suffer from common mental disorders that arise from social, psychological and physiological

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differences on account of gender based discrimination. Gender affects not only the rates of disorders, but also risk, timing of the onset and course, diagnosis, treatment and adjustment to mental disorder. Gender and mental health indeed has emerged as an important discourse in relation to the socio-cultural rubric of our society. As a critical determinant of mental health, gender has received significant attention with respect to the promotion and protection of mental health and fosters resilience to stress and adversity. Understood as varying sets or relations, norms and identities related to ideas of what constitute femininity and masculinity, gender determines the differential power and control men and women have over the socio-economic determinants of their mental health and lives, their social position, status and treatment in society and their susceptibility and exposure to specific mental health risks. A gendered approach to mental health means distinguishing between biological and social factors while exploring their interactions and being sensitive to how gender inequality affects health outcomes. It seeks to provide guidance to the identification of appropriate responses from the mental healthcare system as well as from public policy. A gendered analysis improves understanding of the epidemiology of mental health problems, decisions and treatment of these problems in under-reported groups and also increases potential for greater public participation in health (Affifi, 2007).

The World Health Organisation Report of Gender and Women's Mental Health (World Health Organisation, 2014) states that "gender determines the differential power and control men and women have over the socio-economic determinants of their mental health and lives, their social position, status and treatment in society and their susceptibility and exposure to specific mental health risks." It quotes three factors that are highly protective against the development of mental problems viz. having (i) sufficient autonomy to exercise some control in response to severe events; (ii) access to sufficient material resources to enable the possibility of making choices, especially when faced with severe events; and (iii) psychological support from family, friends, or health providers is powerfully protective.Gender defines the range of behaviour that is considered appropriate and permissible and generally the range is narrower for women than for males (Ramsden, 2012). Such conceptualizations draw inspiration from the notion that gender is not an attribute a person possesses but something a person acquires by "doing" through "routine, methodical and recurring accomplishment" (Eklund and Eklund, 2015). Gender is related to how we are perceived and expected to think and act as women and men because of the way society is organised and not because of our biological differences. Gender affects many aspects of life, including access to resources, *inculcated* methods of coping with stress, styles of interacting with others, self-evaluation, spirituality and expectations of others. These are all factors that can influence mental health either positively or negatively. Traditional gender roles define masculinity as having power and being in control in emotional situations, in the workplace and in sexual relationships. During the course of socialisation, boys are trained to inculcate the acceptable male behaviours including competitiveness, independence, <u>assertiveness</u>, ambition, confidence, toughness, anger and even violence (to varying degrees). They are expected to avoid characteristics associated with femininity as emotional expressiveness, vulnerability (weakness, helplessness, insecurity, worry) and intimacy (especially showing affection to other males). Girls on the other hand, are socialised to develop traits like being nurturing, supportive and assigning high priority to their relationships. They are socialised and groomed to be emotionally expressive, dependent, passive, cooperative, warm and accepting a subordinate status in marriage and employment. Competitiveness, assertiveness, anger, and violence are viewed as unfeminine and are not generally tolerated as acceptable female behaviour. Gender socialisation, therefore, has a direct impact on one's acquisition and development of *self* and understanding of social roles and responsibilities. This indeed affects the mental health of an individual (Anand, 2016). This also suggests a direct link between violation of rights of women that occurs throughout the life span of women in varied forms and their mental health which is endangered as they experience gender based discrimination. Let us unveil various international and national provisions in the context of mental health and human rights:

III. Mental health and human rights: International and national provisions

The right to mental health is a fundamental part of human rights and of our understanding of a life with dignity. Since health is a holistic concept, there has been due emphasis on its varied aspects viz. physical, mental, socio-emotional and spiritual. Mental Health is therefore an issue of human rights and social justice.

IV. International Provisions

The United Nations (UN) Declaration of Human Rights identified a range of rights which are essential to health. These include rights to life, liberty and security; to participation in policy making; to education and to just and favourable conditions of work. Centrally, the UN Declaration asserts the right to 'a standard of living adequate for health and well-being of self and of family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond control' (Article 25) (International Federation of Social Workers, 2012). The right to the enjoyment of the highest attainable standard of physical and mental health by The International Covenant on Economic, Social and Cultural Rights, gives due recognition to mental health, which has often been a neglected domain of health.

The United Nations (UN) Convention on the Rights of Persons with Disabilities (CRPD) was adopted in 2007 and has since been ratified by 177 countries. It represents a paradigm shift from an impairment-focused, biomedical model of disability to a socially focused, human rights–based model. Impairment arising out of a mental health condition is termed "psychosocial disability" in this model, and laws and clinical protocols governing mental health practice are likely to be informed by the CRPD's provisions. Furthermore, with the World Health Organisation announcing the Mental Health Action Plan 2013-2020, there has been a growing impatience to move mental health from the periphery to the centre of the global health and development agenda.

V. Indian Scenario

In the Indian context, the Preamble to the Constitution of India assures equal treatment and equality of opportunity and status to all the citizens. The Constitution of India guarantees fundamental rights to all its citizens including persons with disabilities. Dignity of the individual is an essential notion underpinning all the fundamental rights guaranteed under Part III of the Constitution of India.

The National Mental Health Programme (NMHP)started in 1982 aims to ensure availability and accessibility of minimum mental health care for all to encourage mental health knowledge and skills and to promote community participation in mental health service development. Its strategies involved the integration of mental health with primary health care, provision of tertiary care institutions for treatment of mental disorders, eradicating stigmatization of mentally ill patients and protecting their rights through regulatory institutions like the Central Mental Health Authority, and State Mental Health Authority.

The District Mental Health Programme (DMHP) was initiated in 1996 during the Ninth Five Year Plan based on Bellary Model developed by the National Institute of Mental Health and Neuro Sciences (NIMHANS), Bengaluru. In addition to early identification and treatment of mentally ill, it also incorporates the promotive and preventive activities for positive mental health which include School Mental Health Services, College Counselling Services, Work place Stress Management and Suicide Prevention Services.

The Mental Healthcare Act 2017 is an Act to provide for mental healthcare and services for persons with mental illness and to protect, promote and fulfil the rights of such persons during delivery of mental healthcare and services and for matters connected therewith or incidental thereto. The Act is an extremely progressive legislation that seeks to provide for mental healthcare and services for persons with mental illness and to protect, promote and fulfil their rights.

Despite the laws and legislations, there is evidence on the stigma and ostracism faced by girls and women with mental illness from their own families as well as communities. There is lack of care and essential treatment/ services and support resulting in gross violation of their human rights. Let us probe deeper into the violation of rights of women from a psychosocial perspective:

VI. Violation of women's right to mental health: The current Indian Scenario

Violence against women is the most pervasive and insidious human rights abuse and is often espoused as a tool to socialize family members according to the prescribed norms of behaviour within an overall perspective of male dominance and control. The family and its operational unit, the household, are the sites where oppression and deprivation of individual psyches and physical selves are a part of the structures of acquiescence; often enough, those being *moulded* into an acceptance of submission and denial are in-marrying women and children. Physical violence, as well as less explicit forms of aggression is used as methods to ensure obedience. Violence grounded on sex based hierarchical order however, constitutes a breach of the fundamental rights to life, liberty, security, dignity, equality between women and men, non-discrimination and physical and mental integrity. The built-in gender discrimination, deprivation and discrimination provide necessary conditions for various forms of violence against women. These conditions derive their life force from the forces unleashed by the interaction between patriarchy and the development process (Anand, 2014).

Women experience the impact of gender based socialization through patriarchal structures in their day to day lives. Their subordination takes different forms- discrimination, disregard, insult, control, explanation, violence, oppression within the family, at work and in society at large. Throughout their life cycle, women face blatant discrimination in the form of sex related abortions, lack of opportunities for all round development, female infanticide, less education, discrimination in food intake, child prostitution, blamed for the sex of the child, dowry abuse, marital rape, torture etc. They struggle to achieve equality and justice because of widespread discrimination in diverse walks of life and violence of varied kinds that is perpetrated against them within and outside their households, right from their conception in the womb till their death (Anand, 2014).

The manifestations of violence over the lifespan of a woman translate violence as the most obdurate, intractable behavioural gender difference having physical, psychological and cognitive impacts. Gender violence continues throughout the life cycle of a woman through its various forms and manifestations that may be categorized in relation to various phases of life as presented below:

Table 1: Violence against women - A life cycle approach

- *Prenatal-* Desire for a male child by parents, ultrasounds to detect the sex of the unborn child and sex selective abortions, battering during pregnancy
- *Infancy and Childhood-* Female infanticide, differential access to physical, psychological, medical, educational, emotional, recreational opportunities meted out to girls, incest, sexual abuse by strangers, child marriage, genital mutilation, child trafficking and prostitution
- *Adolescence-* Early marriage, eve teasing, molestation, sexual harassment, rape, forced prostitution and trafficking
- *Reproductive years-* Abuse of women by intimate partners, marital rape, domestic violence, dowry harassment, wife battery, sexual harassment at the workplace, abuse of women with disabilities, denial of the right to taking informed decisions related to own reproductive health
- *Old Age-* Sexual abuse of widows, increase in the domestic workload

Source: Anand (2014)

As evident from the above table, beginning before birth with sex-selective abortions, or at birth when female babies may be killed by parents who are desperate for a son, it continues to affect women throughout their lives. Each year, millions of girls undergo female genital mutilation. Female children are more likely than their brothers to be raped or sexually assaulted by family members, by those in positions of trust or power, or by strangers. After marriage, the greatest risk of violence for women continues to be in their own homes where husbands and, at times, in-laws, may assault, rape or kill them. When women become pregnant, grow old, or suffer from mental or physical disabilities, they are more vulnerable to attack. Women who are away from home, imprisoned or isolated in any way are also subject to violent assaults (WHO, 1997). The section presented below presents to delineate the impact of violence on women:

VII. Impact of violence on mental health of women

The incidence of human rights violations in mental health care across nations has been variously described as a "global emergency" and an "unresolved global crisis," evidenced by reports of physical and sexual abuse; discrimination and stigma; arbitrary detention; inability to access health care, vocational and residential resources; and denial of self-determination in financial and marital matters, among other rights deprivations. Matters become more serious for women living with mental disabilities, as they face greater substantial obstacles to improving their mental health and participating fully in their communities and societies as compared to their male counterparts. They are subjected to greater discrimination, stigmatization, and other indignities, inability to access needed care and treatment, and the erection of social and economic barriers that limit their opportunities.

Violence has a profound effect on women. For every person who dies as a result of violence, many more are injured and suffer from a range of physical, sexual, reproductive and mental health problems. Violence against women is not only a serious human rights violation but is also associated with significant mental health problems, especially in low income settings. It increases the risk of depression, anxiety, trauma symptoms, suicidal ideas, and substance abuse in women regardless of circumstances (Herrman, 2016). Pressures created by their multiple roles, gender discrimination and associated factors of poverty, hunger, malnutrition, overwork, domestic violence and sexual abuse, combine to account for women's poor mental health. The impact of gender based violence on women ranges from immediate to long-term multiple physical, sexual and mental consequences including death. It negatively affects women's general well-being and prevents them from fully participating in society. Violence in any form has a harmful impact on the growth and personality of the individual as a normal human being. All types of violence whether physical, psychological, emotional, financial, social or intellectual have an impact on the dignity of the woman and deprive her of her own liberty and rights. Violence not only has negative consequences for women but also their families, the communities and the country at large (Anand, 2014).

There is also a positive relationship between the frequency and severity of such social factors and the frequency and severity of mental health problems in women. Severe life events that cause a sense of loss, inferiority, humiliation or entrapment can predict depression (www.who.int). Women are also more likely than men to suffer from co-morbid mental disorders, that is, the co-existence of more than one mental disorder. Co-morbidity is associated with increased severity of mental illness and disability (Astbury, 2001). For example, women living in deprived socio-economic circumstances are more likely to be exposed to intimate partner violence and to be living with men who have substance abuse problems. These multiple risk factors are, in turn, predictive of high rates of psychiatric co-morbidity (WHO, 2005).

The impact of these persistent human rights violations exacerbates the burden of mental disabilities among women and may preclude them from successfully seeking and obtaining mental health services. While these issues have received widespread recognition by international agencies and governments,

human rights abuses continue to occur with frustrating regularity around the world. Just as it is difficult to address the right to health without contemplating other related human rights, mental and physical health cannot be considered separately in the context of human rights – a minimum level of both mental and physical health are necessary to ensure the ability to enjoy and benefit from other human rights (Gable and Gostin, 2009).

It is clear from the above discussion that gender based differentials indeed affect the development of self, self esteem and confidence of women and thereby impact their mental health. The violation of rights of women to utilise their full human potential during the life course negatively impacts mental health. Presented below are few eclectic strategies to enhance the mental health of girls and women from a rights based approach:

VIII. Holistic strategies for the promotion of positive mental health: A policy perspective

The strategies to mental health promotion and prevention include socially integrated approaches and clinically guided approaches to early intervention and treatment for mental ill health. A comprehensive cross sectoral approach is crucial. Addressing social determinants of mental health through the realization of the human rights of women and girls to education, nutrition, health care, equal social and economic participation, safety, and individual autonomy and freedom from discrimination are essential underpinnings of a response in any country or community. Promoting mental health among women and girls needs partnerships with health and non health sectors and work across sectors to support these rights and reduce exposure to adversity including violence, discrimination, and poor access to education and income generating work (Herrman, 2016). Some of the strategies to promote the mental health and well being of girls and women are as follows:

IX. Developmental approach

Taking a developmental or life-course approach implies the recognition that mental health at each stage of life is influenced by both unique and common factors at different stages of life and recognizes that mental health accumulates throughout life. Thus, appropriate preventive interventions and strategies must be appropriate to different stages of life (WHO, 2014). Effective prevention has to take account of people as unique individuals who have different needs at various stages of life and be able to take advantage of different settings or structures that play influential roles during critical stages in life. Gender specific concerns across the lifespan may enable a better understanding of the specific socio-cultural issues and concerns pertaining to both sexes (Anand, 2016).

X. Role of educational institutions

Schools and Colleges/ Universities can play a major role in using classrooms as forums to sensitise both boys as well as girls on gender. Awareness generation in schools on mental health, sensitisation on issues like female foeticide, domestic violence, dowry, rape can a long way in inculcating values based on equality of opportunities to both sexes, human rights and social justice. Also, capacity building and sensitisation of teachers, school authorities as well as parents is necessary to make the school environment more inclusive, gender friendly and flexible in nature. Linkages of the schools with various community or specialist organisations may also be developed for ongoing training programmes and referral services.

XI. Community based interventions

Using a multi-pronged approach to take up gender issues within the socio cultural context of holistic concept of health at the community level may facilitate in creating a gender friendly environment. Central

to a number of community-based approaches is the realization that changes within a community can be best achieved through engaging people of the community. This change is brought about by efforts to improve key determinants of mental health, including a socially inclusive community, freedom from discrimination and gender based violence and access to economic resources (WHO, 2014). Thus, preventive and promotive level programmes related to mental health as a positive concept, eliciting male participation, early identification of mental disorders, reducing stigma and discrimination can be effectively taken up at the community level in an effective manner for a wider reach. The thrust on de-institutionalisation and rehabilitation of those suffering from mental disorders, especially women and children may be taken up at the mass level through creative and innovative strategies.

XII. Role of Non-Governmental Organisations

Non-governmental organizations along with key stakeholders from the state and the private sector can play an important role in organising promotive and preventive level programmes at the micro as well as macro levels on mental health. They can play a major role in providing holistic activities including treatment, rehabilitation, community care, research, training and capacity building, awareness and lobbying for mental health as a positive concept. Along with community based groups, associations and networks of persons who have successfully handled mental illness they can make significant and vigorous efforts necessary for mobilizing political, cultural, administrative and community resources (Dassi, 2014).

XIII. Deinstitutionalisation of mental health services

Large institutions, which are so often associated with human rights violations can be replaced by community mental health care services, backed by psychiatric beds in general hospital and home care support. Mental health services need to link to services and supports in the community, enabling people with mental health conditions to enjoy educational, employment, social service and housing opportunities on an equal basis with others.

XIV. Increasing investment in mental health

Governments need to dedicate more of their health budget to mental health. In addition the mental health workforce at each level of the health care system needs to be developed and trained to ensure that all people have access to good quality mental health services that promote recovery and respect for human rights.

XV. Policy level interventions

The efforts to recognize and uphold a human right to health must incorporate strategies to protect, respect, and fulfill mental health as well as physical health. Establishing and upholding affirmative mental health rights can fundamentally advance the dignity and welfare of persons with mental disabilities, and, simultaneously, advance the recognition and development of the right to health generally (Gable and Gostin, 2009). Policy level interventions in the form of formulation of laws (e.g. The Mental Healthcare Act, 2017) can lead to enactment of necessary laws followed by its strict implementation.

XVI. Conclusion

People with mental illness encountering human rights violations in meeting their basic needs are a reality to be found in every corner of the globe. The stigma they face becomes more grave in case of women as they face violence throughout their lives in various forms and manifestations. Women with mental health issues are often ostracized from society and fail to receive the care they require or the services and support they need to lead full lives in the community (WHO, 2015).

Comprehensive gender-sensitive mental health care requires the planning, delivery, monitoring and quality improvement initiatives of mental health care to be informed by a knowledge and understanding of gender differences in women and men and their inter-relationship with respect to childhood and adult life experiences (e.g. violence and abuse); day-to-day social, cultural, and family realities; expression and experience of mental ill health and treatment needs and responses. The persistent violations of human rights that continue to affect persons with mental disabilities will only be reduced through diligent efforts to recognize and remedy these violations at all levels (Gable and Gostin, 2009). The feminist lens provide a useful prism to consider a raft of biological and social risk factors, not from the vantage point of consolidating notions of women's inferiority but to see men and women as 'equal but different' and address what factors are shared and what are unique contributions to the biological, psychosocial and cognitive impacts of men and women (Wilhelm, 2014). There is a need to focus on developing health systems that strengthen as well as pay attention to multifaceted development issues such as gender and power relationships, access to economic resources and human rights.

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Human and Social Sector Development across Indian states: Converging or Diverging?

Dr. Prabhjot Kaur and Dr. Sharanjit Singh Dhillon

Abstract

India is a federal economy with a population exceeding 1.21 billion and consists of 36 states and union territories. The focus of every five year plan was on the improvement of human and social conditions of the country. Various schemes and programmes have been formulated and implemented to achieve the goal of balanced growth since 1950. Inspite of several growth oriented policies adopted by the government, still the disparities in human development and social sector such as health and education are one of the major challenge faced by our country. Some states like Kerala, Gujarat, Maharashtra, Punjab and Haryana have doubled their incomes and are in the forefront, while the poorest states like Bihar, Orissa, Uttar Pradesh and Rajasthan have hardly managed to get anywhere close to the national average income and are far behind in many aspects. This paper examines the performance of human and social sector development across 15 major Indian states by employing Health (Infant mortality rate, life expectancy at birth & trends in nutritional status of children) and Education indicators (literacy rate, gross-enrolment ratio & drop-out rate). The study found unconditional β-convergence for health (Infant mortality rate and life expectancy at birth) & education indicators (literacy rate& gross-enrolment ratio at primary level) revealing that poor states are catching up with rich ones in terms of health and education indicators. States have improved their performance in the health and education sectors during the census years 1981 to 2011 and the improvement in IMR and life expectancy at birth has been accompanied by improvement in female literacy rate and PCGDP.

Keywords: Human development, Social Sector, Convergence, Socio-Economic Indicators

I. Introduction

Human and social development is an inseparable element of any economy. The human and social development refers to all those sectors, which helps in improving the quality of life of the people. (Prabhu, 2001). It consists of education, health and nutrition sectors and all other sectors which eradicates poverty and improves social welfare. Within this, education and health are the two important variables for human and social development. The development of these two areas helps in reducing poverty and inequality. The focus of every five year plan has been on the development of these two vital sectors. No doubt, India has made remarkable progress since independence towards reducing poverty and improving human and social development, yet the performance of India is far from satisfactory (Dreze & Sen, 1995). Still the disparities in human development and social sector such as health and education are one of the major challenges faced by our country. Some states like that of Kerala, Gujarat, Maharashtra, Punjab and Haryana have doubled their incomes and are in the forefront, while the poorest states like Bihar, Orissa, Uttar Pradesh

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and Rajasthan have hardly managed to get anywhere close to the national average and are far behind in many aspects. The present paper examines the performance of human and social sector across 15 major Indian states by employing Health (Infant mortality rate, life expectancy at birth & trends in nutritional status of children) and Education indicators (literacy rate, gross-enrolment ratio & drop-out rate).   The paper has been organized in to five sections including the present one. Review of Literature is presented in section II. Section III has been devoted to data-base and methodology. Results and discussions have been included in section IV. The whole discussion has been concluded in section V.

II. Review of Literature

Mukherjee & Banerjee (2009) analyzes the education and health scenario in 15 major states and found a high positive correlation between the health infrastructure and health attainment and also between health infrastructure and education attainment. Anbalagan (2011) found that investment in education has greater impact on GDP in the post-reforms period than in the pre-reforms period in India. States with low performance in education are socially and economically backward and there are widespread inequalities among the Indian states due to variations in the size of investment in education. Patra (2011) examined the social sector allocations across states over time by applying convergence analysis and found that there is an increased divergence in terms of per capita social expenditure among the Indian states, backward states lag behind better off states in the field of social indicators, viz, education standards, health conditions, safe drinking water facility and sanitation etc.

III. Data Source and Methodology

The study based on secondary data evaluates the human and social development in 15 major Indian states namely Andhra Pradesh, Assam , Bihar, Gujarat, Haryana, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Orissa, Punjab, Rajasthan, Tamil Nadu, Uttar Pradesh and West Bengalwith reference to Health and Education indicators. Infant mortality rate, life expectancy at birth & trends in nutritional status of children represent health status and education is represented by literacy rate, gross-enrolment ratio & drop-out rate. The data for the study were obtained from National Human Development report 2001, Indian Census 2011, Data book for the use of Deputy Chairman (Planning Commission 2012) and EPW Research Foundation 2009.

In order to see the differences across states, descriptive statistics have been computed for the selected variables. Unconditional β-convergence hypothesis have been tested for the selected variables. β-convergence occurs if the relation between the relative growth rate of per capita variable under consideration and its value at initial level turns out to be inverse.

The following equation has been used to test unconditional β-convergence across states with reference to health and education indicators.

$$\Delta y_{i,t,\,t+T} = \alpha + b \ln Y_{i,t} + \varepsilon_{i,t} \dots\dots\dots\dots\dots \qquad (1)$$

Where $\Delta y_{i,t,\,t+T} \quad = \quad \dfrac{ln\left(\dfrac{y_{i,t+T}}{y_{i,t}}\right)}{T}$

$y_{i,t}$ & $y_{i,\,t+T}$ are the initial and the last year respectively of the individual state

'ln' represents natural log

'i' stands for different states

T is the length of time period considered

Y represents the variable selected for examining convergence

$\varepsilon_{i,t}$ is the error term

and if the equation (1) has a negative slope, then the data exhibits Unconditionalβ-convergence.

Model (1) is estimated by applying Ordinary Least Squares in which the average growth rate of respective variable is regressed on the natural log of its initial value.

IV. Results & Discussion

Descriptive statistics in respect of different variables used in the study are presented in table 1.

Table 1: Descriptive Statistics

Variable	Year	N	Mean	Standard Deviation	Maximum	Minimum
Infant Mortality Rate	1981	15	100	0.346	150 (U.P)	37(Kerala)
	1991	15	74.06	0.467	124(Orissa)	16(Kerala)
	2001	15	62.26	0.505	91(Orissa)	11(Kerala)
	2011	15	43.4	0.433	62 (M.P)	13(Kerala)
Life Expectancy at Birth	1981-85	15	57.09	0.087	68.4(Kerala)	50.0 (U.P)
	1991-95	15	61.4	0.076	72.9(Kerala)	54.7 (M.P)
	2002-06	15	64.12	0.066	74 (Kerala)	58.0 (M.P)
Nutritional Status (underweight)	1992-93	15	44.73	0.248	58.7 (Bihar)	22.1(Kerala)
	1998-99	15	39.71	0.272	52.2 (Bihar)	21.7(Kerala)
	2005-06	15	36.65	0.277	57.9 (M.P)	21.2(Kerala)
Literacy Rate	1981	15	43.84	0.268	78.85(Kerala)	30.11(Rajasthan)
	1991	15	54.28	0.232	89.8 (Kerala)	38.48 (Bihar)
	2001	15	66.50	0.148	90.86(Kerala)	47.00(Bihar)
	2011	15	75.20	0.096	93.91(Kerala)	63.82 (Bihar)
Gross-enrolment ratio (primary)	1981	14	51.61	0.295	89.7 (Kerala)	33.6(Bihar)
	1991	15	56.43	0.280	91.2 (Kerala)	34.3(Bihar)
	2009-10	15	11.07	0.134	149.67 (M.P)	90.10(Karnataka)
Upper Primary	1981	14	51.41	0.217	84 (Kerala)	39.9(A.P)
	1991	15	64.51	1.370	93.1 (Kerala)	51.1 (Bihar)
	2009-10	15	85.30	1.49	113.22 (T.N)	55.46(Gujarat)

Drop-out Rate (primary)	1981-82	15	50.55	0.513	69.6 (Bihar)	10.1(Kerala)
	1992-93	15	40.13	0.432	74.68 (Raj)	-2.35(Kerala)
	2009-10	15	18.74	1.318	50.51 (Raj)	-18.07(Punjab)
(Upper Primary)	1981-82	15	67.81	0.327	82.91 (Orissa)	23.0 (Kerala)
	1992-93	15	56.26	0.863	81.88 (Raj)	2.40 (Kerala)
	2009-10	15	31.94	0.615	66.02(Bihar)	-19.12 (Punjab)

Note: GER at primary level and upper primary level is not available for Assam for 1981.

N denotes number of observations.

Table 1 shows that both minimum and maximum values of infant mortality rate have decreased over time from 1981 to 2010 and so is the mean and standard deviation, signalling that the relative dispersion in infant mortality rate has been decreasing among the states over time. The maximum and minimum values of life expectancy at birth reveals improved life expectancy. The mean and inter-state variations in life expectancy at birth have declined over the years as revealed by the standard deviation which decreases from 0.087 during 1981-85 to 0.076 in 1991-95 and further to 0.066 during 2002-06.

The reduction in infant mortality rate and improvement in life expectancy at birth have been associated with the improvement in the nutritional status of children which has been depicted by the reduced maximum and minimum values from 58.7 per cent to 57.9 per cent and 22.1 per cent to 21.2 per cent respectively. However standard deviation of nutritional status of children remains more or less at the same level, signalling that the relative dispersion has not been decreasing over time across states.

Furthermore, table shows that the inter-state variations in literacy rate declined over the time period as the standard deviation decreased from 0.268 per cent during 1981 to 0.148 in 2001 and further to 0.096 during 2011 and the maximum and minimum values have also increased from 1981 to 2011. Improvement in literacy rate is the result of improvement in gross-enrolment ratio and reduction in the drop-out rate, both at primary and upper-primary level.

V. Health Status in India

An effort has been made to examine the health status in India on the basis of three health indicators viz. infant mortality, life expectancy and nutritional status (underweight). In order to examine the convergence hypothesis among states in terms of these health indicators, regression analysis have been used.

Table 2: Regression results for Health Indicators

Variable	Constant	Coefficient	R^2	Adjusted R^2	N
Infant Mortality	0.0504 (0.038)	-0.022** (0.009)	0.296	0.242	15
Life Expectancy	0.052 (0.004)	-0.012* (0.001)	0.883	0.874	15

| | 0.054 (0.082) | -0.019 (0.023) | 0.062 | -0.013 | 15 |
| Nutritional status | | | | | |

Note: Figures in parentheses are the standard errors.

      * and ** significant at 1 per cent and 5 per cent level respectively.

Unconditional β-convergence for selected health indicators has been examined in Table 2. β-convergence has been found for infant mortality rate by regressing the average growth rate of infant mortality rate (2001-2010) on the natural log of its initial value (2001). The slope estimate (-0.022) turns out to be negative and significant for infant mortality rate during the period 2001-10 for 15 major Indian states (Row 1). The slope estimate for life expectancy, which is calculated by regressing the average growth rate of life expectancy (1992-93 to 2002-06) on the log of its initial value (1992-93) is found to be -0.012 and it turns out to be highly significant, revealing trend of decreasing disparity across states in case of life expectancy also. Negative but insignificant value of the slope coefficient for nutritional status (underweight) traces no evidence of β-convergence in case of nutritional status (underweight) across states. Thus the differences in health standards measured by infant mortality rate and life expectancy at birth are decreasing over the time period. The gap between developed and less developed states has been reduced in terms of health standards.

VI. Education Status

Convergence hypothesis has been estimated for the education status in India on the basis of three indicators namely literacy rate, Gross-enrolment ratio and Drop-out rate.

Table3: Regression results for Education Indicators

Variable	Constant	Coefficient	R^2	Adjusted R^2	N
Literacy rate	0.172 (0.023)	-0.038* (0.005)	0.787	0.772	15
Gross-Enrolment ratio (Primary)	0.301 (0.027)	-0.065* (0.007)	0.875	0.866	15
(Upper Primary)	0.102 (0.053)	-0.021 (0.013)	0.168	0.104	15
Drop-out (Primary)	0.397 (0.159)	0.091 (0.042)	0.324	0.256	15
(Upper primary)	-0.245 (0.095)	0.053 (0.023)	0.313	0.250	15

Note: Figures in parentheses contains the standard error.

Note: * significant at 1 percent level.

Negative and highly significant coefficient has been found for literacy rate (Table 3), revealing that inter-state differences are narrowing down and states are converging in terms of literacy rate. Negative and significant values of the slope coefficient for gross-enrolment ratio for primary level obtained by regressing the average growth rate of gross-enrolment ratio (1991-2009) on the natural log of its initial value (1991) also confirms the existence of β-convergence in case of gross-enrolment ratio at primary level, whereas slope coefficient was found to be negative but insignificant for gross-enrolment ratio at upper-primary level. The slope estimate was found to be positive for drop-out rate at primary as well as upper-primary level for the sample of 15 states, revealing widening inter-state differences across states in terms of drop-out rate.

VII. Effect of Female Literacy and PCGDP on IMR and Life Expectancy

The effect of female literacy and per capita income on infant mortality rate and life expectancy at birth has been investigated by using pooled state-level data. For infant mortality rate and per capita gross domestic product, data for the year 1981, 1991, 2001 and 2010 and for female literacy rate for the year 1981, 1991, 2001 and 2011 has been used. Then again using pooled state-level data at three time points (1981-85, 1991-95 and 2002-06) for life expectancy and 1981, 1991 and 2011 for female literacy and per capita domestic product for the year 1981, 1991, and 2010, the effect of female literacy and per capita income has been examined on life expectancy.

Regression (1): Dependent Variable: Infant Mortality Rate

Constant	Female Literacy Rate	R^2	Adjusted R^2	N
7.793 (20.73)*	-.960 (-9.80)*	0.6234	0.6196	60

Note: Figures in parentheses are t-statistics, * indicates significant at 1 percent level.
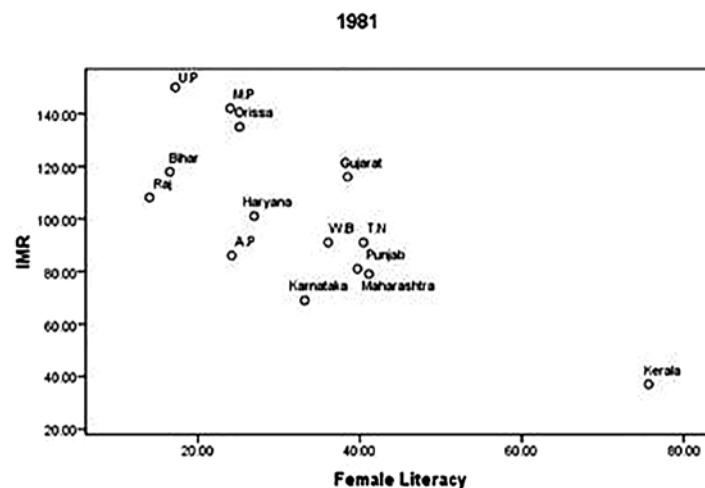

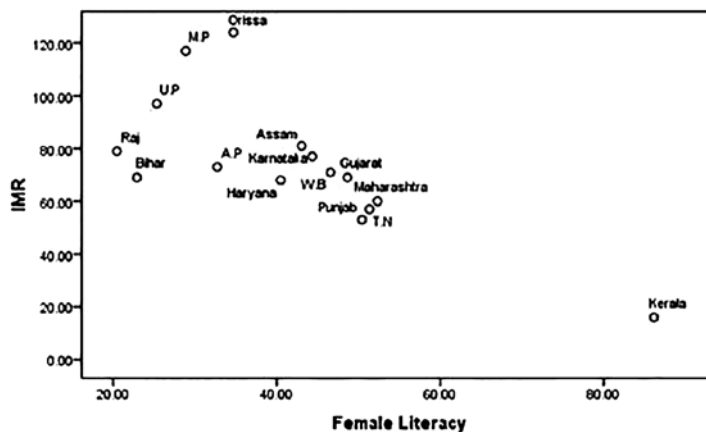Figure 1: Infant mortality rate vs. female literacy rate: cross-state analysis

1991

Figure 2: Infant mortality rate vs. female literacy rate: cross-state analysis
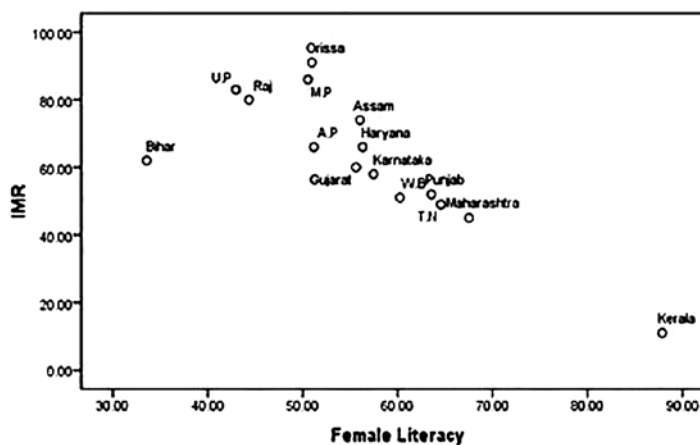
2001

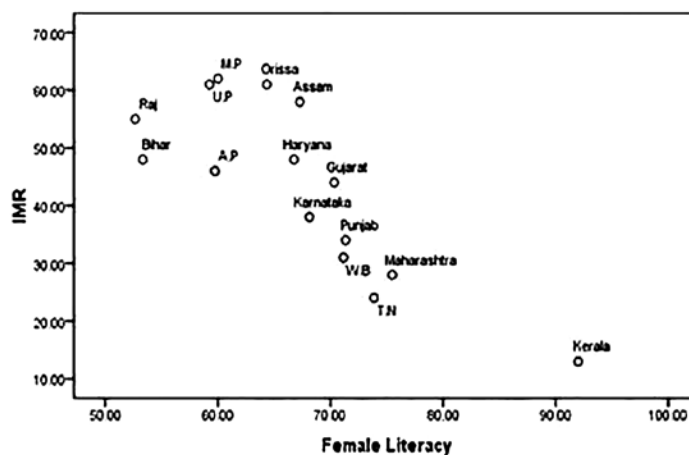Figure 3: Infant mortality rate vs. female literacy rate: cross-state analysis

2011

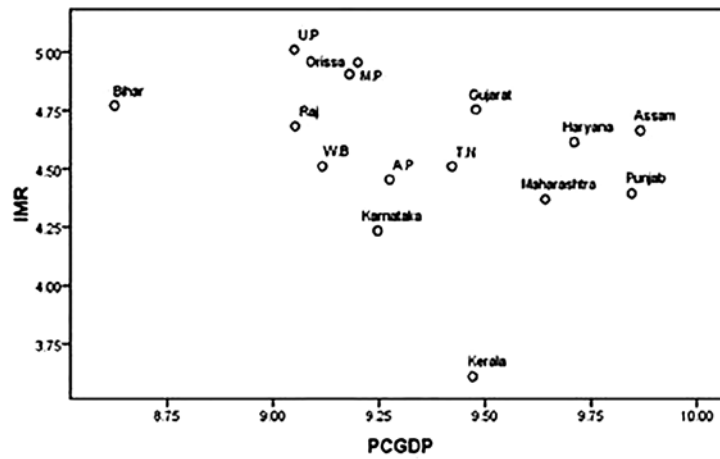Figure 4: Infant mortality rate vs. female literacy rate: cross-state analysis

1981

Figure 5: Infant mortality rate vs. PCGDP: cross-state analysis
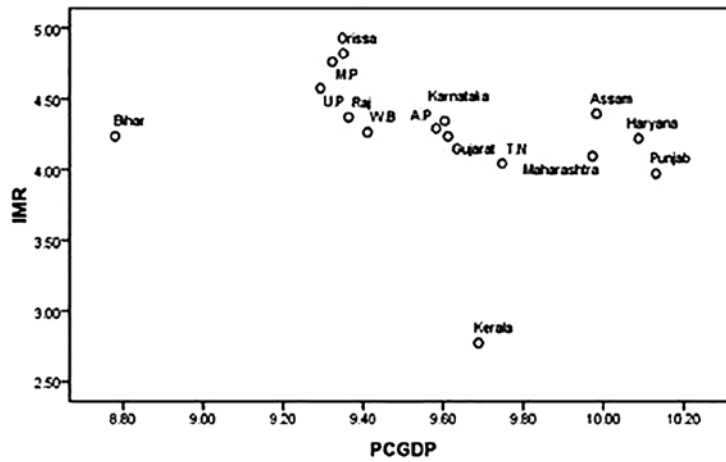
1991

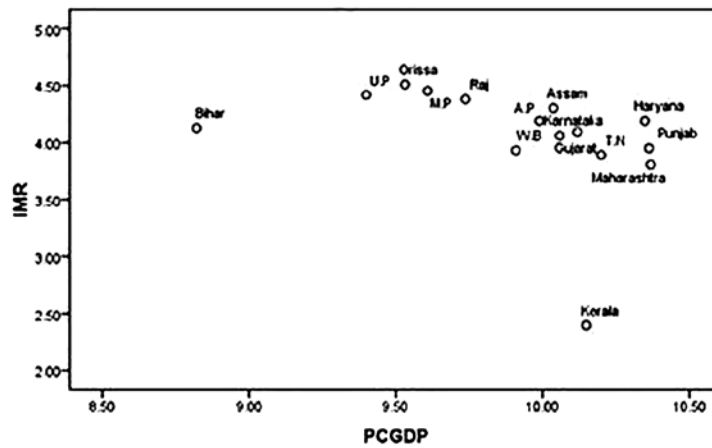Figure 6: Infant mortality rate vs. PCGDP: cross-state analysis

2001

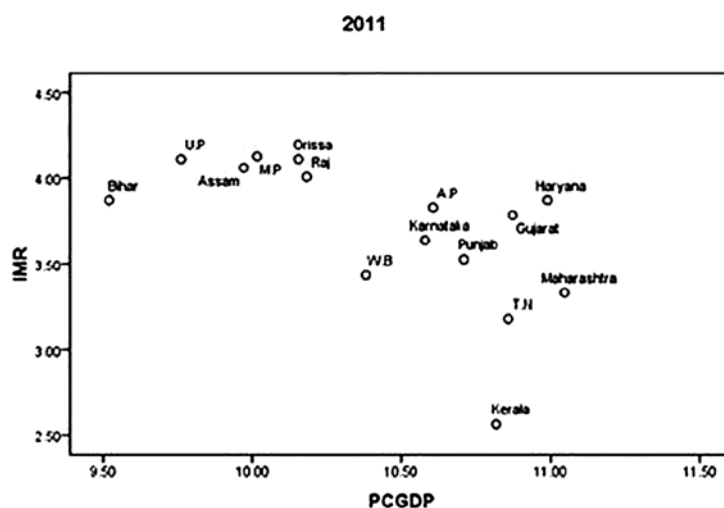Figure 7: Infant mortality rate vs. PCGDP: cross-state analysis

Figure 8: Infant mortality rate vs. PCGDP: cross-state analysis

Regression (2): Dependent Variable: Infant Mortality Rate

Constant	Per Capita Income	R²	Adjusted R²	n
10.146 (10.99)*	-.612 (-6.52)*	0.423	0.413	60

Note: Figures in parentheses are t-statistics, * indicates significant at 1 percent level.

Regression (3): Dependent Variable: Life Expectancy at birth

Constant	Female Literacy Rate	R²	Adjusted R²	n
3.539 (54.15)*	.151 (8.73)*	0.639	0.631	45

Note: Figures in parentheses are t-statistics, * indicates significant at 1 per cent level.
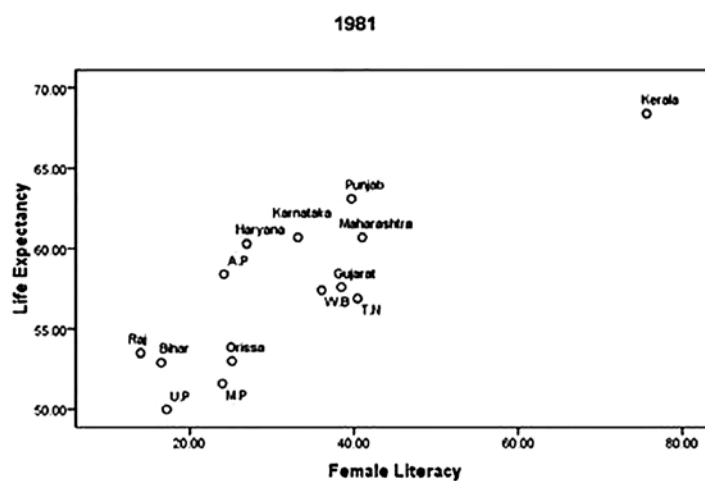

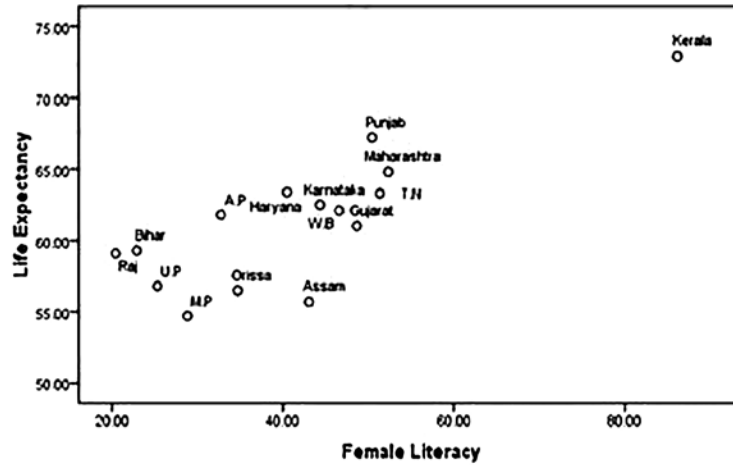Figure 9: Life expectancy vs. female literacy: cross-state analysis

1991

Figure 10. Life expectancy vs. female literacy: cross-state analysis
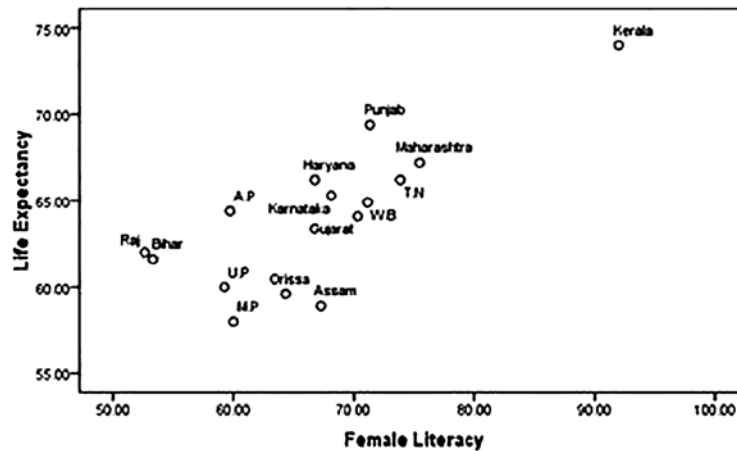
2011

Figure 11: Life expectancy vs. female literacy: cross-state analysis

Regression (4): Dependent Variable: Life Expectancy at birth

Constant	Per capita income	R^2	Adjusted R^2	n
3.132 (19.16)*	0.099 (5.96)*	0.453	0.439	45

Note: Figures in parentheses are t-statistics, * indicates significant at 1 per cent level.
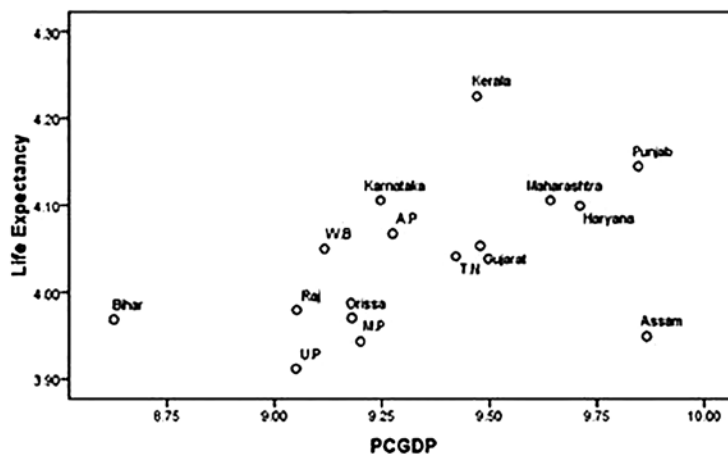
1981

Figure 12: Life expectancy vs. PCGDP: cross-state analysis
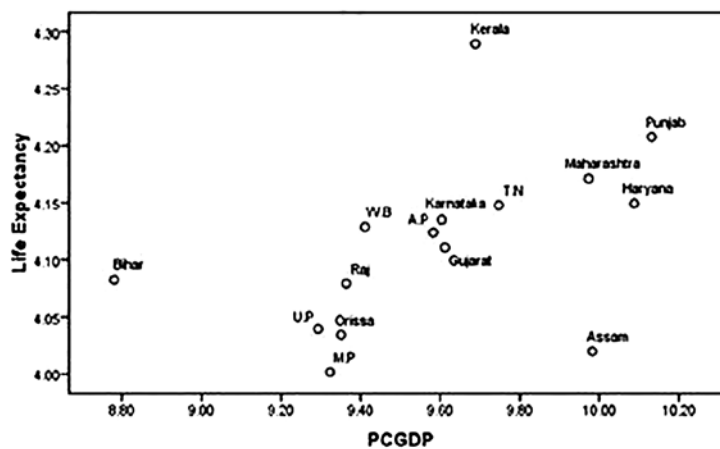
1991

Figure 13: Life expectancy vs. PCGDP: cross-state analysis
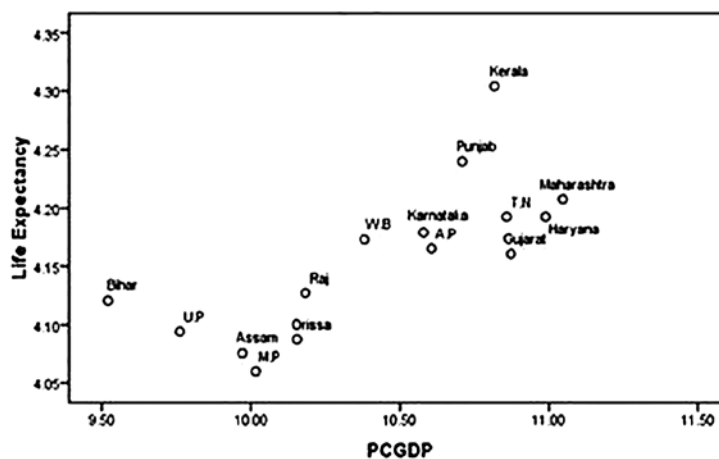
2011

Figure 14: Life expectancy vs. PCGDP: cross-state analysis

Female literacy plays an important role in reducing infant mortality rate; this is confirmed by regression 1. Regression (1) shows that female literacy has a negative and statistically significant effect on infant mortality rate. It can be seen that 62 per cent of variations in infant mortality rate are explained by female literacy rate. The negative coefficient in regression (1) reveals that higher the female literacy, lower will be the infant mortality rate Regression (2) also shows a negative and significant relation between infant mortality rate and per capita income. 42 per cent of the variations in infant mortality rate have been explained by per capita income. This indicates that the states with higher female literacy rate and higher per capita incomes were able to achieve lower levels of infant mortality rate which has also been observed from the negative relationship between IMR and female literacy rate across states during 1981 (fig.1), 1991 (fig.2), 2001 (fig.3) & 2011 (fig.4) and between IMR and PCGDP from figure 5th, 6th, 7th &8th for the year 1981, 1991, 2001 & 2011 respectively.

Further, regression (3) shows that life expectancy and female literacy rate are positively and significantly related. 64 per cent of the variations in life expectancy are explained by female literacy. Positive relationship between female literacy and life expectancy has been observed in figures 9th, 10th and 11th reveals that higher the female literacy, higher will be the life expectancy. Positive and highly significant coefficient in regression 4 also reveals that states with higher incomes were able to achieve higher levels of life expectancy. Positive relationship between life expectancy and PCGDP in figure 12, 13 &14 for the year 1981, 1991 & 2011 respectively shows that improvement in life expectancy at birth has been accompanied by increased PCGDP.

VIII. Conclusion

This study examines the human and social sector development across 15 major Indian states by employing health (Infant mortality rate, life expectancy at birth & trends in nutritional status of children) and education indicators (literacy rate, gross-enrolment ratio & drop-out rate). Study found unconditional β-convergence for health (Infant mortality rate and life expectancy at birth) & education indicators (literacy rate & gross-enrolment ratio at primary level) revealing that poor states are catching up with rich ones in terms of health and education indicators. Furthermore, our study observed that the female literacy and per capita gross domestic product has positive effect on IMR and life expectancy at birth. States with higher female literacy rate and higher per capita income are able to lower IMR and improve life expectancy at birth. States have improved their performance in the health and education sectors during the census years 1981 to 2011 and the improvement in IMR and life expectancy at birth has been accompanied by improvement in female literacy rate and PCGDP. Even though states are performing well in terms of health and education standards, still greater investment needs to be undertaken for the upgradation of health and education facilities, for reducing drop-out rates and for better child nutrition.

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Training Programmes to Meet The Emerging Needs in Government Organisations

Sh. R.K. Bandopadhyay

I. Introduction

The Institute of Secretariat Training & Management (ISTM) is an apex Institute of the Government of India imparting training to Officers and members of staff of the Central Government, State Governments/ UT Administrations, Public Sector Undertakings, Autonomous Institutions on various aspects of governance with a view to improve efficiency in the functioning of the government. As envisaged by the National Training Policy (NTP) 2012, the ISTM is required to take up goal-oriented training programme related to the public policy, governance and development of human capital. Thus, it needs to explore newer training techniques and methodologies having ICT-orientation to meet the emerging needs of training for a larger target groups. Training programmes of the ISTM aim at widening the horizon of knowledge and augmenting the skill of an employee so as to improve his/her efficiency. At the same time, sensible trainees would feel further urge of harnessing a greater knowledge-base and utilize it for ensuring welfare governance. The ISTM, while developing skill and efficiency of an employee, adds more values to his/her capabilities and output. It is not simply a training Institute; but is also a 'Think Tank' of the Govt. of India. In many a cases, it provides significant inputs in the formulation of government policies. In the present-day scenario, the ISTM is expected to play manifold roles in achievement of goals of an all round development in economic and other fields by the government.

II. Government and its new-age employees

It may be mentioned that the government employees are expected to assist implementation of government policies towards the process of nation-building. Now-a-days, a huge number of candidates with science, technology and engineering background are joining the government services through open competitive examinations. It has been found that all the fresh entrants (with technical background or otherwise) is tech-savvy and having specific mind-set with ICT orientation. With their academic background, communication as well as soft skills and overall awareness, they are to adapt themselves in facing and managing all the stakeholders through their emulative role-play, public speaking, oratory prowess and socio-political aptitude. The horizon of their knowledge and skill would help all the Ministries/Departments of the Government of India and strengthen the hands of the government in achieving its cherished goals. The employees need to acquire a thorough knowledge about the legal and statutory provisions so as to apply the same in the performance of their duties. They can also educate the people around them in their place of residence and the society. Thus, the government employees would perform as two-pronged weapons of the government while influencing the policy-making and their effective implementation through efficient machinery, and also ensuring enlightened and effective community participation.

Shri. R K Bandopadhyay is a Retired Deputy Secretary to the Government of India

III. Educational background of new-entrants

In the coming years, more employees with technical background are supposed to join the government services. This is attributable to the fact that the number of Technical Institutes in our country has increased manifold. They have been able to cater to the needy students while reaching the doorsteps of the talented youths belonging to the poorest among the poor people residing in the remotest corners of the country. As per their mandate, these Institutes are also conducting research work, maintaining an effective liaison with the industries while ensuring employment of students as well as exploiting the research outcomes on commercial basis and providing necessary technical know-how to the Union government, State Governments/UT Administrations to speed up respective development process at their end. As a result, the pool of technical personnel of our country has flourished beyond imagination. After conclusion of their studies, the students are taking up jobs or undertaking research activities or starting up entrepreneurships to generate further scope of employment opportunities for the millions of youths of our country. Earlier, they have supplied a huge manpower in the IT sector. Due to comparatively less salary, lack of job satisfaction and over-crowding in the IT sector, the new-age tech graduates are moving towards government sector. They find government service is better suited for (i) their career development and (ii) serving the nation. It is quite obvious that these new entrants are expected to take up bigger and leading role in future in the process of nation-building.

IV. Developing the HR material of the employees

The important initial step is to acclimatise the new entrants in government service along with its rules & regulations. They need to feel comfortable in the office and with the ambience. They are to shake off their student-like attitude and assume greater responsibilities in a disciplined manner. The ISTM may, therefore, look into the issue with more emphasis as well as insight about the basic training needs of the fresh employees. The induction training needs to be a complete package of learning for them while polishing their intellectual and psychological traits and capabilities. The training programmes may be envisaged for the budding Officers in a manner so as to make them fit to meet the present-day needs of the government operations to achieve an all-round development. The exposure in the induction training would certainly be very much effective and it would, no doubt, broaden the horizon of their awareness, sense of responsibility and behavioural skill. The human resource material available with the government is to be nurtured and improved in a careful manner. If handled in a planned way, it would certainly enrich the functioning of the government offices. They need to have knowledge in many other subjects about the basic governance in our country. They are to be valuable assets and efficient instruments in the government machineries striving towards sustainable economic development through various avenues.

V. Skill and competency development

Skill is defined as ability and capacity acquired through deliberate, systematic and sustained effort to smoothly and adaptively carrying out complex activities or job function. In the domain of work, general skills include time management, teamwork & leadership, self-motivation and others; whereas domain-specific skills would be useful only for certain jobs. People need a broad range of skills in order to contribute to a modern economy. Competency indicates sufficiency of knowledge and skills that enable someone to act in a wide variety of situations. They both identify the ability that an individual has acquired through training and experience; but the two concepts are not identical in terms of their definitions or the functions they perform. Competency defines the requirements for success on the job in broader and more inclusive terms than skill does. Skill is one of the three aspects that make up a competency and the other two are: knowledge and abilities. Skill development is the process of (i) identifying the skill gaps and

(ii) developing and honing these skills. Continuous learning and developing one's skills requires identifying the skills needed for mobility, and then successfully seeking out trainings or on-the-job opportunities for developing those skills. Developing one's skills begins with assessing the skills that are important for the job requirements. The next step is to identify the actual training needs and proceed further accordingly.

VI. Need of wider exposure

For a better orientation, the new entrants are supposed to know about the country and its administrative system, process of legislation, importance of judiciary, functioning of the executive, basics of welfare economics along with several other relevant issues viz. ecology & environment, sustainable development, ethical values, skill development and entrepreneurship activities, development through PPP mode & role of NGOs, welfare of marginal groups, Digital India, 'Start-up' concept, ICT, Intellectual Property Rights, etc. The concerned Ministries/Departments of the Government of India dealing with the above issues are to interact with the ISTM and provide necessary input for preparation of course material for the training programmes. Government employees are to get a wide exposure of those subjects in the training programme. It is necessary to ensure that the development must continue while ensuring that the rate of utilization of natural resources and rate of their replenishment remain the same. The Ministry of External Affairs is to play a proactive role in co-coordinating the environmental issues, climate change, ICT, Cyber laws, IPRs etc. both at the national and international level while safeguarding the interest of the poorest among the poor. M/o. Corporate Affairs is to kick-start better machinery so that the funds are earmarked by the MNCs for the purpose of Corporate Social Responsibility and its utilization for the deserving causes.

VII. Suggested course curriculum

The ISTM is to develop a proper training curriculum involving various relevant topics as mentioned above. In the process, the ISTM may get in touch with the national & international training institutes and other 'Knowledge Houses'. The suggested topics are categorized in the following three sectors:

i.   a. Environment and Ecology, b. Natural Resources management, c. Environmental Economics, d. Sustainable Development & Corporate Social Responsibility, e. Disaster Management, f. Climate Change, g. Pollution management and Wastes Management, h. National & International Environmental Laws, etc.

ii. a. Digital India, b. Cashless Society and Less-cash Society c. Start-up India d. Skill Development and Entrepreneurial activities e. Intellectual Property Rights f. Engineering Ethics g. Cyber Laws h. ICT etc.

iii. a. Emotional Intelligence Management b. Stress Management c. Anger Management d. Spiritual Intelligence Management e. Performance Management f. Skill (including Soft skill, Behavioural skill, Inter-personal relations etc.) and Competency development, g. Task-Target and Time Management h. Yoga & Physical fitness etc.

VIII. Innovative approach

It is quite probable that the ISTM is already having some of the suggested topics mentioned above in its training curriculum. However, in the backdrop of the present-day needs of better governance in the changing national, international and regional scenario, aspirations of the citizens and the orientation & mind-set of the new entrants, a relook is essential to modify the training module and coverage. Experts from knowledge institutes of national importance on technical, management, pure science, medical science, economics, banking & insurances etc. are to be consulted for drafting the material for training courses.

At the same time, representatives of Central Government, State Governments/UT Administrations, and Public Sector Undertakings etc. are to be associated in the process. In order to remove the bottlenecks and delay in the functioning of government offices, desirability of applying various management techniques and tools viz. Programme Evaluation Review Technique (PERT), Critical Path Method (CPM) and Gantt chart etc. (specifically used in respect of project execution) may be explored. In fine, the approach needs to be holistic to (i) provide an effective interface between the faculty members and the trainees and also (ii) a sharp cutting edge to the training programmes. The faculty members are to establish heart-to-heart contact with the trainees, upgrade their skill & knowledge-base from time to time, and motivate the trainees through inventive and innovative measures.

IX. Conclusion

The importance of training and development programmes has now been the crucial factor behind the success of an organisation. Various organisations are to develop in-house training unit etc. and after assessing the training needs and aptitude of their employees, they may be deputed for training in the ISTM. It is also very much important on the part of the ISTM to put an audit mechanism in place for monitoring, evaluation and review of its training programmes so as to ensure that the same meet the desired results. A training audit is a systematic review of a learning programme to determine its strengths and weaknesses with the aim to foster subsequent improvements. The need is important for the reason that many programmes may have substantial deficiencies in terms of effectiveness. It is essential to produce stronger comprehension, enriched motivation, more long-term remembering, and better supports for training application along with an evaluation approach. An audit should be of interest to the government, because it assesses the extent to which a training institute has structures, resources and processes for ensuring that all important information on training is available for managing, decision making and reporting. An audit focuses on the extent to which training needs link with the government functioning. Necessary feedback from the audits would sharpen the training tools of the ISTM.

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Dr. M.C.R.H.R.D.I. of Telangana- A State Training Institute with National Stature

Dr. Chaganti Nagaraja Rao

Capacity enhancement and updating the knowledge of officials and public representatives assume greater importance in the fast changing scenario of the country. In view of government's endeavour to facilitate more citizen-centric administration, the demand for well-trained public functionaries has been on the increase. Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance and improve the performance of employees. There is always the need to train the officials and public representatives to enable them to serve the common citizen and educate him in appreciation of the welfare programmes meant for him, and to enable them to play their role efficiently and effectively so that the benefits of development reach the genuine beneficiaries. The implementation of this outlook or ideal requires genuine efforts in human resource development and training. Keeping these facts in view and in pursuance of the recommendations of the Administrative Reforms Commission to establish a state level training institute, the Government of Andhra Pradesh had established a training institute in the name of Institute of Administration (**IoA**) in 1976 in Hyderabad to cater to the training needs of the state government officials. This Institute of Administration after the formation of the new state of Telangana has now become the Telangana State's apex training institute, catering to the training needs of all categories of officials. Though this is a state level administrative training institute it has recently acquired national stature by imparting training to the All India Service personnel besides the officials of several state governments and it has now become a globally competitive Dr. Marri Chenna Reddy Human Resource Development Institute of excellence.

I. History

The Institute of Administration (IOA) which was initially located in a quarter in the Errum-Munzil Colony was later moved to the Excise Training School in Panchayat Raj Department in the Secretariat and then to Shakkar Bhavan, Basheerbagh. After shifting to several locations it is now finally located in its present place in the Jubilee hills in 1988. The institute is headed by a Commissioner who is later designated as Director General, who is generally of the cadre of Chief Secretary or Special Chief Secretary to the State Government.

The nomenclature of the Institute was changed from Institute of Administration to Dr. Marri Chenna Reddy Institute of Administration and later in 1998 as Dr. Marri Chenna Reddy Human Resource Development Institute.

The MCRHRD Institute has taken rapid strides towards development since its inception in 1976 in general and during the last few years in particular when the stature of institute escalated from a State Level

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Training Institute to a National Level Centre of Excellence, imparting training to the officials of All India Services which include the IAS and the IPS personnel and Central Secretariat, and of Armed Forces as well. During the last few years the Institute has entered into MoU with several states for imparting capacity building training to municipal functionaries who were entrusted with implementation of AMRUT, which is a flagship programme of the Government of India. Over a period of time the Institute has broadened its repertoire of training methods by introducing new, creative techniques and pedagogy in training like group exercises, case studies, role play, experience sharing, management skill games, field visits etc.

Vision

Although the institute is an apex training institute of the Government of Telangana it has made its vision to 'emerge as a world class institution of learning in the art and practice of Citizen-Centric Governance.'

Mission

To strive towards sustainable excellence in sharing constantly updated knowledge and skills with the personnel serving the government and to promote capacity building and competencies among them

II. Infrastructure

The institute has developed the Administrative Complex, Faculty & Lecture Hall Complex, Residential Complex and Furniture with the Infrastructure support given to the Institute under the Programme for Up-gradation of Standards of Administration and as Recommended by the VIII Finance Commission. The institute sprawls over an area of 34 acres of pristine serenity in the midst of Jubilee hills endowed with natural beauty. The Institute's activities are carried out in a well-equipped building with a dazzling facade and marvellous interior, well-furnished lecture halls and most modern conference facilities. The institute is surrounded by greenery, with flower plant avenues, fountains etc. The once barren rocky area was gradually transformed into lush green campus with the dedicated efforts and services of committed Directors General. Vivekananda hall for conducting Yoga, gymnasium, swimming pool and other facilities add to the training infrastructure in the institute to grown up persons of trainees.

III. Trainings

The institute has been making genuine efforts in reinforcing the administrative abilities of the public functionaries to implement the innovative and citizen-centric schemes of the Central and State Governments. In order to specify the role of different centres in catering to the needs of officials of various government departments the institute has been organised into seven centres, viz., Centres for (1) Public Administration, (2) Finance Management, (3) Sustainable Development Goals, (4) Telangana Studies, (5) Information Technology and e-learning, (6) Urban Development Studies, and (7) Management Development. Each centre is headed by a well experienced domain expert and has faculty specialized in the specific branch of knowledge.

Public functionaries have to ensure that highest standards of efficiency and integrity are maintained in the public services, and should make public administration a fit instrument for carrying out the social and economic policies of the Government and achieve social and economic goals of development, as also one which is responsive to the people. The above re-organisation aims at achieving these goals in a better manner. The institute is credited with stepping up to the challenge of providing efficient training for capacity enhancement of employees, improve professional competence of individual officers of the state and central government and autonomous bodies. The institute has committed itself to maintaining the highest standards of professional conduct.

IV. Important Events

During the forty years of its growth as an Institute of excellence in training there were several welcoming developments and national events conducted in the institute. The institute celebrated the 40th year of its establishment in March 2017 on a grand scale where the former Directors General and Additional Directors General were felicitated in a befitting manner where they recollected the progress achieved during their respective tenures.

a. Tony Blair, the British Prime Minster had inaugurated the Centre for Good Governance in the premises in January, 2002.

b. President Shri A.P.J.Abdul Kalam addressed the 83rd Foundation Course for All India Services on 13th November, 2009.

c. Vice President Shri M.S. Venkayya Naidu inaugurated the 92nd Foundation Course for All India Services and Central Secretariat Services in October 2017.

d. Mr. Ashley Baker and Ms. Imke Baumann, who are responsible for programme development for Georgetown McDonough's custom programs, catering on global leadership and operations, strategy, and change management for organizations both in the U.S. and abroad visited the institute on September 19, 2016.

e. The Institute provided accommodation for 4th World Military Games and Afro-Asian Games which were held in Hyderabad in 2007-08.

f. The Institute has been conducting Foundation Courses parallel with the Lal Bahadur Sastry National Academy of Administration in Mussoorie since 2008.

g. It has been declared a Nucleus Institute for all other training institutes in the State.

V. Other Achievements:

a. The Institute entered into MoU with Redberri Corporation, St. Louis, USA for conducting training classes in the institute.

b. Conducted Special Lecture on "Education in China," by Dr. Joel Glassman on March 31, 2017. (This programme aimed at educating the officials of Telangana State Government in the administrative procedures implemented in different administrative sections in the world.).

c. The Institute implemented the project on elimination of child labour during 2002-03 under the auspices of the International Labour Organisation.

VI. District Training Centres

The institute has established training centres at the District headquarters in order to facilitate easy access to employees of the district to attend the training at the nearest possible place. The institute has been conducting several trainings at the district level on par with Institute level.

VII. Library

The present Director General and Ex-officio Special Chief Secretary Shri B.P.Acharya brought the library to the nearest approximation to Will Durant's ideal library by adding 2500 scholarly books recently and providing facilities for concentrated reading of books and preparing notes by making it "*safe from alien sights and sounds, voluptuous chairs inviting communion and reverie, shaded lamps illuminating sanctuary hither and thither.*" Shri Gautam Pingle, the Dean of Studies and the Head of the Centre for Telangana Studies has

passionately nurtured the library by not only adding several scholarly books "*pampered withbindings bright to the eye and soft to touch, paper generously opaque,*" and of useful content, but also added the eleven volumes of *The Story of Civilization*, the lifelong study of Will Durant and Ariel Durant, containing the masterly digest of all world civilizations which are the rarest of rare books in the world besides several titles on the cultural heritage of Telangana. The members of All India Services and Central Civil Services who underwent training in the 92nd Foundation Course which concluded in December 2017 were the first to take the best advantage of the well-developed library. The walls of the library are concealed with the mental heritage and rich culture of Telangana State. The library has a large collection of books to cater to the needs of officials of all departments besides the general reading public.

The sustained efforts of the present Director General resulted in giving a face lift to the institute by improving greenery, developing beautiful fountains with colour lights, constructing Sculpture Park, providing avenue plantation, small gardens with multi-coloured flower shrubs and potted tiny flower plants which greet the visitors. The torsos with large human faces convey silent messages to the visitors and converse in silence with lone visitors relieving them of their loneliness. Now the premises with sprawling lush green gardens, beautiful landscapes, morning cool breeze, chirping of birds, beautiful swimming pool, and eye-feasting lights during nights has become a place worth visiting on par with other tourist attractions in the twin cities. This state training institute with national stature is very likely to become an international training institute in the near future.

Stenography Skill Development

Shri Harish Narang

Nothing holds more significance in our life than completing our job from start to finish in the best manner possible. This not only requires updating our knowledge and skill but also keeping pace with the latest technology and its implementation as far as our office work is concerned. It is rightly said that a soldier always keeps his gun in perfect working order and a skilled worker always keeps his tools well sharpened and groomed as this empowers him to fight against all odds in flawless execution of his job. Same applies to our friends in offices. They must keep themselves abreast of the latest and advanced technologies which brings to them better efficiency and accuracy. No doubt, all the persons working in offices have enough expertise to do their routine jobs but they lack the knowledge of emerging latest technology. Our Government has very thoughtfully planned regular trainings for these persons and entrusted this important task to Institute of Secretarial Training & Management (ISTM), considered today as a premier Institute for imparting training to personnel from Central Government , State Government, PSUs and autonomous bodies as well.

When it comes to training, it has two aspects. One is the infrastructure and the other is the content of training. ISTM has the best infrastructure competing with premier institutions of India, equipped with the modern tools, latest technology, learned faculty and an ambience that is conducive to higher studies. As far as the training aspect is concerned, ISTM has been imparting training to government officials of various levels for a long time. It encompasses a number of subjects relevant to Government functioning. "Stenography Skill Development" is one such which is being covered by ISTM for the benefit of those who are engaged in secretarial jobs in various offices.

Taking dictation and then transcribing it on typewriter is the main job of a Stenographer irrelevant of the rank he is holding. No doubt, shorthand is a dying art and it is losing much of its sheen with the advancement in technology the practice of giving dictation has almost vanished. Demand for new stenographers has also decreased to the lowest ever. Now, the general trend is that an officer calls his Stenographer (PA/PS) in his chamber and dictates notes which the PS types on computer then and there.

This saves a lot of precious time of the officer as it does away with wasteful practice of dictation, typing, editing and then finalizing a note before taking a print out. Now, all this is done in one go and the officer can shuffle his thoughts and remarks as many times as he likes.

Though shorthand speed may not matter much while typing straight on computer, but a Stenographer has to maintain a good speed in typing while maintaining accuracy. No doubt, a finger can never be raised on their efficient working but certainly that efficiency can be increased and more accuracy can be gained by giving training to that person. This is where ISTM comes in the picture where new advanced commands are taught for working on computer. It is a confirmed fact that the shorthand speed cannot be increased in the 1-2 sessions assigned for the subject but overall typing speed can certainly be improved with proper training and practice as a job, otherwise done with 5-6 commands, can be done with just 1-2 commands or sometimes with just a single command. While they are trained in how to type in auto-correct and auto-

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text mode, the chances of typing mistakes are minimized and the job is completed in a perfect manner consuming a lot less time. They might have taken a test in shorthand decades ago so while at ISTM they are prepared to go through the skill once again. It infuses in them an excitement to relive their past also. While appearing for the shorthand test, though many are excited, some appear nervous and there are few who never want to take a test as they have been out of touch for decades. The final results of the shorthand test reflect on their performance and inspire them to improve further. During the training course, their fear, nervousness or lacklustre approach is addressed to properly thereby preparing them not only for this test but for a better future too.

To impart training, a faculty must have an updated knowledge of his subject, good teaching skills, professional capability, ability to judge the psychological status of participants and to handle them in a sophisticated manner giving them full liberty to raise questions and doubts so that they can understand the subject thoroughly. At ISTM, the entire learned faculty meets these specifications and standards. Keeping professionalism above all, ISTM never compromises on the quality of training or the convenience and comfort of the trainees.

ISTM opens new windows of opportunities for the benefit of these trainees. At a session in the training course, not only their knowledge of various rules, office procedures and drafting, etc. is revised but their skills are also sharpened and improved. Here they not only refresh their knowledge but add to it also and return to their offices as a better professional, beaming with full confidence, gained through these trainings.

Although training is a very significant and integral part of their career, they can rise only after fully understanding the topics and doing a lot of practice.

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