

Government Order specifies the activities, responsibilities and authorities for the initiative and stipulates the budget and the correct expenditure accounts. Any later modifications require a separate Government Order.

Whether at the national or state level, governmental organizations operating under appointed boards have much more operational autonomy than the ministries and departments controlling them, even though the concerned ministry/department must approve their policies and budgets and vet all major decisions. There are two kinds of governmental organizations: independently registered corporations or authorities, and autonomous institutions. The former have the most independence.

A committee chaired by the district collector/magistrate usually coordinates government programs at the district level. A district collector controls all non-judicial activities in the district such as development, revenue collection and law and order. District collectors, some of whom are women, enjoy great respect. Between them and the state secretariat, there are deputy commissioners who control two or three districts in some states.

National ministers have the authority to form partnerships with outside organizations. The chief minister has the authority at the state level. State

proposals must be forwarded to the national government for approval. Most departments of the Government of India have a section that coordinates international cooperation. However, each department must channel proposals for international development projects through the Department of Economic Affairs in the Ministry of Finance. Proposals must also be approved by the Planning Commission before execution.

### **Your government partner**

The Indian bureaucracy inherited its structure and culture from the British who established the Indian Civil Service in 1853. You will be dealing mainly with members of the Indian Administrative Service (IAS), the post-independence form of the Indian Civil Service. IAS bureaucrats occupy key positions in the national and state governments and their organizations. While it is common to find some female officers in the senior ranks of the IAS, women make up only a small percentage of the overall IAS workforce.

The IAS holds national competitions to recruit its officers, most of whom come from state governments. The IAS selects only the most competent and highly recommended candidates, most of whom are well read. Following an extensive two-year training program, they begin their careers in the district as sub-collectors. Seven to