



IIPA NEWSLETTER

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INSTITUTE NEWS

ToT on IT Act, Policies, Guidelines and Frameworks

Sponsored by the Ministry of Electronics and Information Technology, under the Project on Awareness and Skill Development Programme for District Level SC/ST Officials through State ATIs, the captioned programme was conducted at IIPA from February 7-11. Prof. P. K. Joshi, Professor, School of Environmental Sciences, JNU; and Shri Trilok Chandra, Director, Capacity Building, Ministry of Electronics and Information Technology, were the guests at the inaugural session. Dr. N. Saravana Kumar, Private Secretary to the Minister of Communications and Information Technology, gave the valedictory address. The programme was designed to empower the ATI trainers with knowledge and skills required to deliver effective training on various policies, acts, rules, bills, guidelines and framework of e-governance to the district officials in their respective states. The deliberations were centred on relevant topics including internet-related policies, IT Act 2000, ESD rules, EDS bill, emerging trends and technologies, basics of project management, policies, guidelines and frameworks specific to e-Kranti and Digital India. These sessions were conducted by academia and industry and experts including NASSCOM, NeGD, Google, Ministry of Communication, and Fortune Institute of International Business (FIIB). Thirteen ATI trainers/ representatives from five ATIs were trained on what to deliver and how to deliver these topics to the target audience (district officials). Dr. Charru Malhotra coordinated the programme.

Workshop on Social Conflicts Analysis and Resolution Approaches

Sponsored by the Ministry of Personnel, Public



Shri Trilok Chandra addresses the participants. He is flanked by Prof. P.K. Joshi on his right; and by Dr. Charru Malhotra on his left.

Grievances and Pensions, the programme was conducted at IIPA during February 6-8. Besides enabling the participants to evolve a comprehensive understanding of social conflicts and approaches to conflict resolution with social justice, the programme provided an opportunity for them to share experience and analyse actual conflict situations and resolution strategies by the participants while insights from scholarly work in the area were shared to facilitate discussion on the possible approaches which they may consider meaningful in their own specific context. Programme faculty comprised guest speakers and the programme coordinator, Prof. Dolly Arora.

Programme on Budget Execution and Public Finance Management

The Institute organised the experience-sharing programme of Afghan delegation on the captioned topic from February 9-17. Mr. G.R. Nezirabi, First Secretary, Embassy of Afghanistan, addressed the participants in the inaugural session. The programme was designed

for an active learning through participation-centred activities including group works, debates, case studies and critical thinking about civil society organisations (CSO) work with community engagement in national budget and social audit in India at the Centre and the region. The experience-sharing and learning tour aimed at strengthening the capacity of the members of the CSO Advocacy Group on National Budget to effectively contribute in the process of national budget at different stages, including formulation, enactment, implementation, monitoring and audit. Nineteen CSOs members of the Afghanistan Advocacy Group on the National Budget attended the programme. Programme faculty comprised guest speakers and the programme coordinator, Dr. V.N. Alok.

Programme on Consumer Protection and Consumer Welfare

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the programme was conducted at IIPA by its Centre for Consumer Studies for the faculty members of training institutions on consumer protection and consumer welfare from February 6-10. Apart from enhancing the participants' knowledge and skill in the area of consumer protection and consumer welfare, the programme was designed to enable them to: (i) understand the need and importance of consumer protection and welfare; (ii) acquaint them with the national and international dimensions of consumer protection and the role of various stakeholders; (iii) explain the various provisions of the Consumer Protection Act and other legislations having a bearing on consumer protection; (iv) discuss the legal dimensions of consumer protection in different service sectors such as medical, banking, housing, telecom, etc; and (v) develop training skills. Programme faculty comprised guest speakers and



Mr. G.R. Nezrabi addresses the participants.

in-house faculty. Prof. Suresh Misra and Dr. Mamta Pathania coordinated it.

Programme for the Presidents and Members of the District Consumer Forums

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution under the guidance of the National Consumer Disputes Redressal Commission, the programme was conducted at IIPA by its Centre for Consumer Studies from February 13-17. Apart from elaborating and integrating the various provisions of the Consumer Protection Act and other legislation having a bearing on consumer protection, the programme was designed to enable the participants to: (i) appreciate the intricacies of judicial procedure in general and the requirements of fairness and reasonableness in the functioning of quasi-judicial bodies such as the consumer disputes redressal agencies in particular; (ii) effectively make use of the art of judgement-writing in delivering the orders of the consumer courts; (iii) appreciate the legal dimensions of the case laws developed in the area of consumer protection; and (iv) develop effective leadership for better administration of consumer justice. Programme faculty comprised guest speakers and in-house faculty. Prof. Suresh Misra and Dr. Sapna Chadah coordinated it.

High Impact Change through e-Governance

Sponsored by the Delhi Jal Board, the programme was conducted at IIPA for DJB engineers from February 13-25. Besides understanding the intricacies in human resource management for credible image building of the organisation, the programme was designed to enable the participants to: (i) comprehend the ways and means through which flexible management system is operated in the broader context of generating higher revenue; (ii) understand the legal mechanism before entering into a contract so as to avoid liquidated damages; (iii) apply vigilance guidelines for better contract management; (iv) learn the application of e-communication for robust and transparent communication system in the organisational environment; (v) acquire skills to use paperless communication through web portal; (vi) learn principle of natural justice to establish a good connect with judicial pronouncements on misconduct and charge sheet; (vii) explain national and international commercial contracts to handle different contracts; (viii) use the description-related letter of intent and letter of acceptance; and (ix) apply and appreciate

best practices in contract management, e-procurement and preventive vigilance investigation. Programme faculty comprised guest speakers and the programme coordinators, Dr. Kusum Lata and Dr. Saket Bihari.

Programme on Bid Process Management: Preparation of RFPs

Sponsored by the Ministry of Electronics and Information Technology under National e-Governance Plan 2.0 and Digital India, the programme was conducted at IIPA during February 15-17. Apart from explaining the basics of e-governance and e-Governance Project Life Cycle (e-GLC), the programme was designed to enable the participants to: (i) state the growth of e-governance in India till Digital India Programme with special reference to MyGov portal; (ii) understand and define the core components of detailed project report (DPR); (iii) recognise service level management, exit policy and escalation mechanism for e-governance projects; (iv) know cost components and business models for e-governance projects; (v) describe and apply solution architecture for request for proposal (RFP) as applicable to e-governance initiatives in Indian context; (vi) understand the principles of procurement process and DPR; (vii) decipher the cyber security concerns; and (viii) understand the best practices for preparation of expression of interest (EOI) and key legal terms through bid process management. Programme faculty comprised guest speakers and the programme coordinator, Dr. Charru Malhotra.

Programme on Public Policy, Governance and Administration

Sponsored by the Ministry of Finance, the programme was conducted at IIPA from February 27-March 3. Besides studying policy-making and implementation processes to create improved understanding of events happening in society, the programme was designed to enable the participants to: (i) comprehend basic foundation and components of governance and administration; (ii) understand growing need and importance of good governance; (iii) learn tools and methodologies to promote good governance; and (iv) examine some key policies in-depth by looking into the process, procedure and outcome. Programme faculty comprised guest speakers and in-house faculty. Prof. Sushma Yadav, Dr. Sapna Chadah and Dr. Gadadhara Mohapatra coordinated it.

Inter- Chair Dialogue on the Mandate of Ambedkar Chairs

Sponsored by Dr.B.R.Ambedkar Foundation, Ministry of Social Justice and Empowerment, Dr. Ambedkar Chair in Social Justice of IIPA organised the programme on February 28. Shri B.L. Meena, Member Secretary, Dr. Ambedkar Foundation, gave the opening remarks. He had a discussion with all the Chair professors regarding the functioning of the Chairs. He stressed the need for regular review of the Chairs and recommended for a bi-annual Inter-Chair Dialogue. Shri D.P. Majhi, Director of Dr. Ambedkar Foundation, highlighted the different facets of Ambedkar's personality and ideology. He shared the vision and mission of Dr. Ambedkar Foundation. Shri K. Narayana, Managing Director of National Backward Classes Finance and Development Corporation, shared his views on challenges of socio-economic integration of marginalised communities. He expressed that even after providing financial support and skill development opportunities to the marginalised sections of the society, social stigma restricts them to become part of the main stream. The two former Chair Professors of Dr. B. R. Ambedkar in Social Justice, IIPA and members of Dr. Ambedkar Chairs Review Committee, Prof. Sushma Yadav, Professor of Public Policy and Governance and Prof. Shri Prakash Singh, Department of Political Science, University of Delhi graced the event. Prof. Sushma Yadav in her special remarks emphasised to focus on empirical research studies. Prof. Shri Prakash Singh shared his ideas and suggestions on the quality research and evaluation studies to be undertaken by the Chairs. Prof. C. Sheela Reddy coordinated the programme.



Shri D. P. Majhi addresses the audience. Sitting on his right is Prof. Sheela Reddy.

As per the decision taken by the Executive Council in its 301st meeting held on April 11, 2016 as also in its 303rd meeting held on October 20, 2016 and in partial modification of the notification dated October 10, 2014, all concerned are hereby informed that for the use of the hostel facilities at IIPA, New Delhi: (A) The members over the age of 70 years may be allowed one attendant to accompany him/her at the rates as applicable for accompanying spouse provided that: (i) the member is not accompanied by the spouse; (ii) the attendant is of the same gender as that of the member subject to the condition that this gender restriction would not be applicable if the member is accompanied by own son/grandson or daughter/granddaughter as attendant; and (iii) the member is willing to adjust the attendant in his/her own room. This facility will be only for the first five days of the stay. (B) In case separate room is demanded for the attendant, the member has to pay the applicable rent for the attendant meaning thereby that if the attendant is a member, rate applicable will be as for member and if the attendant is non-member, he/she shall pay non-member rate.

Attn. IJPA Subscribers!

It is for information to all concerned that M/s SAGE Publications is going to print the Indian Journal of Public administration (IJPA) from January-March 2017 issue onwards. As such, those interested to subscribe IJPA are advised to contact: Ms. Komal Mathur, email ID: komal.mathur@sagepub.in (Tel; 011-40539222 Extn. 405), SAGE Publications for subscription/ circulation related queries.

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I, Dipankar Guha, hereby declare that the particulars given above are true to the best of my knowledge and belief.

Sd/-
(Dipankar Guha)

Dated: February 28, 2017

Solicitation of Articles for IJPA

Like every year the Institute is bringing out a Special Issue (July-September 2017) of the *Indian Journal of Public Administration* on "Discretionary Powers of the President and Governors in India in Constitution and Practice". Articles on the topic are solicited from willing contributors for this year's Special Issue in 5000 words or thereabout along with an abstract of around 250 words latest by April 15, 2017. Articles may be mailed to iipaijpa@gmail.com and copy to either dipankar56@gmail.com or profmpsingh@gmail.com. Following is the note on the theme:

Discretionary Powers of the President and Governors in India in Constitution and Practice

A reading of the text of Indian Constitution indicates that it does not explicitly grant any discretionary powers, especially after the 42nd and 44th Amendments (1976 and 1978). The President is expressly required by Article 74 of the Constitution to always have a council of ministers to aid and advise and to always act in accordance with its advice in exercise of his/her functions. The original Constitution had left the presidential action in conformity of the advice of the ministerial council subject to the constitutional convention. The subsequent constitutional amendments made it a matter of a written constitutional provision, leaving the President the only leeway that he/she "may require the Council of Ministers to reconsider such advice, or either generally or otherwise", but added that "the President shall act in accordance with the advice tendered after such reconsideration" (44th amendment). The amendments incorporate the view taken on this issue by the Supreme Court of India in *Samsher Singh vs. State of Punjab* (AIR 1974 SC 2192). Article 74 (2) also adds: "The question whether any, and if so what, advice was tendered by ministers to the President shall not be required into any court". The use of "Ministers" in plural implies the Council of Ministers here barring individual ministerial advice to the President. In case law it is, however established that clause 2 of this Article does not bar judicial scrutiny of ministerial advice to the President (*S.P. Gupta V. President of India* AIR 1982 SC 149; *State of Rajasthan v. Union of India* AIR 1977 SC 1361). Moreover, courts can justifiably look into the basis of the advice subject to the provisions of Section 123 of the Evidence Act (*Kartar Singh v. State of Punjab*, (1944) 3 SCC 569).

The President seems to enjoy some discretion in the appointment of the Prime Minister, if not of Ministers. For Article 75 (1) provides; "The Prime Minister shall be appointed by the President and the other Ministers shall be appointed by the President on the advice of the Prime Minister." However Article 75 (3) goes on to add that "The Council of Ministers shall be collectively responsible to the House of the People". This clause restricts the President's discretion to appointing the leader of the party or coalition of parties enjoying majority in the House of the People after an election and any subsequent contingency as to political realignment, etc., in an existing House. Or are there different interpretations possible as to the constitution, precedents/ or conventions in India?

Despite the blanket provision regarding acting in accordance with ministerial advice mentioned above, does the President have any powers in the functioning or malfunctioning of the Government of India and /or the governments in states in normal or emergency conditions contemplated in Article 352 (National emergency), Article 356 (emergency in a state) and financial emergency in India or any of the states of the Indian Union (Article 360)?

So far, all Presidents have acted in accordance with the constitutional and or nominal role of the President in the affairs of the Union and state governments, including Rajendra Prasad, Giani Zail Singh and R. Venkataraman, who in their notes, speeches, and memoirs gave vent to the opinion that the President does have discretionary role in some normal or abnormal situations even though they never acted upon their interpretations and understanding. Rajendra Prasad, for example, believed that the powers of the British Crown and the Indian President cannot be identical to the British Crown, as is commonly argued, for the simple reasons that the Crown is hereditary whereas the President is elected (even though indirectly); the United Kingdom is unitary whereas India is federal where the President is elected by a federal electoral college; and Crown can do no wrong whereas the President is impeachable. Zail Singh and Venkataraman were called upon to act against Prime Minister Rajiv Gandhi in the context of corruption charge in relation to Bofors arms supply deal. They did not act in the matter but have left behind controversial opinions.

Does the President (and for that matter Governor of a state) have discretionary powers independent of Cabinet advice in sanctioning prosecution of ministers

and civil servants under various Central and /or state laws? The same question applies to the power of the President and Governor under the Constitution to grant clemency to citizens convicted with death sentence.

Does the President (and for that matter a Governor) have discretionary powers as Visitor or Chancellor of universities? These are subject to the parliamentary and state legislative legislations relating to the central and state universities concerned.

Do the President and Governors enjoy any discretionary powers regarding the dissolution of the popularly elected House of the legislative branch of the governments at the Union and state levels? In the United Kingdom the advice of a Prime Minister as to the dissolution of the House of Commons is absolute even when such an advice is made by a Prime Minister who has lost the majority in the Commons. In Canada in 1926, Prime Minister Lyon Mackenzie King who had lost majority requested Governor General Juliam Byng to dissolve the Commons and call a fresh election. Byng refused but in the ensuing election King was returned with a clear majority. Since then no Governor General has done so, setting an established constitutional convention in the matter. The practice in India has diverged both at the state level since the late 1960s and at the Centre since late 1970s, though, to my mind subject to correction on, there may be only a rare case when a Prime Minister, having lost majority, has advised the President for dissolution of the Lok Sabha. The discretionary power, of the constitutional heads of the federal or regional states in India appear to be well established in refusing automatic dissolution in case of a head of government who has lost parliamentary or legislative majority.

While the Constitution has not expressly provided for discretionary powers of the President, it has, on the other hand, made such provisions in relation to the Governors. Article 163 (1) reads: "There shall be a Council of Ministers with the Chief Minister as the head to aid and advise the Governor in the exercise of his functions, except in so far as he is by or under this Constitution required to exercise his functions or any of them in his discretion". Clause (2) of this article makes the decisions of the Governor final determining the matters in respect of which his discretionary powers apply and the validity of this issue or "shall not be called in question on the ground that he ought not to have acted in his discretion." Clause (3), as in the case of the President, stipulates that "The question where any, and if so what, advice was tendered by Ministers to

the Governor shall not be inquired into in any court."

An obvious area of gubernatorial discretion is the dismissal of a state government and/or dissolution of the Assembly by the Union executive on account of the failure of constitutional machinery in a state under Article 356.

In terms of express constitutional provisions the Governor is required to act in his discretion in the following matters:

1. The powers of the Governor of Assam under paragraph 9 of the Sixth Schedule to the Constitution :
2. The functions of a Governor appointed to be an administrator of a Union Territory;
3. The functions under Articles 371 (2); 371 A (b); 371C (1); 371F (g).

In other cases the Governor must act on the advice of the Council of Ministers (Rai Sahib Ram Jawaya Kapur v. State of Punjab, AIR 1955 SC 549; A. Sanjeevi Naidu v. State of Madras, AIR 1970 SC 1102. Moreover, the function of hearing appeal against Public Service Commission by a Governor is also to be performed on cabinet advice (UP Public Service Commission v. Suresh, AIR 1987 SC 1953).

In addition to any of the above issues in general, contributors can also opt to present a detailed case study of any particular formation or dissolution of a regime at the Union level or a specific case of a dissolution of a state government under Article 356, or any aspect of the gubernatorial role Chancellor of a state University, or discretionary exercise of relation to tribal areas or tribal governance under the Fifth or Sixth Schedule of the Constitution.

Recommended readings:

- Constituent Assembly Debates, New Delhi: Lok Sabha Secretariat in several reprints.
- Framing of India's Constitution, Documents and Notes compiled in 5 volumes by B. Shiva Rao and team including Subhash Kashyap who later added a 6th volume in a later edition, New Delhi: Metropolitan Publishers, 1967 and 2006.
- Presidential Discretion by Debtoru Chatterjee, New Delhi: Oxford University Press, 2016.
- The Constitution of India, Text and Notes by P.M. Bakshi, New Delhi: Universal Law Publishing, 2015.
- V. N. Shukla's Constitution of India, Text and Notes revised and updated in multiple editions by Mahendra Pal Singh.

Faculty News

- NITI Aayog has nominated Prof. Aasha Kapur Mehta to be one of the two experts to assist them in formulating the chapter on the Rural Economy for the Proposed Vision, Strategies and Action Plan Document. She has also been nominated by the Ministry of Rural Development as a Member of the Committee on Performance-based Payments for Better Outcomes for Rural Development Programmes.
- On the invitation from the University of Paris, Dr. Charru Malhotra, Associate Professor of e-Governance and ICT deliberated in the round table on “Open Parliament and Open Government” and also presided over the “Youth Research Group for Open Government” in the conference on “Academic Days on Open Government” during December 5-6. She also presented a paper entitled “Enhancing Citizens’ Participation in Governance: Digital India and MyGov”. The research through this paper upholds the aim to augment citizens’ collaboration and participation for addressing the governance concerns in Digital India Programme through collaborative indigenous social media platform – MyGov. Dr. Malhotra, also talked about Digital India Programme -- a much hailed programme of Prime Minister of India. The inputs insights given by her for innovative strategies and policy recommendations to achieve sustainable development in a participatory manner using collaborative e-governance models were highly appreciated and well taken by the international delegates. Dr. William Gilles, Director, Department of Public Administration, University of Paris Sorbonne felicitated Dr. Malhotra for her distinctive contribution and deliberation.
- Prof. C. Sheela Reddy, Chair Professor of Dr. B.R. Ambedkar Chair in Social Justice, chaired a technical session on “Social Exclusion and Inclusion of Marginalised Groups (Women, Minorities, ST/SC/OBCs)” in the UGC SAP DRS-1 National Seminar on “Rights-based Development and Good Governance Practices in India”, organised by the Department of Political Science, Jamia Millia Islamia, during March 1-2. Earlier, Prof. Reddy chaired a technical session on “Ambedkar and Gender Issues” in a seminar on “The Relevance of Dr. Ambedkar’s Thought in Contemporary India”, organised by Department of Political Science, Shyam Lal College (Eve.) and Department of Buddhist Studies, Faculty of Arts, University of Delhi during January 14-15. She was a guest speaker on the topic “Dr. Ambedkar’s Contribution Towards Women Empowerment” in the National Conference on “Relevance of Dr. Ambedkar’s Thoughts in 21st Century”, organised by NESS Wadia College of Commerce, Pune during January 20-21.

NEWS FROM BRANCHES

Karnataka Regional Branch

The branch jointly with BILA (B-CARL) organised a seminar on “Sexual Harassment of Women at Workplace” on September 3. The seminar mainly served to share insights analysis to create stronger bonds among diverse groups to work together to change the unfortunate realities and, thereby, translating new understanding to activism specifically in sphere of women employment. In her key-note address, Smt. Uma Mahadevan, Principal Secretary, Women and Child Development, Government of Karnataka, touché upon the gender discrimination and inequalities as a deep rooted social practice and addressed the issue of sexual harassment of women

at workplace. Shri S. Ramanathan, Chairman of the branch, presided over the programme.

Kerala Regional Branch

The branch teamed up with the Government Law College, Thiruvananthapuram, in organising a workshop on “Civil Service and Corruption: Need for Transparency” February 20. Shri V.S. Achuthanandan, Chairman of Administrative Reforms Commission and former Chief Minister of Kerala, inaugurated the workshop. He stressed the need for transparency to check the evils of corruptions in public service. Prof. Joseph K. Alexander, Chairman of the branch, presided over the function. Shri Vinson M. Paul, Chief Information Commissioner,

विशेषांक: सुशासन एवं विकास

राष्ट्र समुदायों में शासन को सही तथा प्रजातांत्रिक तभी समझा जाता है जब संस्थानों का कार्यकलाप पारदर्शी हो। इस प्रक्रिया में शामिल है स्वच्छ चुनाव, कानूनी प्रक्रियाएँ जो भ्रष्टाचार से मुक्त हो और जवाबदेही से परिपूर्ण हो। अतः सुशासन निष्पक्षता, सहभागिता, बहुलवाद, पारदर्शिता, जवाबदेही तथा विधि के शासन से संबंध रखता है।

सुशासन को सबसे बड़ा खतरा भ्रष्टाचार, हिंसा, गरीबी, अपारदर्शिता, असुरक्षा आदि से है। अतः सुशासन का अभिप्राय ऐसी शासकीय व्यवस्था से है जो सक्षम, जवाबदेह समग्रता तथा पारदर्शिता से परिपूर्ण हो। सुशासन का संबंध न केवल ऊपर वर्णित तथ्यों से है बल्कि इसका संबंध अच्छी राजनीति, अच्छा प्रबंधन एवं जनसहभागिता आदि से भी है।

मानवीय शासन का संबंध मुख्यतः तीन बातों से है। पहला, अच्छी राजनीतिक व्यवस्था, दूसरा, अच्छी आर्थिक व्यवस्था जिसका संबंध दीर्घजीविता से हो, संपत्ति सुरक्षा से हो, बाजारी व्यवस्था को दुरुस्त करने से हो। जिनका अंतिम रूप से संबंध लोगों के विकास, पर्यावरण सुरक्षा, न्याय के साथ आर्थिक विकास तथा अच्छा न्यायिक प्रबंधन जिसमें स्वतंत्र रूप से आपसी आदान-प्रदान हो, जो कि सशक्त संरचना से ऊपर हो तथा जिसमें महिलायें, गरीब, साम्प्रदायिक रूप से अल्पसंख्यक आदि शामिल हों।

जहां तक सुशासन और विकास का संबंध है विकास एक बहुत ही भ्रामक अवधारणा है। अर्थशास्त्री इसका मतलब सकल राष्ट्रीय उत्पाद (GNP) से लगाते हैं। समाजशास्त्री मानते हैं कि विकास के दो पहलू हैं आर्थिक एवं गैर-आर्थिक विकास। गैर-आर्थिक विकास में सामाजिक विकास, नैतिक विकास व शैक्षिक विकास, मानवीय विकास, पर्यावरणीय विकास, ग्रामीण विकास आदि शामिल है। इन विकासों की जब तक परिकल्पना नहीं की जाती तब तक सुशासन सुनिश्चित नहीं है। क्योंकि सुशासन और विकास एक ही सिक्के के दो पहलू हैं।

भारतीय लोक प्रशासन संस्थान ने अपनी प्रसिद्ध पत्रिका, 'लोक प्रशासन' का वार्षिक विशेषांक 'सुशासन एवं विकास' को प्रकाशित करने का निर्णय लिया है। इस संदर्भ में आप अपने विद्वतापूर्ण लेख निम्नलिखित सुझाये गए पहलुओं पर केंद्रित करें जैसे:-

1. सुशासन के निर्धारक तत्व
2. विकास और सुशासन का संबंध
3. सुशासन एवं लोकप्रशासन का बदलता स्वरूप
4. सहभागी प्रबंधन और विकास
5. नगर समाज का बदलता स्वरूप एवं सुशासन
6. पंचायती राज, सुशासन एवं विकास
7. सुशासन एवं मानव विकास
8. सुशासन के लिए लोक सेवाओं में सुधार की आवश्यकता

इसके अलावा आप अपनी ओर से जो उपयुक्त तथ्य इस विषय से संबंधित हो उनका योगदान भी अपने लेख में कर सकते हैं।

एक विशेष निवेदन यह है कि अपने लेख के साथ 200 शब्दों में लेख का सारांश अवश्य भेजें। आप सॉफ्ट कॉपी संपादन विभाग के ई-मेल ijpa2012@gmail.com पर भी भेज सकते हैं।

Kerala, spoke on the occasion. Shri K. Raju, State Minister for Forest, delivered the key-note address. A book entitled *Keralathile Udyogastha Rashtreeyam Bharanaparishkaranathinu Oru Aamukhom* by Prof. John Pulperambil, former Professor of IMG, was also released on the occasion. Dr. K.R. Reghunathan, Principal of Government Law College, addressed the audience.

Uttar Pradesh Regional Branch

The branch jointly with its sister NGO, SHERPA, organised a workshop on "Strengthening of Ethical Values in Governance" on December 17. Shri R. Ramani, Chairman of the branch, presided over

the programme. Emphasising on people-oriented and people-serving governance, he referred to a recent study by the World Bank on these issues in which emphasis has been laid on good governance and the need for public administration to be seen and felt as an instrument of public service aimed at helping all citizens, particularly those who are poor, less educated, handicapped and less well-endowed. He observed that the other needs of good governance to become a reality are regular performance appraisals, monitoring of projects and programmes, evaluation and application of quick corrections where needed.

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