

## **SARDAR VALLABHBHAI PATEL AND PUBLIC ADMINISTRATION**

**S.L. GOEL**

*WHAT WE have is not swaraj but only freedom from foreign rule. We have still to win internal swaraj, abolish distinctions of caste and creed, banish untouchability, improve the lot of hungry masses, and live as one joint family—in short to create a new way of life and bring about a change of heart and a change of outlook.*

*We always speak of India's culture, of India's civilisation, but do we ever pause to think that the relief of the poor, mutual aid amongst neighbours, charity to the helpless and kindness to the downtrodden have been the shining virtues of that culture and civilisation ? Let us ask ourselves if we are living in the spirit of those ancient virtues!*

—Sardar  
Patel

## **REVISITING MINNOWBROOK: PRAXIS AND CHANGE**

**Y. PARDHASARADHI**

*A vast literature exists on the various perspectives on the three Minnowbrook conferences the world over. This article attempts to look at the important formulations of the Minnows and tries to put into perspective certain key articulations of the conferences. A central theme across all three Minnowbrook gatherings and their subsequent influence on public administration theory and practice has been the development of public administrators who act as "agents of change" to reform public problems into solutions. These solutions should reflect a commitment to public values that ultimately result in enhanced public trust in governments in general and administration in particular. The article also lists out the key issues raised at the Minnowbrook III conference with emphasis on global outlook.*

## **THE FIFTH SCHEDULE OF THE INDIAN CONSTITUTION**

### **BHUPINDER SINGH**

*For generations the tribal communities have been the custodians of the country's over-ground and under-ground wealth in the form of minerals, ores, forests, water and such other natural resources. Yet they have been and are being driven out of their ancestral homes and hearths for the sake of felling forests and mining minerals and ores. Their forced displacement has cut deep gashes in the tribal psyche. The recent years have seen a big spurt in mining-industrial activity in the country which is required, for economic development. But in the process tribals' rights are violated with impunity by authorities that put the interests of the corporate sector above their survival. In spite of a number of constitutional provisions, protective laws, and existence of constitutional and statutory institutions the tribal are faced with soul-searing atrocities, deprivations and displacement. There have even been overt and covert attempts to subvert the afore-said instruments, enactments and institutions hurting the tribal communities. As a way out it is desirable not to upset the applecart too hard, but to discover solutions within the subsisting structures to surmount the challenge.*

## **GROUND WATER GOVERNANCE IN INDIA: GAPS AND THE WAY OUT**

### **KAMTA PRASAD**

*The management of ground water through indirect as well legal measures leaves much to be desired. Hence, the paramount need is to moderate demand in water stressed areas so as to bring about equilibrium between demand and supply. Management of demand, however, is not easy. This is the reason why authorities have a tendency to avoid it as far as possible. But, in the case of ground water in water stressed areas, the situation has*

*become so critical that demand management in the real sense cannot and should not be postponed any longer. This puts a focus on sound governance of this resource, which is the real challenge. Since the Constitution of India also lists minor irrigation, water management, drinking water as items to be handled by such institutions like Panchayats, a better alternative is to empower local institutions in the task of regulation through appropriate laws.*

## **FISCAL DECENTRALISATION FOR STRENGTHENING URBAN LOCAL GOVERNMENT IN INDIA: LESSONS FROM PRACTICES IN DEVELOPING AND TRANSITIONAL ECONOMIES**

**GANGADHAR JHA**

*Decentralisation of decision making for planning and development of local government areas is critically contingent on fiscal decentralisation. Whereas deepening of democracy at the local level through decentralisation promotes transparency and accountability in local decision-making process, the fiscal decentralisation prevents 'tax exporting' and facilitates funding at the margin through fiscal transfers from the higher level(s) of government. It also promotes accountability for the decision makers to fully bear the cost of decisions taken by them. It requires adequate sources of revenue that must be in consonance with the range of functions devolved to the local government. In India, one comes across a conspicuous mismatch between sources of revenue and functions devolved to the local self-governments. An overview of practices in fiscal transfers in different countries suggests that central to design of transfer system is the concern for equalisation that should enable local governments with different resource capabilities and different needs to provide the same level of services with some standard tax rates across various local government areas.*

## **SOCIAL MEDIA: ARE GOVERNMENTS USING ITS POTENTIAL FOR CITIZEN ENGAGEMENT AND SOCIO-ECONOMIC DEVELOPMENT?**

**MANOJ PANDEY\***

*Media has traditionally been helpful in government communication, but it has mostly remained one-directional. Social media, with its limitless possibilities of engagement with people, can transcend communication barriers and help governments bring in transparency in administration, reach people, elicit their participation and deliver services. Constraints such as poor literacy and low internet penetration in developing countries can be overcome, provided governments change their mindset from one-way communication to engaging citizens as valuable stakeholders.*

## **OF AIRWAVES, INCUMBENTS AND GOOD GOVERNANCE—THE URGENT NEED FOR A ROBUST COMPETITION POLICY FRAMEWORK**

**ARCHANA G. GULATI**

*Recent events such as audit reports on alleged economic irregularities across various sectors and the general atmosphere of under confidence in the Indian economy and quality of governance indicate that we urgently need to concentrate on regulatory reforms and strengthening of our governance capabilities. One area where policy and regulation can have a tremendous positive impact is the institution of a robust and comprehensive competition policy framework. The draft National Competition Policy (NCP) holds great promise to promote good governance leading us away from damaging effects of rent seeking behaviour and towards the benefits of accountability, transparency, equity and rapid and inclusive economic growth. This article highlights the key provisions of the NCP and strives to demonstrate how implementation of*

*these stipulations, supported by National Competition Rules (NCR) can effectively transform the quality of our governance.*

## **SUBSTANTIATING DEMOCRATIC DECENTRALISATION THROUGH FREE AND FAIR ELECTIONS: CASE OF LOCAL BODIES' ELECTIONS IN TAMIL NADU**

**G. PALANITHURAI**

*Panchayati raj institutions represent the vigour of democratic functioning at the grassroots. Although the gram panchayats constitute the lowest rung in the political network, the elected members play an important role not merely in the elections to the taluk and the zilla panchayats but also to the legislature as well. According to the Panchayati Raj Act elections to the PRIs should be strictly conducted on apolitical lines, but political parties do get involved overtly or covertly. The people also participate in these elections with the same enthusiasm and involvement which they display in the elections to the Parliament or state assemblies. Yet the local body elections are much complicated and complex than the elections to national or state legislatures.*

## **SOCIO-ECONOMIC IMPACT OF MGNREGS ON RURAL PEOPLE: A STUDY IN MANDI DISTRICT OF HIMACHAL PRADESH**

**VINOD KUMAR**

*The National Rural Employment Guarantee Act (NREGA) has given a new lease of life to the rural people who earn their livelihood as wage earners. It is among the largest social welfare schemes implemented anywhere in the world. The scheme is poised to play an important role in providing livelihood security for the*

*rural poor, conserving natural resources and sustaining water supply and food production. It has brought a positive overall impact on the rural lives with improved levels of income, access to medical and educational facilities. The trends show that a more effective implementation of MNREGA provisions will have a multiplier impact on the rural poor by way of enhancing their economic independence and self-confidence with more just and equitable socio-economic relations. An attempt is made here to measure the extent of manpower employment generated under the scheme, their various socio-economic characteristics and gender variability in the sample districts of Himachal Pradesh implementing NREGA.*

## **GOVERNMENT - NGOs RELATIONS IN INDIA: AN ANALYSIS**

**RAJ KUMAR SIWACH**

*The Government-NGOs relations have always been a matter of a great deal of interest for the researchers, professionals and policy makers. In India, the equations between the Government and NGOs have been erratic and unpredictable not for officially prescribed conditions but for political affiliations, regime ideology, lobbying and invisible benefits shared by the vested interests.*

*This article seeks to explain the nature of Government-NGOs relations in the context of emerging trends and the cumbersome process of receiving and utilising governmental grant. On the basis of an empirical analysis of 24 registered NGOs working in 15 states, the researcher concludes that prevailing ethos and strait-jacket-culture governing relationship patterns have given enough scope for corrupt practices, political expediency, red-tapism, arbitrariness and abuse of discretionary powers. It is observed that intense campaigns by NGOs for transparency and good governance, media surveillance and citizens' assertiveness, in a long run, could play a vital role in transforming archaic traits of government NGOs relations in India.*

## **KEEPING TRACK OF ENVIRONMENTAL GOVERNANCE**

**SHYAMLI SINGH**

*Environmental governance is experiencing particularly dynamic developments over the past few decades. Numerous institutions, conventions and processes operate today in the international arena. These initiatives need an integrated approach across policy areas since they are distinctly multi-sector and multi-level. Although these developments should be welcomed, it has become increasingly clear in recent years that the surfeit of instruments and actors concerned with environmental protection gives rise to governance problems, and that there is a need to improve the effectiveness and efficiency of the environmental regime. Accordingly, various efforts and processes aimed at strengthening the international environmental regime are now under way. The environmental governance and energy initiative receive the lion share of the environmental aid. Despite of the aids, grants and nuances in the environmental sector there is still an ample scope of improvement and betterment.*

## **RETHINKING THE MICROFINANCE RECOVERY FRAMEWORK**

**ALOK TIWARI**

*The present dispensation of microfinance to the new micro entrepreneur is grossly unfair. The amount of funding needed is comparatively small, yet it can make lot of difference. They generally operate under the threat of a stiff recovery terms in the event of enterprise failure due to reasons beyond their control. The most acute constraint of microfinance service providers on the other hand is the loan capital. A pragmatic recovery approach to microfinance services would ensure the financing flow to the poor, which can in turn prevent the depletion of assets and restore livelihoods.*

## **DIRECT INVESTMENT IN RETAIL SECTOR AS 'PUBLIC POLICY'**

### **C. SHEELA REDDY AND KRISHNA MOHAN REDDY**

*Modernisation of retail trade is a critical and necessary condition for sustaining high growth impulses in the economy. With a listless growth in the markets across the globe and Indian retailers facing high debt cost of expansion, the new policy on foreign direct investment in retail sector presents an opportunity for both foreign companies and Indian manufacturers and consumers. In such a situation the infusion of foreign capital into multi-brand retailing needs to be secured in such a way that it results in an advantage for India. Integrating certain inbuilt safety valves into the rules and regulations for FDI in multi-brand retailing can put things in proper perspective and allay popular misconceptions. But the transformation in the wake of new policy on FDI in multi-brand retailing require more concerned and informed support from the government. One hopes that the government would stand up to its responsibility, because what is at stake is the stability of the vital pillars of the economy- retailing, agriculture, and manufacturing.*

### **EMPOWERMENT OF WOMEN: AN URGENCY**

#### **SUDHANSHU TRIPATHI**

*The fight against inequality and commodification of women in society has been the cornerstone of discussions on feminism. Since women have multiple identities based on gender, looks, caste, class, ethnicity and age, at any given point of time they could be oppressed by any one or various other factors. In fact, women have been pushed to lag behind men on all vital aspects of life whether it is the choice of education, or employment opportunities, health and nutrition, sexuality or even crucial decisions about their family. A corrective to this situation would be ensuring for them a right to education and gainful employment and also empowering them through self-help groups besides providing them enough opportunities of participation at all levels of governance. These-rights would not only increase their self image and self-confidence but also provide for greater autonomy within the household along with*

*the question of survival with men on an equal footing.*

## **SINGLE DIGIT ATTRITION RATES IN INFORMATION TECHNOLOGY INDUSTRY IN KERALA—STRENGTH OR WEAKNESS?—A NARRATIVE ENQUIRY**

**MARIA T CHEERAN AND JOHN S MOOLAKKATTU**

*Perceiving the Information Technology (IT) potential for employment, Kerala has invested a lot of money in government sector and also in public-private partnership mode in developing IT industry enabling Keralites to work from Kerala. Attrition in IT industry in cities such as Bangalore, Chennai, Pune were reported to be high while the attrition in Kerala maintained a single digit. This article makes a critical analysis on this interesting phenomenon. Narrative informal and semi structured interview approach is adopted for this research. The study leads to the inference that the reason for the low attrition rate is the lack of opportunities for employment in Kerala and not the employment friendly Human Resource (HR) policies. The tactics played by the employers to lower the attrition have already affected the credibility of companies in Kerala in the job market. Some pragmatic suggestions are proposed to make the state a favourite of IT Employee's choice which becomes imperative to keep Kerala as an employer's choice.*

*"For the growth and success in business and trade, what is needed is a creative leader. Who is the creative leader? Creative leadership means exercising the vision to change the traditional role from the commander to the coach, manager to mentor, from director to delegator and from one who demands respect to one who facilitates self-respect."*