INTERNATIONAL JOURNAL OF RESEARCH CULTURE SOCIETY ISSN: 2456-6683 Volume - 4, Issue - 7, July – 2020
Monthly, Peer-Reviewed, Refereed, Indexed Journal Scientific Journal Impact Factor: 5.743
Received on : 01/07/2020 Accepted on : 16/07/2020 Publication Date: 31/07/2020

A Study on Indradhanush Banking Game Changer in Public Sector Banks

[1] Prof. RENU JATANA [2] MS. POOJA NANDWANA
[1] DEAN [2] Research Scholar
[1, 2] Dept. of Commerce, University College of Commerce and Management, Udaipur, Rajasthan, India.
Email: [1] renu_jatana@yahoo.co.in [2] poojanandwana09@gmail.com

Abstract: *The significant role of Public Sector Banks (PSBs) in the development of India cannot be disavowed. They have always have been the major contributor to the development history of the country by loaning various large infrastructure projects. However, India has witnessed an increase in the NPA's due to the failure of these large infrastructure projects owing to a variety of legacy issues; this has adversely affected the lenders (PSB's). These legacy issues resulted in non-viability of large infrastructure projects, which leads to many abandoned and delayed projects. To combat this, the "Finance minister Mr. Arun Jaitley announced The Indradhanush system and its seven-branched plan a day before independence day on 14th August 2015 with a view to restoring the Public Sector Banks (PSBs) of India". Our study, tried to explore the position of PSB's in context of their worsening ability, asset worth, capital state of PSBs along with formerbanks recapitalization expensesof the government. Indradhanush programs seven reform initiatives are considered equivalent to the Nayak Committee recommendations. The major aim of Indradhanush is to improve the performance of Public Sector Banks. Current Prime minister Mr. Narendra Modi was also impressed with the title given to the program i.e. "Indradhanush" and also added new slogans to the scheme to impact the listener/leader in an effective way. Indradhanush has made the administrators to apprise Prime Minister Modi, Indhradhanush, as the name suggests, comprises of 7 colors and so as the 7 revamp factors of PSB's that are being considered under this program. The 7 colours of Indradhanush here indicate the A2G for Public Sector Banks. Now, what is A2G? These are 7 alphabets starting from A to G, this 7 A2G represents "Appointments, Bank Board Bureau, Capitalization, De-stressing PSB's, Empowerment, Framework of Accountability and Governance reforms".*

Key Words: *Indradhanush, NPA's, Capitalization, PSB's*

1. INTRODUCTION :

We all know that Public Sector Banks (PSBs) holds a crucial place in a country by assuming a significant role in the growth of country's economy. Last few years were the unfortunate witness of PSB's decline due to various legacy issues like approval delays and also delay in land acquisition etc., not only this but also due to the change in global and domestic demand, many big infrastructure projectshave delayed. The major effect of these legacy issues is on Public Sector Banks as they holdthe biggest share in financinginfrastructure projects and thus they are badly affected by this. Consequently, the profitability of PSBs declined, chiefly because of restocking for the reorganized projects and also for gross NPAs. Thus a more comprehensive system has been introduced by the govt. to improve the PSB's conditions and Indian govt. has also declared huge capital allocations for these downfallen PSB's in the next coming years. This capital allocation is one of a small step out of many huge steps planned by the government for revamping the PSB's.

India's development story has PSB's as their heroes in them as they are the major source of financing for the development projects of our country. They contributed a large share in various infrastructure projects. As discussed past few decades have seen a major downfall in these PSB's due to increasing number of NPA's and reduced profitability due to enhanced competition. Many private players in the past few years jumped into the market to leverage the current decline stage of PSB's which as worsen the condition of PSB's. Thus the Government has taken the initiative to revamp this PSB sector with a view to up rising Indian economy as the Banking system is considered as the backbone of every economy.

Not only this, but this increase in NPA's were causing the maintenance of PSB's non-viable due to a remarkable rise in their provisioning requirement which has affected profitability adversely and made the increased capital requirement forgrowth as well as maintenance. **The PSBs which comprise a larger part of the banking resources in the nation have not for the most part been as effective as the private partners in raising capital from the market for different ins and outs and have relied upon the Indian Government for their majority of capital prerequisites.**

2. MISSION INDRADHANUSH FOR BANKS:

Indradhanush in Indian Mythology

For Hindus in their religion they call, the Rainbow as Indradhanush, "the Dhanush (bow) of Indra (the god of lightning, thunder, and rain)". Alternative "Indian mythology considers the rainbow asthe bow of Rama, who was the incarnation of Vishnu".

The "mission Indradhanush" was at first initiated and recognized by "Union Health Minister J.P.Nadda on 25 December 2015" under health care. The motive behind it to solve the problem of 7 major diseases of all up to 2 years of age children and pregnant women against seven diseases that can be prevented by vaccine viz.Measles,Hepatitis B, Diphtheria, Poliomyelitis, Tetanus, Tuberculosis ,and Whooping cough by the end of the year 2020. The Finance minister inspired by the concept of Indradhanush name and thus the name is used by Union Finance Minister ArunJaitley in New Delhi. The program comprises of a 7 step plan aimed at revamping PSB's. The seven core elements of this plan are also known as A2Gviz. "Appointments, board of Bureau, Capitalization, De-stressing, Empowerment, the framework of Accountability and Governance reforms. This plan was announced in August 2015, by the then Finance Minister. As a critical 7point action plan-Mission Indradhanush, to help turn-around these public sector financial banks. The Indradhanush mission examined and framed the revamp strategy on seven above mentioned different aspects whichcan bringthe requiredefficiency in the overall performanceo the public sector banks". Thus aforesaid missionis a 7 branchedschemeannounced by the Indian Government to work out theproblems confronted by PSB's. It mainly targets at revamping the operational capacity of PSB's and ensure their survival in cut-throat competition with Private Sector banks.

Furthermore, "Indradhanush at first assess the actual capital requirements of PSB's, yet for raising the money it is largely dependent on the market. Thus banks are required to earn credibility in the market i.e. banks are required to gain the market's reliance by essentially simulating the performance, which is a long-term plan as gaining credibility is not a sitting duck but a multi-year process," said Pawan Agrawal, chief analytical officer, Crisil Ratings.

This 7 branched system of 'Indradhanush" to overhaul PSBs is an integrated protocol to renovate them to vigorous and dynamic fiscalarbitratorsproficientinrepresentingbetter-certifiedexpertise. The activities assure the coarseness and assurance to partners to restore the managing a banking framework by activating changes in PSBs to enable them to become more targetted associations committed towards achievement of results. Additionally, the latest strategy discourses remain focused on other fundamental fluctuations for;

(i)	Downsize even the stake of the government to 33 percent from the present edge of 51 percent and
(ii)	Consider the solidification of pathetic PSBs with more grounded ones, whenever found to propagate positive cooperative energies in such mergers.

In spite of the fact that amid the post-reforms routine PSBs have increased better effectiveness levels and can contend with a considerable lot of their private associates, despite everything they have to accomplish larger amounts of efficiency to remain focused in the transformed banking situation.

3. PROBLEMS FACED BY INDIAN BANKS:

As per the available sources "Economic Survey 2015", Indian banks deal with difficulties on two major aspects viz. policy and structural. Let us have a look into these two issues;

1. **Policy issues**–Issues that are termed as 'double financial repression' that bank have to deal like problems with "policies of Statuary Liquidity Ratio and Private Sector Lending policies".
2. **Structural issues**–Problems related withstructuralframeworks like Administrative issues, increases NPA's and absence of varied finance sources of infrastructure.

Issues/Problems of NPAs

A greater degree of proportion of NPAs existing in bank attributable to the following reasons;

- Excessively used ledgers – over obsessed financings and loaning.
- Delayed ventures prompting focused on resources for banks
- Faulty detailing components prompting compounding of circumstance before NPAs are noticed
- Link among financiers and corporates-intentional defaulting ways out
- The government has enabled credits to be changed over into equity
- Healthier recording mechanism for intensive assets prompting to quick recognition and resolution.
- Re-capitalization of banks in 'here and now' yet inside a straightforward system

- Recovery of organizations and discounting of terrible credits to be finished checking financial
- The viability of organizations and in the wake of guaranteeing effective corporate administration
- Stalled ventures can be handled by means of re-arrangement; evacuation of blockages; guaranteeing better money related feasibility of tasks; long-haul improvement of a corporate security market.

The recommendations (Indradhanush) can help PSB's successfully manage the disquietude of non-performance assets (NPAs) and conceivably become quicker than our before gauge of 12% yearly till monetary 2019, said the rating office (xaam.org).

4. KEY CHALLENGES IN PSBS:

Apart from problem areas, there are few challenges that all PSB's will have to struggle against. Following are the few challenges among the several keychallenges that PSB's are facing as compared to their private sector peers;

- Fading by and large benefit.
- Asset value–NPA's "quicker slippages and moderate recuperation".
- The journey of individual skills - the quicker pace of retirements.
- Insufficientskill management framework.
- Poorly managed "performance management system".
- Social and cultural channels between the current top-level staff and an expansivepiece of recently welcomed employees due to the vast scale mass migration of retiring representatives.
- Cumulative generation gap among different segments of representatives.
- Dynamic expectations of customers
- Rapidly changing client profile in banks
- The increase of additional subjective money to proceed with development of asset estimate and to execute Basel III models.
- Expanding administrative expense because of inheritance concerns.
- Missing congruity of the initiative.
- Intensifying cost of innovation/substitution related to inheritance innovation.
- The low inclination of PSB clients to utilize innovation-driven touch points.
- Encouraging regulated style for advertising.
- Larger responsibility for execution.
- Dual administrative routine - government as proprietor and the RBI as a controller.
- Escalating expenses of expanding social banking.

These are some of the employeeand their performance related demands that can be termed as challenges that are confronted by the PSBs, to improvetheir performance as good asthe private players in the market, and they are not complete. Apart from these,thereare still many more related and complex challenges which need to be stressed. Fighting each such challenge calls for mutual efforts of all stakeholders. In fact, few situations are so complicated and inherited that they take ages to get recover and resolve. Thus these deep-rooted issues might consume a lot of time likes everalyears to realize the desired "cultural shift". With a view to speeding up the reclaims of PCBs, the "Department of Financial Services (DFS) as a key stakeholder has beendirecting PSB's for former time. The DFS held 'Gyan Sangam', anassembly of CMDs/EDs of PSBs controlled by the prime minister and the finance minister in January2015 to investigateworn-out the tasks and unlawful policy issues". Therefore after its study, DFS has now suggested not an only infusion of additional capital in PSBs for improvingtheir functioning to advance and survive risks wonderfully yet correspondingly to generate advance reforms. It thus conveyed an entire new scheme known by the name of 'Indradhanush', which is as discussed, the "spectrum of seven big initiatives that puts stress on establishment the important factors of the PSB's".

5. REVIEW OF LITERATURE:

As indicated by **Nandel (2017),** banking segment is a critical segment of the financial soundness of the economy. The banking change process is likewise pivotal to change the segment as indicated by the changing needs of the time. Indian banking part has experienced different changes since freedom as indicated by changing necessities of the economy. The paper gives knowledge to the change procedure of the Indian Banking System and examines the effect of new government plans.

Balasubramaniam (2011) "He included the component of NPAs as high with all banks by and by and the banks would be depended upon to bring down their NPA. This can be cultivated by extraordinary credit assessment procedures, feasible internal control systems close by their undertakings to upgrade asset quality in their asset reports".

Kokane and Nerlekar (2017) "they contemplate the connection between the Non-Performing Asset dimensions of PSB's with Capital Adequacy Ratio of each bank over some stretch of time. The investigation is an endeavor to affirm whether the proportion of recapitalization of PSB's by pushing Rs 25000 crore in the year 2016 and 2017 pursued by Rs 10000 in the year 2018 and 2019 will diminish the NPA dimensions of PSB's".

Kalyan, 2017, in his article, banking part is treated as to be the foundation of the Indian economy. The errand of the banking industry is especially indispensable as one of the main and for the most part basic administration division. The banking part, being the pointer of the economy, is intelligent of the large-scale financial factors. While the Indian economy is yet to get quality, the Indian banking framework keeps on managing enhancement in resource quality, execution of sensible hazard the executive's practices and capital sufficiency. The paper centers around the effect of changes and examination in Indian banking framework. The Indian banking framework comprises 26 PSB's, 25 private segment banks, 43 foreign banks, 56 provincial rural banks, 1,589 urban cooperative banks,and 93,550 rural cooperative banks, notwithstanding helpful credit organizations. The reason for this paper is to contemplate the execution of banking industry in India.

Arora and Kaur (2006) expressed that the banking segment in India has given a positive and urging reaction to the budgetary part changes. Passage of new private banks and foreign banks has shaken up PSB's to rivalry.

6. PUBLIC SECTOR BANKS' REVAMP PLAN (by Indradhanush)

The present Government has set up a far-reaching structure for enhancing PSBs performance. "As of late, we have made the presentation of capital allotment by Government for PSBs in the accompanying four years. Statement of capital prepares for the PSBs is only a solitary of the various methods taken by the Government". A couple of other steps mentioned earlier as A2G are given below as follows;

A) Appointments: "The Government chose to isolate the post of Chairman and Managing Director by recommending that in the consequent opportunities to be filled up the CEO will get the assignment of MD and CEO and there would be someone else who might be designated as non-Executive Chairman of PSB's". This methodology depends on worldwide accepted procedures also according to the rules in the "Companies Act" to guarantee proper governing rules. The determination procedure for the two designations was straightforward. Whole procedure of determination for MD and CEO was redone. "Private area competitors were additionally permitted to apply for the situation of MD and CEO of the five best banks i.e. Punjab National Bank, Bank of Baroda, Bank of India, IDBI Bank and Canara Bank. Three phase screening was improved the situation the MD's position finishing into the conclusive meeting by three unique boards. Five MD and CEOs were delegated before. Arrangements of MD and CEOs of five more banks - Bank of Baroda, Bank of India, Canara Bank, IDBI Bank, and Punjab National Bank and Non-official Chairman of 5banks are declared today, according to the rundown underneath":

B) Bank Board Bureau: The declaration of the "Bank Board Bureau (BBB)" was made by Hon'ble Finance Minister in his Budget Speech for the year 2015-16. The BBB will be an assemblage of prominent experts and authorities, which will swap the Appointments Board for the arrangement of Whole-time Directors and additionally non-Executive Chairman of PSBs. They will likewise continually draw in with the Board of Directors of all the PSBs to detail suitable techniques for their development and improvement. The structure of the BBB will be as per the following; the BBB will involve a Chairman and six more individuals from whom three will be authorities and three specialists (of which two would essentially be from the banking area). The Search Committee for individuals from the BBB would contain the Governor, RBI, and Secretary (FS) and Secretary (DoPT) as individuals. The BBB would comprehensively pursue the determination system as affirmed in pertinent ACC rules. The individuals will be chosen in the following a half year and the BBB will begin working from the 01st April 2016.

C) Capitalization: Henceforth, the PSBs are sufficiently promoted and reaching all the Basel III and RBI standards. In any case, the Government of India needs to sufficiently underwrite every one of the banks to keep a protected support far beyond the base standards of Basel III. We have, in this manner, evaluating how much capital will be required for the current year and in the following three years until FY 2019. In the event that we prohibit the inside benefit generation which will be accessible to PSBs (in view of the gauge of the normal benefit of the most recent three years), the capital prerequisite of additional capital for the following four years up to FY 2019 is probably going to be about Rs.1,80,000 crore. This gauge depends using a credit card development rate of 12% for the present year and 12 to 15% for the following three years relying upon the extent of the bank and their development capacity. We are likewise assuming that the accentuation on PSBs financing will diminish throughout the years by the advancement of energetic corporate debtmarket and by the more prominent interest of Private Sector banks.

D) De-stressing PSBs: From last few decades the core segment and infrastructure was the significant beneficiary of PSBs' financing. However, because of a few elements, ventures are progressively slowed down in this manner prompting NPA load on banks. In an on-going survey, issues causing fears in the power, steel and street divisions were analysed. It was seen that the significant reasons influencing these activities were delay in acquiring grants/endorsements from different legislative and administrative organizations, and land procurement, postponing Commercial Operation Date

(COD);absence of accessibility of fuel, both coal and gas; crossing out of coal blocks; conclusion of Iron Ore mines influencing venture practicality; absence of transmission limit; restricted off-take of intensity by Discoms given their diminishing obtaining limit; financing gapconfronted by restricted limit of advertisers to raise extra value and hesitance on part of banks to build their introduction given the high use proportion; powerlessness of banks to rebuild extends notwithstanding when discovered suitable because of administrative imperatives.

E) Empowerment: The Government has issued a roundabout that there will be no impedance from Government and Banks are urged to take their choice freely remembering the business enthusiasm of the association. A cleaner refinement among impedance and mediation has been made. With self-sufficiency comes responsibility, in like manner Banks, have been requested to fabricate hearty Grievances Redressal Mechanism for clients and staff so worries of the influenced are tended to successfully in time bound way. The Government means to give more prominent adaptability in contracting human resources to Banks. Indian government is resolved to give essential experts as NoD's to the Board with the goal that very much educated and all around decisions are cited.

F) "Framework of Accountability": The present system for the estimation of the bank's performance was a structure called SOI – Statement of Intent. In light of explicit criteria picked by the Ministry of Finance, the banks used to prepare their yearly target figures which were analysed between the Ministry and banks and finished up. The entire exercise took long and a portion of the time the targets for banks used to be done just towards the year's end which is undoubtedly not an appealing action. There are mainly two changes that are being made in this:

(i) A new arrangement of Key Performance Indicators (KPIs) to be evaluated for the execution of PSBs is being proclaimed. It is categorised into four portions totalling up to 100 imprints. 25 indicates each is administered to pointers relating to the capability of capital use and improvement of business/methods and 15 signifies each is allocated for specific markers under the characterization of NPA the board and money related issues. The total imprints to be dispensed for quantifiable criteria are 80.

(ii) The remaining 20 marks are held for estimation of abstract criteria which consolidates essential activities taken to upgrade asset quality, attempts made to regulate capital, HR exercises and improvement in external FICO appraisal. The subjective execution would be overviewed subject to an introduction to be made by banks to a board driven by Secretary, Department of Financial Services.

G) Governance Reforms: The procedure of governance reforms began with "Gyan Sangam"- a gathering of PSBs and FIs held at the start of 2015 in Pune in which was all partners including Prime Minister, Finance Minister, MoS (Finance), Governor, RBI and CMDs of all PSBs and FIs were present. There was the main theme for discussion which was around six unique subjects which brought about particular decisions on enhancing capital, digitizing forms, reinforcing risk management, enhancing administrative execution and money related incorporation. The choice to set up a Bank Board Bureauwhich was hence reported in the Budget Speech of Hon'ble Finance Minister left the proposals of Gyan Sangam. Additionally, at this conference, Hon'ble Prime Minister made a critical guarantee to the financiers that there would be no impedance from any Government functionary in the matter of their business decisions.

7. INDRADHANUSH :

After the success of Indradhanush, Government plans to launch a more comprehensive version 'Indradhanush 2.0', a wide-ranging plan for recapitalization of PSB investors, with an aim toensure solvency and compliably with the world capital sufficiency norms, Basel-III.

'Indradhanush 2.0' will be finally launched only after completion of the Asset Quality Review (AQR) by the Reserve Bank of India, which is expected to be accomplished by March-end.

8. POSITIVE IMPACT OF MISSION INDRADHANUSH:

After the thorough discussion on what Indradhanush program is and how it functions and its aims, policies, and procedures, let us now have a look at the positive impact of mission indradhanush. Positive impact or benefits of the program as follows;

Performance improvement- Mission Indradhanush chiefly revolve around de-stressing the public sector banks and stretching up of the performance parameter curve to place these public financial banks at par with Multi-national corporations or any other private sector organisation.

Better Functioning- It mainly targets on setting up accelerated dynamic process of hiring which can be allowed to smooth functioning of the public sector banks.

Robust and vigilant- Protecting customers as well as the bank from fraud and fake recording and customer grievance redressed that assists in creating the robust and vigilant system.

Creative Outlook- This mission has the potential to bring the required creative outlook by opening up the top position in PBS bank to private sector bank.
Enhanced concern- Due to actions are taken on de stressing the public sector banks. They started facing greater concern regarding their profitability, asset quality and capital governance.

9. LOOPHOLES OF MISSION INDRADHANUSH:

After benefits or positive impact, Let us now discuss loopholes in the mission;
Lacks disinvestment information- Mission Indradhanush not cited or mentioned any information with regards to disinvestment.
No data regarding retirement- Government have the opportunity to restructure banks due to the exceptions of retirement of around 80,000 employees in the upcoming 2 years, but no measure is taken with regards.
Method of infusion was unclear- Regarding capital infusion the government is not mentioned hoe they infuse capital to the public sector banks whether capital giving all the public sector banks or based on the performance of public sector banks in a year.

10. IMPACT OF INDRADHANUSH FRAMEWORK:

An investigation on the impact of the planned system clearly puts forth certain specific features:

(a) Coordinated resolve of the government along with RBI to speed up reforms in PSBs to make them more robust and agile,
(b) Thrust on removing barriers in the efficiency of PSBs in a bid to bring them in sync with their private peers,
(c) Priority to enforce recovery of bank loans strengthening all channels of recovery,
(d) Provide capital support to enable PSBs to implement Basel III standards by March 2019.

However making any relevant change in big organisations, like PSBs, is very complex and is always accompanied with several difficult challenges, that too at the initial stage of change implementation. There should be a strong force behind the reforms and business approach that is required to gain the needed velocity to renovate the entire performance culture and make it more result based. To cope up with the challenges posed by the current dynamic environment PSB's are possessing around 8.5 lakh skilled employees who have been performing well and promoted their skill-sets to meet the demands of the changing environment. These skilled employees are supported in the form of the Indradhanush package, PSBs ensures attainment of good power towards recording better performance. Taking a gander at the ongoing change in the authoritative structure of PSBs, the long term vision and wide forms of maintainable development motivation can be sought after by the Non-Executive Chairman whose tenure will be genuinely long. This can give a long term strategic plan which was never experienced by PSBs so far. "Unless PSBs brace themselves for the new set of reforms, the market share of the PSBs in due course may decline from 80 percent in 2000, 71 percent now to just over 60per cent in 2025. Conversely, the market share of PSBs is projected to rise to abouta third by 2025 from just over 12 percent in 2000 and 18 percent now" (Rao).

11. CONCLUSION :

As discussed in the paper, Indradhanush is understood as a"wide-ranging package of seven steps beginning with standardizing and improving the quality and process of key appointments in PSBs, the formation of Bank Board Bureau (BBB), capitalization, de-stressing PSBs from the burden of NPAs, empowerment, the framework of accountability, and ushering ingovernance reforms". These seven step measuresand their siginificant impact isestimated, to renovate PSBs into greater well-organized and efficient commercial banks as compared with their private counterpartsabsorbing and providing best quality services. PSB's will therefore undergo an ocean of changes and transformation in their functioningto achieve the goals of Indradhanush scheme.

The paper reveals that Indradhanush does not suggest any pioneering reforms for the PSBs. "Re-capitalisation or infusion of capital into these PSB's is its central theme". This made many researchers argue over whether there is sufficient capital infusion in all banks or not? The answer was given by various reports, "Both the previous committee reports–Narasimham II and Nayak-proposed lowering of government holding to below 50 percent to free PSBs from dual regulators (RBI and Finance Ministry) and to ensure a level playing field with its private counterparts. However, given the politically sensitive issue of lowering the stake of government holding in PSBs, Indradhanush remains silent on that issue. Indradhanush does not propose repelling of 'The Banking Companies Acts of 1970 and 1980','The

State Bank of India Act, 1955'as legislative actions, under the present circumstances, might be difficult". This discussion will make it easy to understand that the government which is also a major stakeholder holds the right to have a say in the appointments to PSBs. Thus, Indradhanush was launched definitely as an initiative in the right direction. It encompasses few of the "Nayak Committee report" initiatives yet does not fully incorporate the core policies of this report. Hence it can be said that major structural changes are the demand of the era to improve the profitability of the PSBs.

Now after understanding the need and process of Indradhanush it is also required to focus on other aspects for the improvement of PSB's existing business model. As per a report given by RBI, apart from 'Indradhanush' scheme and its reforms, to overcome the challenegs posed by capital structure and divident policy strategies, PSBs are strictly required to review their exisitng business modelsand examine these strategic decisions. "The NDA government's financial inclusion programs likeJan dhanyojna, social lending to priority sector, new bank branches in rural areas, financing start-up ventures that have Adivasi or Dalit youths "are required to be regulated and checked on a regular basiswith an aim to protect further deterioration of the asset quality of the PSBs caused due to these initiatives.

Therefore at the end we can conclude that a reasonable execution of all the above discussed measures is additionally expected to overcome any critical issues in the KPI's of PSBs in the coming3 to 5 years. Indradhanush has been proved to be a game changer in the PSB's position and significant reduction in their NPA's that will make them survive in the high competition banking market. Subsequently, the banking framework is now well-determined towards accomplishing international standards with the ability to serve the financial services to the society by leveraging cooperative energy of innovation and human skills. The maintainability of banking services and synergy of the framework can by and large help the economy, which is ready to enter manifold development.

REFERENCES :

1. Arora, Sangeeta and Kaur, Shubpreet (2006), "Financial Performance of Indian Banking Sector in Post Reforms Era", The Indian Journal of Commerce, Vol. 59, No. 1, Jan-March
2. Balasubramaniam, C.S. (2011), Non-Performing Assets andProfitability of Commercial Banks in India: Assessment and Emerging Issues, Journal of Research in Commerce & Management, 1(7), 41-57.
3. Care rating, 2018, "Government Recapitalisation of Public Sector Banks"http://www.careratings.com/upload/NewsFiles/Studies/Government%20Recapitalisation%20of%20PSBs.pdf
4. Kalyan, N. B., 2017, Banking Sector Reforms in India.
5. Kokane Shraddha, Nerlekar Shriram, Recapitalization of Public Sector Banks -Will it reduce the Non-Performing Asset Levels? IOSR Journal of Economics and Finance (IOSR-JEF) e-ISSN: 2321-5933, p-ISSN: 2321-5925.PP 84-91www.iosrjournals.org, SIMSR International Finance Conference "SIFICO 2017"
6. Kumar, R., Krishna, G. D., &Bhardwaj, S. (2016). Indradhanush-Banking Sector Reforms. *Centre for Policy Research, January*.
7. Report of the Committee to Review Governance of Boards of Banks in India - RBI publication by Dr. P J Naik, Ex-Chairman, Axis Bank, May 2014.

Web References:

- http://xaam.org/mission-indradhanush-for-banks/?print=pdf
- https://www.livemint.com/Industry/Hkzr85Rk16jYvEC93OHcxI/Indradhanush-can-be-a-gamechanger-for-PSU-banks-Crisil.html
- http://www.cprindia.org/sites/default/files/events/Indradhanush_Banking%20Setor%20Reforms_20%20January%202016.pdf
- http://ijsrme.rdmodernresearch.com/wp-content/uploads/2016/12/134.pdf
- http://selectionpakka.com/mission-indradhanush-for-public-sector-banks/
- http://www.allbankingsolutions.com/Press-Release-Views/Indradhanush-New-Framework-for-PS-Banks-2015.htm
- https://economictimes.indiatimes.com/news/economy/policy/govt-plans-indradhanush-2-0-for-recapitalisation-of-public-sector-banks/articleshow/57108572.cms
- https://www.affairscloud.com/the-indradhanush-plan-for-public-sector-banks/
- https://financialservices.gov.in/sites/default/files/PressnoteIndardhanush_1.pdf
- https://www.thehindubusinessline.com/money-and-banking/indradhanush-scheme-can-be-a-gamechanger-for-psbs-says-crisil/article7546903.ece
- https://www.ey.com/Publication/vwLUAssets/ey-changing-contours-of-banking-and-indias-growth-aspirations/$FILE/ey-changing-contours-of-banking-and-indias-growth-aspirations.pdf