Pathways for an Inclusive Indian Administration (PIIA)

**Millennium Development Goal:**
Since the project focuses on developing capacities for local governance, it relates to all the Millennium Development Goals

**Targets:**
All targets

**Relevant India Development Goal:**
All goals

**Background**

India’s public administration is the largest bureaucracy in the world. As of 2005, it comprised 18 million employees, including all levels of government and quasi-government entities. The administrative civil services include the All India Services and the State Civil Services in each state with nearly 5,000 officers of the Indian Administrative Service (IAS) managing the bureaucracy both at the national government and state government levels. The Approach Paper to the 12th Five-Year Plan emphasizes the importance of professionalizing the public services, performance management, transparency and accountability, and calls for innovative approaches to service delivery.

Developing appropriate capacities is critical to achieving development goals, and for ensuring inclusive and sustainable development interventions and programmes. This project aims to strengthen public administration by developing capacities of civil servants, and is in partnership with the Ministry of Personnel, Public Grievances and Pensions (MoP), which is entrusted with the responsibility of administrative reform.

The project builds on UNDP’s prior support in this area, notably through projects that supported a wide range of training interventions, management and institutional development of state training institutions and administrative reforms.

**Objectives**

Pathways for an Inclusive Indian Administration (PIIA) aims to strengthen both the capacities of civil servants and their enabling environment with a view towards a more effective, efficient, transparent and accountable public administration system at both national and state levels. This is key to helping realize the Government’s objective of greater inclusion through enhancing service delivery to the marginalized and vulnerable. In partnership with the Ministry of Personnel, Public Grievances and Pensions and the National Academy of Administration, the project supports innovative policies and practices that enhance performance, accountability, responsiveness and inclusiveness. In addition, the project aims to strengthen international collaboration by sharing best practices and knowledge from India, and by debating development challenges with policymakers, experts and practitioners from other nations.

**Project Information**

**Area:** Democratic Governance

**Budget:** US$ 500,000

**Duration:** 2011-2012

**Implementing Partner(s):** Ministry of Personnel, Public Grievances and Pensions, Government of India
Planned Initiatives

• Support to key legislative and policy reform initiatives in the pipeline, such as the National Training Policy and Service Guarantee Acts
• Strengthen integrity frameworks of the civil service which encourage high ethical standards, strengthen accountability and combat corruption
• Development of training rosters and modules
• Provide technical assistance to strengthen the competency framework and personality/performance assessment mechanisms
• Support a Civil Service Leadership Development Policy and Action Plan
• Initiate capacity and leadership development activities for civil servants in select ministries/departments/agencies
• Institutional strengthening and knowledge management with a focus on democratic governance at the Lal Bahadur Shastri National Academy of Administration (LBSNAA)/National Institute of Administrative Research (NIAR)
• Support, document and disseminate innovative policies and practices for service delivery
• Developing an evidence base on successful practices and case studies for policy advocacy and reform
• Policy advocacy with target ministries/departments at national and state levels and legislators
• Facilitate international partnerships to share knowledge and best practices

Looking to the Future

• Strengthening Human Resource Management in the Indian Civil Service
• Strengthening training programmes at the LBSNAA, India’s apex training institution for civil servants
• Developing and piloting new capacity development and leadership development initiatives for the civil service
• Raising awareness among civil servants and promoting inclusive approaches to service delivery

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