

CONCEPT, STRUCTURE AND FUNCTIONS OF CIVIL SOCIETY

L. N. SHARMA

The article elucidates the concept of civil society as it first emerged in Europe and then started being used elsewhere since the 17th Century in the modern age. It exemplifies the structures of the civil society with particular reference to India and delineates its function of mediation between citizens and the government. It examines how far the civil society has been successful in strengthening democracy and serving the public causes with which its members are intimately concerned. It also suggests how far the civil society can and should seek to make people lead better lives and control their governments.

GOVERNOR IN INDIAN FEDERAL CONSTITUTION—I: CONSTITUENT ASSEMBLY DEBATES REVISITED

ASHOK K. PANKAJ

This article revisits the Constituent Assembly Debates, and argues that the intention of the Constitution makers was to make provisions for Governor in sync with a fuller federal Constitution, at least the original proposal suggests so. The Report of the Provincial Constitution Committee had provided for an elected Governor who will have security of tenure and discretionary special responsibilities to prevent any grave menace to the peace and tranquillity of the province or any part thereof.

The provision of elected Governor was strongly opposed by the then Premiers of provinces. Strong and independent position of Governor was also contested by the protagonists of a strong Centre. Consequently, the provision of 'elected' Governor became 'appointed', and Governor lost the security of tenure that became subject to the 'pleasure of the President'. However, his 'special responsibilities' were retained in the shape of President's rule in a State.

Nevertheless, the Assembly intended the Governor as a constitutional head of a State who would be 'a person of undoubted ability and position in public life who at the same time has not been mixed up in provincial party struggle or factions'.

INDIA'S FOURTEENTH FINANCE COMMISSION REPORT: A SWOT ANALYSIS

AMITABH RAJAN

Designed to be credible discourse-documents on our country's inter-governmental polity, Finance Commission Reports are outcomes of an important constitutional duty. India's Fourteenth Finance Commission's Report is the latest of such reports and also the best so far--in terms of decisiveness, fairness and integrity of vision. Its 121 recommendations cover a full range of concerns on fiscal consolidation, exhibit a high trust-quotient on democratic decentralisation, and reveal deep insights on procedural reforms. The author has presented a clear and concise SWOT Analysis for our readers.

THE ART OF WAR AND ITS RELEVANCE TO MODERN STRATEGIC MANAGEMENT AND ADMINISTRATION: A COMPARATIVE APPRAISAL OF SUN TZU WITH KAUTILYA AND CLAUSEWITZ

Y. PARDHASARADHI

Sun Tzu's concepts are ageless. If you look hard enough, things such as strategic intelligence, planning, attention to detail, cunning, deception, and theories of leadership in which the leader earns authority with the followers, have universal value and are appropriate to any human arena and any period. If part of Sun Tzu's modern appeal derives from the constant search for any nuggets of intelligence that may give an organisation an edge over the competition, another part lies in the fact that The Art of War offers an opportunity to gain insights into the Oriental mind that do not come from someone with a modern axe to grind or reputation to make. This article gives a comparative appraisal of Sun Tzu's work with that of Kautilya, the great Indian philosopher and Carl Von Clausewitz, the great Prussian military strategist.

THE DEPENDENCY SYNDROME OF INCLUSION: WOMEN IN PANCHAYATS EVIDENCE FROM A RANDOMISED SURVEY OF BIHAR

NUPUR TIWARI

This article summarises some of the findings of a sample survey of Bihar on “The impact of Political Reservations on Quality of Participation of Elected Women’s Representatives”. It is a part of the IDRC-NCAER₁ research programme on decentralisation and rural development. Using a data set collected from six districts across north Bihar, i.e. Sitamarhi, East Champaran, Katihar, Muzaffarpur, Purnia, and Supaul, it has tried to answer some questions related to the actual participation of elected women representatives in Gram Sabha meetings, issues they raised during those meetings, the type of development work they undertook, their role in increasing women’s participation, their interface with officials and stakeholders, their interaction with local people across social categories, their awareness of health and education related facilities and issues, the identification of beneficiaries, and so forth. The present decision-making procedures do not allow a greater participation of women and the very absence of women at these levels thus leads to preservation and reinforcement of male-oriented and male-benefiting types of decisions. Women’s low self-esteem at the household level and their new role in local politics where they are now expected to function as leader creates a contradiction.

MUNICIPAL CADRES IN TELANGANA — A CASE STUDY

D.V. RAO

Jawaharlal Nehru National Urban Renewal Mission (JNNURM) which was launched by Government of India during 2005 for integrated development of Urban Local Bodies (ULBs) envisaged infrastructural services and reforms. One of the reforms was ‘creation of cadre of municipal staff for different disciplines’ and it was expected to lead (i) ULBs to have full-time staff with specialised skills within the hierarchy of municipal set-up; (ii) clear career-growth path; and (iii) experience-sharing across cities through movement of personnel. Telangana State has been created as the 29th State in India in June, 2014. It has been carved out of Andhra Pradesh. The municipalities in Telangana are governed under Andhra Pradesh Municipalities Act, 1965. Well-established municipal cadres exist in Telangana. As per the Municipal Act, a municipality has to perform various functions through multiple

functionaries. There is well-structured functional hierarchy (staff model) in the municipal system in the State. There are three services which cater to the personnel requirements of municipalities in Telangana, viz. (i) State Service, (ii) State Municipal Service, and (iii) Municipal Service. Under State Service, senior officers working in municipalities like Commissioner, Municipal Engineer, Municipal Health Officer and Town Planning Officer belong to this service. They work both in municipalities and government departments. Secondly, middle-level officers or employees of municipalities in the State are constituted as State Municipal Service with a common seniority to make them eligible for various posts in municipalities across the State. All other posts belong to Municipal Service. They are basically in the lower level of hierarchy and each Municipality is a unit of appointment. There is an organic linkage among the three Services. Further, Government has power to transfer any officer or employee of a municipality to the service of any other municipality. The reform contemplated under JNNURM aimed at 'creation of cadre of municipal staff for different disciplines' in the state of Telangana and the outcomes expected of the reform are already in place in the State.

SOCIAL SECURITY: A SITUATIONAL ANALYSIS OF SOCIAL PENSIONS IN MADHYA PRADESH

YOGESH KUMAR AND SHYAM SINGH

Delivery mechanism of basic social services has been one of the fundamental issues in determining the success or failure of poverty alleviation programmes, including social safety programmes in the country. Instead of problems of ineffective delivery of services being implicated at the level of macro policies, much of such problems rest at lower level of administration. This article looks at the problems related to the delivery of social security pensions in eight towns in MP. The article concludes that the responsibility of delivery of social security pensions should be given to local and decentralised structures with fundamental changes in the system of sanctioning and disbursement of pensions.

WOMEN'S HEALTH AND RIGHTS IN INDIA: ISSUES AND CONCERNS

A.R. NANDA, BIJAYALAXMI NANDA AND O.P. SHARMA

The article examines the integral link between women's health, rights and the policies and programmes of the State regarding them. The analysis of the statistical profile of women from the Census of India, National Health Financing Scheme (NHFS) and the National Sample Survey (NSS) provides a comprehensive overview of the status of women in India. Each and

every dimension of women's health and rights ranging from survival, mortality, marriage, fertility to work participation, domestic violence and political participation is highlighted here. The article draws attention not only to the statistical trends concerning women and girls in India, but also to the policy and programmatic factors that act upon, influence and sometimes impede women's access to their rights in each and every field. The complex interplay of socio-cultural ethos and the policy environment reflected in the attitudes and mindset of the government is brought to fore. The ideological consciousness of the government authorities reflects at times a patriarchal and instrumental approach towards women and girls. This makes it difficult for gender-sensitive laws, policies and programmes to achieve their well-intended goals. The contradictions in certain policies and programmes in terms of achieving equality for women and girls in India is also discussed here.

While the article specifically addresses the issue of women's health, it strives to use this aspect as an example to reveal how issues and concerns of women are interlinked in terms of their access and achievement of the goals of equality and non-discrimination. The article underscores how the constitutional guarantees and rights for women and girls in India have become an exercise in rhetoric. This has been clearly revealed from the statistical profile of women in India and the disconnect between the implementation of policies and programmes from this glaring reality in the country. The article concludes that the implementation of policies and programmes need to be viewed from a gender lens. Women's concerns and issues need to be mainstreamed within the core policy discourses and policy environment of the country in order to create a democratic and egalitarian society.

PROJECTED PUBLIC EXPENDITURE ON LAW ENFORCEMENT AGENCIES — A CASE STUDY OF PUNJAB STATE

SIMRANJEET SINGH BAINS

Public expenditure bears the responsibility for sustained economic development. Internal disturbances and high crime rates prove detrimental to the economic health of a nation. The present article is an attempt to ascertain the future trends of crime and public expenditure on police services in Punjab up till 2023.

The total police expenditure is highly dependent on total crime in the Punjab state as the value of R_2 is 0.885 and, moreover, both these variables have very high degree of correlation to the extent of 0.941. Lastly, some suggestions are made. A future research unit must be established at Punjab Police headquarters. Through the use of environmental scanning and analytical examining of the right data with appropriate forecasting methods, the future research unit may produce forecasts and policy options that allow police department to surmount the odds of preferable future from among the many existing alternatives.

CIVIL SERVICE TRAINING : THE CHANGING NEED

R. N. THAKUR

Training is a process of socialisation and professionalisation of the Civil Service. While referring to the British and French civil service training, this article emphasises the civil service training in India, its changing need with reference to the emerging problems and challenges faced by the Indian society in which administrators act as change agents.