

10 years later, they are eligible for promotion to the ranks of district collector. In the districts they are exposed to local situations. However, most never become familiar with the living conditions of the masses because their positions bring them power and prestige.

Since most senior IAS officers have attended training programs overseas, mainly in the United States and the United Kingdom, they are likely to have some knowledge of the latest theory and practice in your subject area. They may, however, be unfamiliar with your management style and your systems for design, approval, monitoring and decision-making. They may be unaware of your expectations and requirements.

IAS officers working in states are frequently transferred to other departments. At the national level, however, they generally keep their posts for a minimum of three, and a maximum of six, years. Officers at the middle level develop interests in a particular field, such as health, finance and agriculture, but only occasionally maintain responsibility in any one field for long periods of time. In such cases, officers may become technically knowledgeable and take a personal interest in a particular sector.

Officers at the state secretariat have responsibility for the entire state.

Those in the Government of India have responsibility for the whole country and the authority to deal with international agencies. Your project is likely one of several under an officer's supervision. Most senior officers travel very little to project sites; in fact, officers at the national and state levels are required to remain at headquarters when the legislatures are in session. Their knowledge of your project—and the time and priority they give to it—may be limited.

There are, however, technical advisers in the Government of India and the state governments who have a good deal of experience and up-to-date knowledge of the local situation. They brief the bureaucrats. Still, technical advisers have very little influence on policies. Bureaucrats make administrative decisions in accordance with the procedures and policies of their departments.

India's economy is expanding quickly. More and more funds are allocated to ministries and departments each year for planned expenditures, but funds are scarce for individual programs, particularly at the lower levels. All ministries and departments attempt to expand their budgets to include new projects. Your project should be of sufficient size and have acceptable terms, concept, and design, if you want to secure the attention of senior administrative officers.