



**BUILDING
CAPACITY**
for Governance



HIGHLIGHTS

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- Union Minister of Tribal Affairs inaugurates a programme

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INSTITUTE NEWS

IIPA condoles demise of Shri T.N. Chaturvedi, IIPA Chairman and former Governor of Karnataka & Kerala

IIPA fraternity expressed their grief over the demise of its beloved Chairman, Shri Triloki Nath (TN) Chaturvedi, IAS (Retd.) who passed away on January 5, 2020 at Kailash Hospital in Noida at age 92. IIPA employees paid homage and a floral tribute to Padma Vibhushan Shri TN Chaturvedi at the Institute on January 7, 2020 for his illustrious service to IIPA.

An IAS Officer of 1950 batch of Rajasthan Cadre, Shri Chaturvedi served the State as well as the Centre in various capacities. He had been the Secretary (Education) as also Secretary (Home) at the Centre. He served as the CAG of India with distinction. A two time MP from Rajya Sabha, Shri Chaturvedi was appointed the Governor of Karnataka in 2002 and served the full term till 2007.

He had a very special relationship with IIPA being its Life Member since 1959. He served as Director IIPA also (1979-81) and Editor of its most prestigious journal, the Indian Journal of Public Administration (IJPA) from 1970 to 1999. He also served as the Chairman Standing Committee at IIPA from 1990 to 2002. He became Chairman of IIPA in 2004 and served IIPA as Chairman till his demise on 5th January 2020.

Various Regional and Local Branches of IIPA, located all over India, have expressed their grief and organised condolence meetings at their locations.



Hon'ble Union Minister of Tribal Affairs, Shri Arjun Munda inaugurates National Consultation on Capacity Building & Strengthening of TRIs

Hon'ble Union Minister of Tribal Affairs, Shri Arjun Munda inaugurates National Consultation on Capacity Building & Strengthening of TRIs National Consultation on *Capacity Building and Strengthening of Tribal Research Institutes* was organised by Centre of Excellence, Tribal Affairs, IIPA, from January 29- 30, 2020. It was sponsored by Ministry of Tribal Affairs, Government of India. The overall goal of the programme was to develop and evolve a standardised training process and module for streamlining the various practices carried out by various TRIs. Hon'ble Union Minister of Tribal Affairs, Shri Arjun Munda inaugurated the event. Dr Nupur Tiwary coordinated the programme.



Special Lecture on Containing Onslaught of China

A special lecture was organised on *Containing Onslaught of China* on January 21, 2020 in IIPA. Shri Pradip Bajjal, Former Chairman, TRAI delivered the special lecture. Shri S.N. Tripathi, Director, IIPA presided over the lecture. Prof. Ashok Vishandass coordinated the lecture.



Special Lecture on Urban Agenda of EU and India

A special lecture was organised on *Urban Agenda of EU and India* on January 15, 2020 in IIPA. Ms H. Faeregemann of European Union delivered the special lecture. Shri S.N. Tripathi, Director, IIPA presided over the lecture. Prof. K.K. Pandey coordinated the lecture.

Leadership & Emotional Intelligence Summit & Awards 2020

Leadership and Emotional Intelligence Summit and Awards 2020 was co-hosted by Forum for Emotional Intelligence Learning (FEIL) and IIPA and supported by Competency International (USA) and Emotional Intelligence Learning Systems (USA). The conference provided an opportunity for delegates to listen to CEOs, entrepreneurs and experts on new developments in EI related themes. The objective of the conference was to evolve as a great platform for the confluence of researchers and practitioners with diverse backgrounds from India and abroad who work in the area of Emotional Intelligence. Shri SN Tripathi, Director, IIPA and Dr Roma Mitra Debnath were the keynote speakers.



Programme on Social Mobilisation & Institution Development

A training programme on *Social Mobilisation and Institution Development and Self Employment* for DUDA and ULBs officials and officers of Government of Arunachal Pradesh (Capsule-II under ICB Programme) was organised by Centre for Urban Studies, IIPA from January 28-30, 2020. It was sponsored by the Ministry of Housing and Urban Affairs, Government of India. The objective of the programme was to provide urban sector overview highlighting the role of various missions and their convergence. The programme was coordinated by Prof. K.K. Pandey, Dr. Kusum Lata and Dr. Saket Bihari.



Programme for Scientists and Technologists

The 19th Foundation Training Programme for Scientists and Technologists has been organised from January 27 to March 20, 2020. It was sponsored by the Department of Science and Technology, Government of India, New Delhi. The objective of the programme is to appreciate the symbiotic relationship between Science, Technology, Development and Society and understand Science and Technology Policy with a social perspective. Programme Coordinators are Prof. Vinod K. Sharma and Dr. Shyamli Singh.

National Workshop on State Finances for State Legislators

IIPA teamed up with PRS Legislative Research and jointly organised a two-day 'National Workshop on State Finances for State Legislators' from January 20-21, 2020 at IIPA. Dr Rajiv Kumar, Deputy Chairman, NITI Aayog delivered the key note address on 'State of Indian Economy'. Shri S. N. Tripathi, Director, IIPA delivered the inaugural address. Forty-six Members of Legislative Assembly (MLAs) from different States participated. Mr M. R. Madhwan, CEO, PRS Legislative Research, Guest faculty and Dr V. N. Alok who coordinated the workshop from IIPA delivered lectures.



Workshop on Consumer Protection in Digital Era

A two-day workshop on Consumer Protection in Digital Era was organised by the Centre for Consumer Studies, IIPA, New Delhi in collaboration with Hemchandracharya North Gujarat University, Patan from January 3-4, 2020, at Patan, Gujarat. It was sponsored by the Department of Consumer Affairs, Ministry of Consumer Affairs, Food and Public Distribution, Government of India. The main objectives of the workshop was to enhance the knowledge and skill of the participants in the area of Consumer Protection and Consumer Welfare. The programme was inaugurated by Dr S K Nanda, IAS, ex-Chairman and MD, GSFC and former Principal Secretary, Food Civil Supplies and Consumer Affairs Department and Former Additional Chief Secretary, Home Department, Gujarat. Shri D L Parmar, Controller, Legal Metrology and Director Consumer Affairs, Gandhinagar, Gujarat was the Guest of Honor. Shri RamjiBhai Mavani, Chairman, Consumer Coordination Council, New Delhi was the special guest. The valedictory address was delivered by Shri N. M. Rathod, Assistant Controller, Department of Legal Metrology, Mehsana, Gujarat. Prof. Suresh Misra and Dr. Mamta Pathania coordinated the workshop.



Programme for Hospital and Health-care Administration

A one-week training programme for Hospital and Health-care Administration was organised from January 20-24, 2020. It was sponsored by Central Tibetan Administration (CTA) and United States Agency for International Development (USAID). The objective was to equip the Medical Officers and Hospital Administrators with the necessary administration and management inputs for efficient and effective management of their health facilities and healthcare system. Dr. Pawan K. Taneja and Dr. Roma Mitra Debnath were the programme coordinators.

MDP for Judicial Officers of UP

The Management Development Programme (MDP) for Judicial Officers of Uttar Pradesh was organised from January 6-10, 2020, 13-17, 2020 and 20-24, 2020 respectively. It was sponsored by the Law Department, State Government of Uttar Pradesh Judicial Training and Research Institute. The objective of the programme was to bring about management development with regard to the different behavioural dimensions that have far-reaching significance in the direction of organisational effectiveness. Dr Surabhi Pandey coordinated the programme.

FACULTY NEWS

- ❑ Executive Committee Members of IIPA paid homage to Padma Vibhushan Shri TN Chaturvedi during the 315th Meeting of Executive Committee on January 11, 2020.



- ❑ Shri UC Agarwal, IAS,(Retd)1952, Odisha cadre, Ex-Director of IIPA (2012-2013) passed away on January 3, 2020.

- ❑ Prof Suresh Misra made a presentation on Product Liability in the Seventh meeting of Indo- German Working Group on Quality Infrastructure at IHC.



- ❑ Shri S.N. Tripathi, Director, IIPA attended 71st EC meeting of HIPA chaired by Chief Secretary, Government of Haryana and the workshop was conducted on Solid and Waste Management.



- Dr K.K. Pandey spoke on Economic Development and Fiscal Policy in the National Capital Region in a National Workshop organised by NCRPB and Chaired by Shri OP Agarwal, CEO,WRI of World Bank at IHC New Delhi.



- Dr V.N. Alok interacted at RIPA, Jaipur with the mid-level State Service Officers on Public service delivery.

- Dr. Charru Malhotra was invited as a Member of Screening Committee for grant of the National e-Governance Awards for excellence in e-Governance for the year 2019-20 on January 3, 2020 under the Chairpersonship of Ms. Jaya Dubey, Joint Secretary, DARPG.
- National Human Rights Commission organised an Open House Discussion on *Securing Tribal Rights through FRA and PESA: Issues, Challenges and Way forward*. Dr. Nupur Tiwary, Faculty, IIPA was invited as an expert.



NEWS FROM BRANCHES

Kerala Regional Branch

The Branch organised a National Seminar on *CAA-NPR-NRC: Myth or Reality* at Sree Narayana College, Kollam on January 31, 2020. The seminar was inaugurated by Prof (Dr) K Jayaprasad, Pro-Vice Chancellor,



Central University of Kerala, Kasargod. He explained the constitutionality of the act and the steps taken by the Central Govt. Prof. M G Gopalakrishnan Nair, NSS Hindu College presented the theme paper. Faculty members of the College and activists participated in the discussions namely Dr. V D Radhakrishnan, Adv. Sajinath, Dr. Sreejith, Dr. Archa Arun, Dr. Preetha G S. Dr. R Sunil Kumar, Principal of the College presided over the meeting. Dr. G Radhakrishna Kurup, Secretary of the branch welcomed the gathering.

Madhya Pradesh and Chhattisgarh Regional Branch

A seminar was held in collaboration with Atal Bihari Vajpayee State University Bilapur on the topic Smart Governance on January 20, 2020. The Vice-Chancellor, Shri G. D. Sharma presided over the function. The keynote address was delivered by Shri Pushpendra Meena, Director Technical Education, Chhattisgarh. Shri Suyog Mishra, former Chief Secretary, Smt Indira Mishra Additional Chief Secretary, Prof Anil Chaudhry, Prof Anupma Saxena, Dr. Sanjay Alung, Collector Bilaspur and Shri Kewal Sethi, Chairman of the branch also addressed the gathering. Shri D. P. Tiwari, Hony. Secretary gave the vote

Rajasthan Regional Branch

The members of the IIPA Rajasthan Regional Branch condole the demise of Shri T. N. Chaturvedi on January 6, 2020 and prayed for peace to the departed soul. Members shared their reminiscences associated with Shri Chaturvedi and recalled his profundity, leadership humility and integrity. His contribution to IIPA and to the discipline and profession of Public Administration was matchless. May God give strength to his family to bear this grave loss.

Maharashtra Regional Branch

The branch and the Yashwantrao Chavan Pratishthan, Mumbai had jointly organised the 31st Yashwantrao Chavan Annual Memorial Lecture on *Changing Relationship between Bureaucracy & Politics* on January 17, 2020. The lecture was delivered by Dr. Bharatkumar Raut, former Rajya Sabha Member and Political Analyst. Shri Swadheen Kshatriya, IAS, (Retd.), State Chief Commissioner, Right to Public Services, Maharashtra State, and Hony. Chairman, MRB was in the chair. At the outset of the programme one minute silence was observed to pay homage to late Shri T.N. Chaturvedi, Chairman, IIPA, New Delhi. Shri Swadheen Kshatriya in his address spoke on the role of Bureaucracy in the administration. Shri. S.G. Kale, IAS (Retd.) General Secretary, Yashwantrao Chavan Pratishthan, Mumbai also spoke on this occasion and he narrated anecdotes of late Shri Yashwantrao Chavan and his views on the relationship between bureaucracy and politicians. Dr. Vijay Satbir Singh, IAS (Retd.), Member, MahaRERA & Hony. Secretary of the branch introduced the guest and gave introductory speech. Dr. Bharatkumar Raut, in his speech admired the contribution of late Shri Yashwantrao Chavan. The programme was concluded with a vote of thanks by Shri V.V. Deodhar, Cost Accountant and Treasurer, IIPA/MRB.

Dharwad Local Branch

The branch and KLE's SK Arts College and HSK Science Institute, Hubbli jointly organised *Voters' Awareness Programme* on January 20, 2020. Smt. P.N. Munavalli, Organising Secretary and HOD of Political Science of the college, spoke about the significance of the programme. Dr. Lingaraj D. Horakeri, Principal of the College inaugurated the seminar. Dr. Vijaykumar R. Betagar, Guest Speaker and Associate Professor, Good News College, Kalghatagi effectively explained about the role of Election Commission of India and its functions. Dr V.R. Betagar outlined about the various elections held in India after independence. Dr. A.R. Jagatap, Dean, Higher Education Academy, Dharwad made a presentation on *Vigilant Voter- the Need of the Hour*. Prof. S.S. Patagundi, Chairman of the branch and ICSSR Senior Fellow, CMDR, Dharwad presided over the programme.



IIPA PUBLICATIONS

CALL FOR PAPERS

SPECIAL ISSUE OF **INDIAN JOURNAL** OF PUBLIC ADMINISTRATION
2020 IN COLLABORATION WITH **SAGE PUBLICATIONS**

THEME: Administrative Responsiveness with reference to Public Service Delivery in India

Manuscript submission deadline: February 29, 2020

For more information and theme note please get in touch: chukkathmeghna@gmail.com

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 Indraprastha Estate, Ring Road, New Delhi- 110002

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IJPA 2020 Special Issue Theme-Note

Administrative Responsiveness with reference to Public Service Delivery in India

In measuring administrative responsiveness in the domain of public service delivery one would, at a rudimentary level, invoke two yardsticks. The first concerns the timeline. The second yardstick relates to the substantive consideration as to whether the services delivered are actually in line with the needs of the service-users.

One might therefore say that the caption of the theme-note defines with precision and elegance the scope of the Indian Journal of Public Administration's special issue for the year 2020. The instrument specially designed to create, preserve, protect, and enhance administrative responsiveness in the domain of public service delivery had arisen on the scene, in this country, in 1997. It carries a captivating name: it is known by the label of "citizen's charter". And today, when it is 22+, India's citizen's charter programme stands in the need of a scrutiny.

(1) Rise of the Idea

The idea of public services tailored to the requirements of the service-users had emerged as a paramount concern by the time the decade of the 1990s dawned. The rise of the 73rd and 74th Constitution Amendment Acts, in 1992, as much as that of the Panchayats (Extension to the Scheduled Areas) Act, 1996 and the Department of AR&PG initiative which culminated in the "Action Plan for Effective and Responsive Administration" following the May 1997 chief ministers' conference under the chairmanship of Prime

Minister bear a fulsome testimony to this assertion.

While the 1992 and 1996 legislations seek this via the route of localization – stressing devolution of power from the centre to localities *where the people actually live* – the Department of AR&PG’s “Action Plan” seeks it through a stringent de-concentration strategy designed to extract maximal performance from the front-line functionaries (or the customer-contact employees) of the bureaucratic machine.

Devolution – that organizationally expresses itself in the form of local self-governing institutions (LSGIs) – forms the political route to decentralization and it aims to address the social justice and exclusion-related issues. Contrastingly, in referring to de-concentration one invokes decentralization in its narrow, techno-managerial incarnation concerned with the delegation of operations, not power. A principal-agent relationship obtains between the headquarters and field agencies unlike in the case of devolution where the delegator and delegate are co-ordinates of each other.

This was, in fact, a digression to address the issues of semantics as much as to underline that the “effective and responsive administration” debate of the nineties arose in a context: the rise, under the influence of neo-liberal ideology of 1980s, of what has since become known by the label of ‘market-based public administration’ as also the rise during the decade of 1970s of the Alternative Development paradigm that stressed people-centred development and, in keeping with the consideration of equity, laid emphasis on the participation in the governance process of the society’s excluded and oppressed.

To return to the “Action Plan” let it now be said that the issuance of citizen’s charters, by the providers of discrete public services, forms a key decision of this May 1997 declaration.

United Kingdom was the country which pioneered the path-breaking innovation involving the thought that the provider-user equations in the public domain can be adjusted to tilt the balance in favour of the service-user through a formal proclamation that will spell out the user’s entitlements and parallelly indicate the service-provider’s obligations. The said ‘formal proclamation’ was given the name of citizen’s charter.

Citizen’s charter in the U.K. arose on the scene as a part of a larger movement encapsuled in the expression New Public Management (NPM). National Performance Review (NPR) forms the American version of the NPM. NPR was the brain child of the Clinton Administration, it may be added. The 1980s was in fact also a period of pervasive reform of public bureaucracies in the OECD (Organization for Economic Cooperation and Development) countries. The African and Asian continents have not remained untouched either. The citizen’s charter has moved to those countries as well. Client charter is how it is more popularly known in the African and Asian countries.

(2) Pre-eminence of the Citizen’s Charter initiative in the middle of the Other Routes to Administrative Responsiveness

There exist, doubtlessly, a variety of routes – other than citizen’s charter – to secure an improved service delivery, illustratively, e-governance which harnesses the power of information technology to make it easier for citizens to interact with the state. However, where the citizen’s charter initiative stands out is in the philosophy that underlies the design and the promise that this design holds of setting into motion the forces that will exercise a benign influence on the public service-providers. The philosophy, very simply, is that the government should be demand-driven. As for the design, it situates the government in the TQM mode. It seeks the service-provider to anticipate the tension areas and eliminate what stands in the way of tailoring services to match the customer preferences.

How far has this been realized on the ground? It is time to scrutinize the actual status.

Besides, as we shall see in the ensuing paragraphs, the country’s citizen’s charter programme has, since its launch, registered a vast expansion as well as assumed the diversity that was originally not anticipated. All this, cumulatively, turns it into a uniquely eminent territory for exploration.

Later, in section-5 of the theme-note, there is given a further indication of the specific areas that the authors may like to explore. Needless to say that the indications we throw up (in section-5) form merely into an illustrative - rather than an exhaustive - list. The authors will naturally concentrate on the matters and issues that, in their judgment, are important when handling the subject of citizen's charter in its conceptual and empirical dimensions.

We shall briefly pause here to dwell, in bare outline, on two matters. First, a definitional issue: what is citizen's charter? Second, what are the salient features of India's citizen's charter programme.

(3) What is citizen's charter

Citizen's charter is a written declaration, from a public service-provider, that acknowledges the entitlements of the users of its services. It embodies in essence a three-fold commitment on the service-provider's part. First, regarding the standards and specifications of the services it offers. Secondly, in regard to the time-frame: the stipulated time-limit within which the given services shall be delivered. The third commitment concerns the grievance redress machinery - to address situations where the service-provider failed to deliver services of the promised specifications.

The spirit that underpins the design - involving information sharing on service standards and time-lines - is that of empowering the service-user. It is as much that of encouraging the service-provider to anticipate the potential tension areas so as to be able to pre-empt grievances. Ideologically, therefore, the citizen's charter scheme is anchored on the notion of the TQM-inspired zero-defect system. However, in order for such a vision to take roots on the ground there will need to be developed within the organization vigorous capacity-building strategies, empowered front-line employees, a bottom-up-management modus-operandi and so on.

(4) India's Citizen's Charter Programme

India's citizen's charter programme was launched on the 15th August, 1997; the day marked the golden jubilee of the country's independence. The twenty two-year stretch, from 1997 to 2019, falls in two distinct chronological phases. The year 2010, when the campaign for the conferment of statutory status on citizen's charters started, forms the dividing-line. According to one source, twenty state governments and union territories have since enacted the right-to-public-services legislations. Things, however, shaped differently at the union government level. Diverse situations intervened to block the passage of the Government of India's Citizen's Charter Bill, 2011. And the Bill, finally, lapsed in 2014 with the dissolution of the fifteenth Lok Sabha.

In terms of this there operate within the country two parallel sets of citizen's charters. First, those of the union government which are without a legal backing and, at the same time, a second set of citizen's charters - those of the state governments and UTs - which are legally enforceable.

India's citizen's charter programme is composed of three discrete components.

1. The first of these is the document that spells out the concerned bureau's service standards and its grievance-redress mechanism. The document under reference is indeed the concerned agency's citizen's charter.
2. Secondly, a quality management system that, against a set of pre-decided criteria, allows the service-providers to undertake self-assessment as well as which facilitates accreditation via an independent scrutiny of their performance. The particular initiative, christened *sevottam* - a linguistic hybrid of *seva* and *uttam*, which translates 'service excellence' in English, was introduced in 2005.
3. Finally, there are the agency-specific information and facilitation counters (IFCs). These are information-dissemination and grievance-tracking computerized offices that, with a view to enable an easy access to the concerned citizen, have been located outside the security zone of the respective ministries.

Where the presence of an empowered IFC chief, by facilitating instant disposal of the routine matters, exercises a benign influence on the quality of government-citizen interface. Under the IFC scheme the responsibility for a range of subjects - involving, say, the client need for information or a status-report on a case under consideration - which would in the normal course have required the client to physically contact the corresponding functionaries seated inside the security zone - stands delegated to the individual manning this computerized office: the IFC chief.

Profile at the State/UT Level: Information Gap

Information - as regards the profile of the country's citizen's charter programme at the state/ union territory level - is deficient on the following three counts.

1. *What is the status of the sevottam scheme and IFCs under the service guarantee acts of the respective states and union territories?*

Investigation of this matter, because it calls for the scrutiny of the twenty legislations, is doubtlessly an enormous task. But it is worth the time and resources it will cost given that both Sevottam as well as IFCs intimately affect the efficacy of the citizen's charter scheme.

2. *How many state governments and UT administrations participate in the country's citizen's charter programme?*

There are divergent accounts as to the number of state governments and UTs that participate in the country's citizen's charter programme. According to one source, as was stated above, the number of state governments and UTs which have enacted the right-to-public-services legislations stands at twenty (the reference is to Wikipedia, see endnote-i). As against this, according to the Department of AR&PG website (www.goicharters.nic.in [accessed on 21 November 2019]), the number of state governments and UTs which participate in the country's citizen's charter programme, stands at 24.

This stresses the need for further investigation in order that the divergence is explained - that one is able to place it in context.

3. *Does the phrase "citizen's charter" in relation to the states/UTs with service guarantee acts mean a "notified service"?*

This question assumes importance in view of the under-stated situation.

There is mention, in the Department of AR&PG website (www.goicharters.nic.in [accessed on 21 November, 2019]), of "729 citizen's charters formulated by 24 state governments/ union territories".

Do all 24 under reference actually have service guarantee acts? This needs to be ascertained for the reason that public services *which are granted as a right* under the legislations are notified separately through a gazette notification.

In this background, assuming that all 24 had the service-guarantee-acts, is one to understand the phrase citizen's charter - used in the Department of AR&PG website - actually refers to a "notified service".

The foregoing seeks merely to stress how the information gap obstructs a complete, holistic view of the country's citizen's charter programme. Obviously, there need be no sense of helplessness about the situation. It is merely a matter of commencing research to bridge the gaps on those counts.

(5) Domains to Explore: An Illustrative List

1. Since there operate side by side two sets of citizen's charters in the country - (1) those without a legal backing (the original version) and (2) those that are legally enforceable (which arose on the scene with effect from 2010) - there is a dire need as well as abundant scope to empirically examine the outcomes that have arisen from the each pattern.

(EXPLANATION) As to the conferment of legal status on citizen's charters there are discernible in the matter two schools of thought, or two traditions. The first of these maintains that unless the document, granting specific entitlements, had legal force no rights whatsoever could be said to have created for the citizens. The second school of thought takes the view that statutory backing is of a secondary importance as long as the programme bureaucracy was consumer sensitive. That the consumer rights were more effectively secured via this route than when the service-user was required to take recourse to the courts to establish their right to public services. Not merely this. The protagonists in fact argue that the statutory route is diversionary, and even perverse. Diversionary in that it hooks the system to procedures as much as that it diverts attention from the core issues of the employee motivation and employee empowerment. Perverse because the penalty imposed upon the defaulter/erring employee did not anyway bring relief to the aggrieved; that a tit-for-tat approach does not solve problem - aggravates it.

2. What circumstances - during the course of the years 1997-2010 - contributed to the decision to turn citizen's charters into a legally enforceable instrument?
3. What is the current status of the *Sevottam* scheme and IFCs? That these are in a sturdy state of health, it is necessary to ensure in order that the citizen's charter scheme will remain robust.
4. Why did the task-force methodology -the originally designed methodology under which all stake-holders will participate in the citizen's charter formulation process - fail to take off?
5. Invocation of the term "citizen" when service-user is actually no more than the client of a unilaterally-deciding producer-and-dispenser of public services is misleading, it has been contended.
6. What influence did the rise of the citizen's charter initiative wield on the work culture of bureaucracy? In addition, have the HRD practices registered a change with the rise of the initiative.
7. What changes have the HRD practices (of civil service in India) registered with the rise of the citizen's charter initiative?
8. Where should the possessive apostrophe rest? Should it be positioned as in the word citizen's or as in the word citizens'?

FOR YOUR KIND ATTENTION

1. The submission deadline is February 29, 2020, you are requested to most kindly note.
2. Your article should not exceed in length beyond 6000 words.
3. Kindly ensure that your article is in line with the IJPA submission-guidelines. Articles not in line with the submission-guidelines will not be accepted nor processed for evaluation.
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– Editor, IJPA



भारतीय लोक प्रशासन संस्थान

शोधपत्र लिखने हेतु आमंत्रण

विशेषांक 2020

लोक प्रशासन

विषय: आधुनिक प्रशासकीय संदर्भ
में गांधी की प्रासंगिकता

लेख भेजने की आखिरी तारीख 30 अप्रैल 2020

विशेष जानकारी तथा लेख के दिशा-निर्देश के लिए कृपया नीचे संपर्क करें।

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आधुनिक प्रशासकीय संदर्भ में गांधी की प्रासंगिकता

महात्मा गांधी अपने प्रयोगधर्मी विचारों के कारण सार्वभौमिक एवं सार्वकालिक विचारक, राजनेता, समाज सुधारक एवं सर्वश्रेष्ठ नैतिकता के प्रतीक के रूप में जाने जाते हैं। गांधी एक कुशल प्रशासक, नेतृत्वकर्त्ता एवं समाज सुधारक थे। उनके विचार तात्कालिक थे लेकिन सार्वभौमिक हो गये। उन्होंने व्यक्ति, समाज और राष्ट्र तीनों में नैतिकता को स्थापित करने का प्रयास किया। असाधारण व्यक्ति से महात्मा की यात्रा नैतिकता की यात्रा है। नैतिक बल के द्वारा उन्होंने अहिंसा का सफल प्रयोग कर पूरी दुनिया से अंग्रेज शासन के खात्मा का बिगुल बजाया। परिणामतः पूरे विश्व से साम्राज्यवाद का अंत हुआ।

समय के अनुसार, समस्याओं में परिवर्तन होते रहते हैं किन्तु महान चिंतक वे होते हैं जिनके विचारों की प्रासंगिकता परिवर्तित समस्याओं के सांदर्भिक समाधान हेतु भी समीचीन होती है। महात्मा गांधी ने अहिंसा के प्रतिपादक के रूप में मानव इतिहास में पहली बार इसके व्यापक संदर्भ में राजनीतिक एवं प्रशासनिक प्रयोग किया जिसमें वे सफल हुए। अहिंसा के राजनीति में होने वाले प्रयोग का एक नाम सत्याग्रह है। गांधी ने इसका प्रयोग सबसे पहले किया और उनके पश्चात् दुनिया भर में राज्य शक्ति के विरुद्ध होने वाले राजनीतिक विरोधों में सत्याग्रह सर्वाधिक प्रयोग में आने वाला एक तकनीक बना। गांधीजी का चिंतन समग्रवादी, सार्वभौमिक एवं कालजयी है। गांधी के सिद्धांतों का भारतीय प्रशासन में सभी स्तरों पर लागू करना समय की मांग है। नैतिकता का क्षय, बेईमानी, भ्रष्टाचार, लालफीताशाही, भाईभतीजावाद आदि से निजात पाने के लिए तथा प्रशासन को उदार, पारदर्शी तथा जनप्रिय बनाने के लिए नैतिकता का समायोजन अति आवश्यक है। कुशल लोग अगर उच्च पदों पर नहीं जायेंगे तो प्रशासनिक संरचना बिगड़ जायेगी

तथा लोगों का शासन एवं प्रशासन से विश्वास हट जायेगा। वर्तमान समय में प्रशासन या शासन संविधान के अनुसार चल रहा है न कि गांधी के बताये गये रास्ते पर। उदाहरणस्वरूप गांधी ने विकेन्द्रित शासन व्यवस्था की परिकल्पना की जब कि वर्तमान शासन व्यवस्था की प्रवृत्ति केन्द्रित है। गांधी का विकेन्द्रीकरण सभी स्तरों पर था। नीचे से ऊपर की ओर अर्थात् गांव से केन्द्र की ओर था जबकि आज वह केन्द्र से गांव की ओर है। गांधी ने रामराज्य की कल्पना की जो एक समता मूलक सर्वजन हिताय व समावेशी थी, जहाँ पर न कोई शोषक होगा न कोई शोषित।

गांधी जनता को सर्वोपरि मानते थे उनके अनुसार शासन जनता के लिये है न कि जनता शासन के लिए। गांधी हर कीमत पर स्वायत्ता, स्वतंत्रता, समता और वैचारिक विभिन्नता को सर्वोपरि मानते थे। उनका कहना था मतभेद हो पर मनभेद न हो। आज मनुष्य भौतिक उन्नति के मार्ग से विकास की खोज रहा है इसी को सुख मान रहा है परिणामतः विभिन्न प्रकार के संघर्ष उत्पन्न हो रहे हैं। वर्तमान स्थिति में प्रशासन खुद ही गंभीर तनाव के अधीन है जिसके चलते वह मूल से भटक गया है इसलिए गांधीवादी दृष्टिकोण को ध्यान में रख कर, अपनी जीवन शैली, प्रशासन शैली को बदलें तथा सौहार्दपूर्ण संबंध में जीना सीखें।

उदारीकरण, निजीकरण, वैश्वीकरण के युग में शासन व्यक्ति के जीवन तक पहुँच गया है। गांधीजी का मानना है कि वह सरकार अच्छी है जो कम से कम शासन करें। वे व्यक्ति की स्वतंत्रता के पक्षधर थे। उन्होंने उस ग्राम स्वराज्य की कल्पना की जो कि अपने आप में स्वशासित इकाई हो। जो सभी दृष्टिकोण से स्वावलम्बी हो तथा प्रशासन की इकाई हो।

महात्मा गांधी के विचारों की प्रासंगिकता का परीक्षण समय समय पर तात्कालिक समस्याओं के संदर्भ में किया जाता रहा है। इसी प्रक्रिया में वर्तमान प्रशासनिक समस्याओं के संदर्भ में भी गांधी के विचारों का परीक्षण किया जाना प्रासंगिक है। गांधी सदैव एक वैकल्पिक दृष्टिकोण का प्रतिनिधित्व करते हैं जो मार्क्सवाद और पूंजीवाद से अलग हट कर समावेशी एवं मानवतावादी है। गांधी का दृष्टिकोण व्यक्ति को सरल, नैतिक एवं सामुदायिक जीवन जीने हेतु प्रेरित करता है। यह प्रशासक को व्यक्ति एवं समाज से जोड़ता है न कि अलग करता है। गांधी चिंतन बहुआयामी है। गांधी ने प्राचीन ज्ञान को आधुनिक संदर्भ में प्रयोग किया। 1909 में उनकी लिखी पुस्तक 'हिंद स्वराज' उनके दृष्टिकोण का आधार प्रस्तुत करती है। यदि समकालीन प्रशासक एवं शासक वर्ग एवं राजनेता गांधी के विचारों का अनुसरण करें तो अनेक समस्याओं का समाधान संभव है तथा आतंकवाद, भ्रष्टाचार, साम्प्रदायिक दंगे जैसी समस्याएं पैदा ही ना हों।

गांधी भारतीय संस्कृति के परम उद्घोषक हैं। गांधी के आदर्श उनके निजी तथा सामाजिक जीवन तक ही सीमित नहीं रहे। इनका प्रयोग प्रशासनिक क्षेत्र में भी संभव है।

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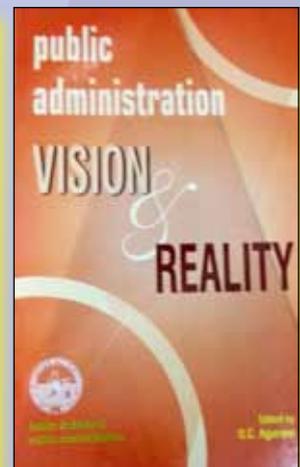
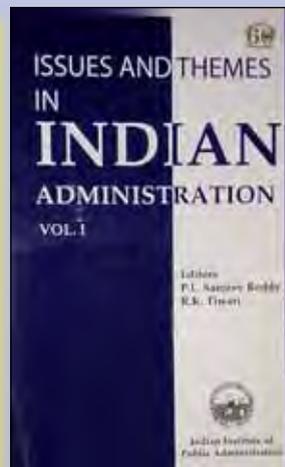
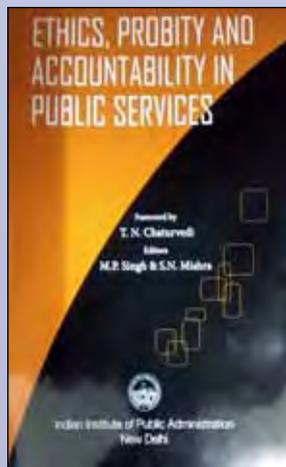
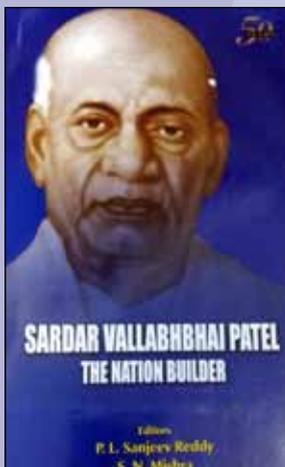
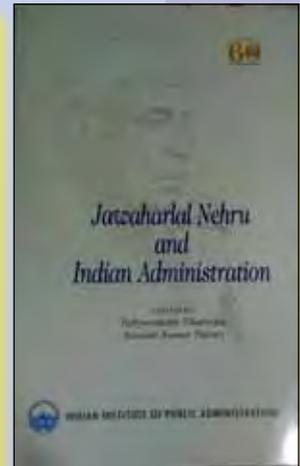
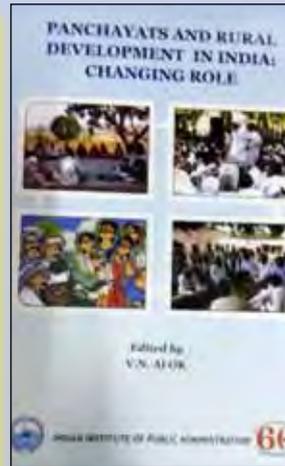
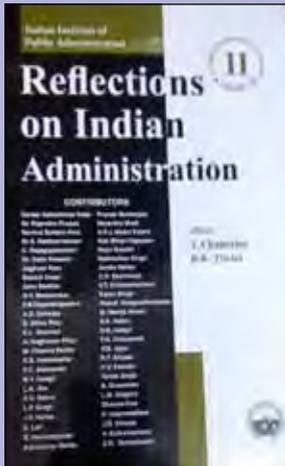
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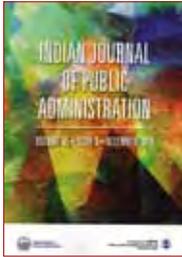
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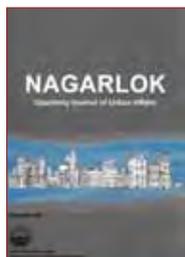
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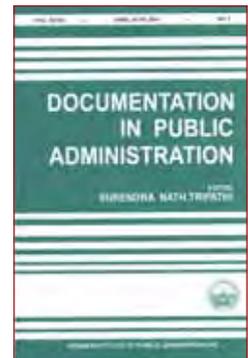
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