



## IIPA NEWSLETTER

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### INSTITUTE NEWS

#### 44th APPPA inaugurated

The forty-fourth Advanced Professional Programme in Public Administration (APPPA) — the customised 10-month-long programme for senior officers of the All India and Central Services including the Armed Forces—commenced on July 2, 2018 at IIPA. Sponsored by the Department of Personnel and Training, Govt. of India, the 44<sup>th</sup> APPPA is scheduled to conclude on April 30, 2019. Inaugurating the programme, Dr. Jitendra Singh, Minister of State (MoS) (Independent Charge) for the Ministry of Development of North Eastern Region, Prime Minister Office, Personnel, Public Grievances and Pensions, Department of Atomic Energy and Department of Space emphasised on the role and criticality of civil services in India. He observed that possibly many of the officers attended the programme because they had to come as a part of their duty as public servants but they soon realise the richness and diversity of learning in APPPA and look forward to attend to open their minds and improve their professional applications. Chairman IIPA Shri T.N. Chaturvedi mentioned that APPPA as a programme encapsulates all aspects of governance in theory and practice. In his welcome address, Dr. Tishyarakshit Chatterjee, Director IIPA, urged the participants to use the APPPA as an opportunity not only for self-improvement in their area of specialisation but also to research into specific problems facing the nation and use the time to find solutions besides learning research methodologies that can input into policy perspectives. Prof. Ashok Vishandas, Programme Director, highlighted the



content, design and methodology of the programme and Dr. Kusum Lata, Programme Co-Director, proposed the vote of thanks. The programme seeks to prepare the participants to make a greater contribution to better governance, develop attitudes that focus on citizen-centric delivery of services and also to strengthen leadership qualities in public services. Apart from learning of recent developments in the social sciences and their application in administration, the programme has been designed to provide opportunities to the participants to: (i) analyse major contemporary issues in governance; (ii) analyse the factors that impact the formulation and application of policies and improve implementation of governmental programmes; (iii) apply relevant concepts, skills and techniques relating to policy, behavioural and administrative sciences; (iv) review their experiences by making a critical analysis of environmental and other factors; and (v) demonstrate creative and

analytical abilities individually and in groups and function as proficient, ethical, responsive and result oriented administrators/managers. The following books were released during the event : (i) *Climate of Smart Governance* by Shyamli Singh and Prof. V.K. Sharma, (ii) *Capacity Building Strategies for Managing Complex Disaster in the face of Climate Change*, by Shyamli Singh and Prof. V.K. Sharma, (iii) *Report on Study of Social Welfare Hostels in Andhra Pradesh and Telangana*, by Prof. Sheela Reddy, (iv) Report on Study on Impact of Pesticides used in Crops and SC/ST Community in Kerala, by Prof. Sheela Reddy, and (v) *Building Blocks of e-Governance*, by Dr. Charru Malhotra.

### 7<sup>th</sup> Advanced Leadership Programme for Corporate Executives

In association with the École nationale d'administration (ENA), France and Hertie School of Governance, Germany, the 7<sup>th</sup> Advanced Leadership Programme for Corporate Executives on "*Leadership for Business Excellence in the Global Economy*" was organised from July 2 to 31, 2018. The main objective of the programme was to enable the participants to enhance their leadership capabilities. Dr. Neetu

Jain and Dr. Sachin Chowdhry coordinated the programme.

### Workshop for Digital India Training of Trainers (ToTs)

The three days' Workshop on "*Brainstorming and Way forward for Digital India Training of Trainers (ToTs)*" was organised from July 05-07, 2018 for the Joint Director, Assistant Professor, Faculty Member, Programme Assistant and technical Specialist from nine ATIs. It was sponsored by the Ministry of Information and Technology. The programme was coordinated by Dr Charru Malhotra.



## FACULTY NEWS

- Prof. Suresh Misra has been nominated as a member of the Central Consumer Protection Council constituted under the Consumer Protection Act 1986. The Council is the highest policy making body in matter of Consumer Protection and Welfare and is chaired by the Union Ministry of Consumer Affairs, Food and Public Distribution. As per the notification in the official Gazette dated May 01, 2018 his term is for three Years.
- Dr. Charru Malhotra conducted a training programme session through Skype titled "*e-Governance Initiative*" on July 2, 2018. During the session, she addressed approximately twenty-five participants with different specialisations. The participants were from the Guntur District of Andhra Pradesh.

## NEWS FROM THE BRANCHES

### Rajasthan Regional Branch

The branch organised a discussion on "*Recruitment to Civil Services in India: A search for Alternatives*" on July 6, 2018. Shri S S Bissa, IAS (Retd.), visiting Professor of HCM RIPA, initiated the discussion and

endorsed the idea of strengthening civil services through lateral entry. Shri H L Chauhan and Dr. D K Kothari also expressed their views. On July 7, 2018, the branch organised an open house discussion on "*Inculcating values among the New Generation*".

The keynote speakers were Shri I C Srivastava, IAS (Retd.), former Chairman, Board of Revenue and Dr. Narendra Sharma 'Kusum', eminent litterateur. Others who participated in the discussion included Mrs Meenakshi Hooja, IAS (Retd.), Shri H L Chauhan, Dr. Satish K Batra and Shri S P Singh, IPS (Retd.). Both the programmes were held at Management Development Academy and were presided over by Prof. Ramesh K Arora, Chairman of the Branch.

### Tamil Nadu Regional Branch

The branch organised a meeting on July 21, 2018 on the subject - *Public Participation: Gandhian Thoughts and Culture*. Shri S.S. Jawahar, IAS (Retd), Hony Secretary of the branch welcomed the gathering. Shri Tr.P.R. Shampath, IAS (Retd), Chairman of the branch gave the presidential address.

### Kerala Regional Branch

The branch organised a National Seminar on "*Fiscal Federalism: An Overview*" in Association with the Dept. of Public Administration, School of Distance Education of the University of Kerala on July 21, 2018. Prof. K. Raviraman, Member State Planning Board, inaugurated the seminar. The points discussed in the seminar were 'GST and Fiscal Federalism', 'Rich Union and Poor States' and 'The Terms of References of 14<sup>th</sup> and 15<sup>th</sup> Finance Commission'. Some of the findings of the seminar were that, (i) centralised tax rules impoverish the state governments to a certain extent and that the centrally sponsored schemes could not be maintained by the federal structure, (ii) the big corporates promote the GST and the small scale industries oppose it, and (iii) the large corporates experience transparency and the small scale industries have to pay the taxes.

### J&K Regional Branch

- The branch organised a lecture on "*Roadmap for Jammu Smart City*" on July 7, 2018, which was attended by IIPA members, officers of JMC, JDA, Town Planning Organisation, PWD, PHE and

other departments. Shri Ramesh Kumar, Deputy Commissioner, Jammu was the key resources person and Shri Sanjeev Verma, Divisional Commissioner, Jammu was the Chief Guest. Dr. Ashok Bhan, Patron, IIPA presided over the function. Shri JBS Johar presented the formal vote of thanks.

- The branch organised a one-day training program on "*Ethics in Public Administration*" on July 21, 2018. A total of 140 participants from 22 departments of J&K Government participated in the event. The key theme areas of deliberations throughout the day-long programme included 'Towards a citizen's Centric Governance', 'Ethical Issues for Good Governance', 'Role of technology for Ethical and Moral Dispensation in Administration', and 'Accountability in Public Administration'.
- A seminar on "*An initiative by hon'ble Prime Minister- Building a New India: pledge to double farmers' income by 2022*" was organised by the branch on June 30, 2018. Dr Pradeep K Sharma, Vice Chancellor, SKUAT Jammu, who was the Chief Guest, Dr. Ashok Bhan, Former DGP and Patron of the branch, Dr C.M. Seth, IFS (Retd), Vice- Chairman of the branch welcomed the participants and introduced the theme. The Seminar was organised under the guidance of Er J.B.S. Johar, Hony Secretary, IIPA J&K Regional Branch.

### Vadodra Local Branch

The branch organised a workshop/seminar on "*Solar- Energy People To People*" on July 7, 2018. It was presided over by the Chairman of the branch, Dr. Jatin V Modi. The Speaker of the Gujarat Legislative Assembly, Shri Rajendra Trivedi inaugurated the seminar and the Collector and District Magistrate of Vadodara, Mrs. Shalini Agarwal, IAS, was the Chief Guest.

## NEWS FROM THE CENTRE

### Status of Appointment of Lokpal



#### THE LOKPAL AND LOKAYUKTAS ACT, 2013

In a written reply to a question in Rajya Sabha recently, the Union Minister of State (Independent Charge) Development of North-Eastern Region (DoNER), MoS PMO, Personnel, Public Grievances & Pensions, Atomic Energy and Space, Dr.Jitendra Singh stated that two meetings of the Selection Committee under section 4(1) of the Lokpal and Lokayuktas Act, 2013 were held on March 1, 2018 and April 10, 2018. Upon the recommendations of the Selection Committee, Hon'ble President has nominated Shri MukulRohatgi, former Attorney General of India as "Eminent Jurist" Member of the Selection Committee. The next meeting of the Selection Committee was convened on July 19, 2018 to consider the constitution of Search Committee in terms of provisions of section 4(3) of Lokpal and Lokayuktas Act, 2013. The Lokpal

and Lokayuktas Act, 2013 came into force w.e.f. 16.01.2014. The Government initiated the process for appointment by convening the Selection Committee meeting on 03.02.2014. The Selection Committee under section 4(1) of the Act, also constituted an eight Member Search Committee on 21.02.2014 in terms of section 4(3) of the Act. Two members of the Search Committee declined the offer of appointment. Looking into such difficulties and to remove obstacles in the operationalisation of the Act including issues relating to appointment of Chairperson and Members of Lokpal, etc. in the absence of a Leader of Opposition recognized as such in the Lok Sabha, the Government introduced the Lokpal and Lokayuktas and other related law (Amendment) Bill, 2014 in Lok Sabha on 18.12.2014. The Bill was referred to the Department-related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice for examination and report. The said Committee has submitted its report in the Parliament on 07.12.2015. In view of the apex court's decision in the matter of Writ Petition (C) No. 245/2014 filed by *Common Cause – a registered society*, wherein it was observed that the law as it stands today is an eminently workable piece of legislation.

#### Attn. IJPA patrons

The theme based special issue of Indian Journal of Public Administration (IJPA) 2018 will be printed in two parts ie.64.3 and 64.4 and will be separately available. An advisory to the readers of IJPA, especially the buyers of single issues, is in order.

Since the editorial will appear in Part I (September issue) only, the buyers would be well advised to buy both the September (64.3) and December (64.4) issues to have both Part I and Part II of the special issue. Also note that the subscription fee for both the parts of the special issue will be charged as per the rates per issue and there will be no clubbing or reduction in rates, as informed by SAGE Publications.

-IIPA/SAGE

#### Attn. Members

IIPA Members who wish to subscribe to the Indian Journal of Public Administration onwards shall write to the Assistant Publication Officer, Publication Section on [ijpa2012@gmail.com](mailto:ijpa2012@gmail.com) furnishing their membership number along with their name and address. The subscription for 1 year plus postage charges will be Rs 1,500, subject to renewal after each year.

## Indian Institute of Public Administration, New Delhi

### Annual Decision Making/Teaching Case Study Competition – 2018

The objective of IIPA's Case Study Programme is to build a body of knowledge in governance through case studies with a view to promote deeper and wider understanding of the functioning of Indian Administration in its specific environmental and institutional framework and also to broaden our knowledge and understanding of global and national best practices. In order to develop relevant case studies for use in the learning process, IIPA has renamed its annual case study competition as the Annual Decision Making/Teaching Case Study Competition.

A case study submitted for this competition should aim to facilitate the development of conceptual, behavioural and analytical skills, highlight areas for reform and improvement and promote sensitivity of the readers towards important issues, problems and challenges of public administration and governance.

The case study may cover one or more of the following facets of public administration and governance.

i. Public policy issues and processes such as: conceptualization; planning; implementation; monitoring; evaluation and review of plans; programmes; Schemes and projects with special reference to a special State;

ii. Rural Development, Urban Development, Area based development policies, programmes, projects and schemes such as MNREGA, Consumer Awareness, Gender Sensitization, Social Empowerment and Social Inclusion, e-Governance, Human Rights, Elections and Electoral reforms; Law & Order; Government to Citizen and Citizen to Government interaction; Swachh Bharat and

iii. Service sectors including physical, social and economic infrastructure development, social services, voluntary organizations, cooperatives, non-governmental organizations (NGOs) and Public Private Partnership (PPP);

iv. Resource efficiency and the Circular Economy: studies of examples in the 3Rs (Reduce, Reuse and Recycle) in the informal sector in India.

#### The case study must be in two parts.

Part I is to comprise 5-10 A4 size pages typed in double space using size 12 of Times New Roman font and keeping one and half inches margin on each side of the page. It should consist of a description of an official organizational context concluding with an important decision to be made. The following information could be provided: the decision to be made – what, why and who has to make it; a brief history of the organization, its vision/mission/values, goals/objectives; the present scenario; key strengths and weaknesses of the organization; challenges, threats and opportunities; influential personalities/groups relevant to the focal decision – their feelings/views (given in quotations) as obtained through interviews or accurately paraphrased; socio-political, economic, technological and cultural pressures; group and personality factors - values, attitudes, needs and expectations; skills; organizational reward system; behaviour modeling and example setting by the organisation's leadership and other factors relevant to the focal decision; visualized options/alternatives that seem to be available and their immediate, short term, medium term and long term consequences – the pros and cons thereof. Finally, instead of calling this part of the case study as Part I, it should be given a title based upon either one of the following:

- (i) Focal organization/department/division/unit/section, programme/project/ scheme;
- (ii) Main decision to be made.

Part II is to comprise 1 – 3 A4 size page(s) typed in double space using size 12 of Times New Roman font and keeping one and a half inches margin on each side of the page. It should consist of the case writer(s) perceptions of what actually happened – the decision that was actually made, why, with what expectations,

the actual consequences that occurred and any views that the case writer wished to share *vis-à-vis* the case and the important learning – problems/concepts/insights and or skills – that the case may be utilized for imparting in the teaching/training process. Finally, instead of calling this part of the case study as part II, it should be entitled: *Perceptions of the Case Writer (s)*.

An executive summary of the case study is to comprise 1 – 2 A4 size page(s) and typed in the same way as Parts I and II mentioned earlier. Three copies each of the case study (i.e., Parts I and II) and the executive summary are to be submitted.

Each case study should be accompanied by the following information: title of the case study; name of the case writer (s); address and telephone(s) of the Case Writer(s) and fax/email where available. The case writer(s) should also state whether the case study has been approved for publication by the concerned organization or whether approval is yet to be taken; and, finally, the signature(s) of the case writer(s).

The competition has a first prize award of Rs. 10,000, a second, prize award of Rs. 6,000 and a third prize award of Rs. 4,000/-. Excluding the award winning case studies, any other case studies that are considered suitable for publication shall be given an honorarium of Rs. 2,000/- each.

Any individual or group of individuals may submit a case study to the Institute for the competition. In case of joint authorship, the award will be equally distributed. However, each individual may submit only one entry for the competition either individually or as part of a group.

A case study submitted for the competition must fall within the broad areas specified and be in the format prescribed above. The case study should not have been published elsewhere as the copyright will vest with the Institute and the writer, if the case study is selected for award/publication.

**The last date for the receipt of the case study is 31<sup>st</sup> August 2018.** The cover should be superscribed with “**Annual Decision Making/Teaching Case Study Competition – 2018**” and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi – 110002.

The Executive Council in its meeting held on February 16, 2018 approved the topics/themes of the following as under:

- a) Annual Essay Prize Competition 2018
  - i) Right to Public Services provided by the State Government – Comparative Study of State Laws and need for a Parliamentary Enactment
  - ii) NPA in Banks Affecting the Development in India
  - iii) Urban Planning in India: Developing an Integrated Approach
- b) Members’ Annual Conference 2018
  - i) Role of Digital Technology in Governance
- c) Special Issue of IJPA (July-September, 2018)
  - i) Independent Regulatory Authorities in India: A Comparative Perspective
- d) Special Issue of Lok Prashasan (Hindi Journal) (July-Dec, 2018)

पर्यावरण, विकास और नियामकीय संस्थाओं की भूमिका

**INDIAN INSTITUTE OF PUBLIC ADMINISTRATION  
INDRAPRASTHA ESTATE, RING ROAD,  
NEW DELHI**

**ANNUAL ESSAY PRIZE COMPETITION-2018**

Entries are invited for the Annual Essay Prize Competition-2018. The value of the prize for the competition will be as under:

First Prize	Rs. 10,000/-
Second Prize	Rs. 7,000/-
Third Prize	Rs. 5,000/-

Any competitor who has received a prize on one occasion will not, on any subsequent occasion, be eligible for an equivalent or lower prize. The joint authorship of essays shall not be allowed and any essay with joint authorship shall not be considered for competition.

The topics for the competition are:

- i) Right to Public Services provided by the State Government – Comparative Study of State Laws and need for a Parliamentary Enactment
- ii) NPA in Banks Affecting the Development of India
- iii) Urban Planning in India: Developing an Integrated Approach

The essay writers are expected to cover the following aspects in their respective entries:

**Topic: Right to Public Services provided by the State Government – Comparative Study of State Laws and need for a Parliamentary Enactment**

The essay should mainly cover the following broad points:

Public service delivery is recognised as an important right of citizens in many parts of the world. In India too, there has been a growing realisation that the credibility and legitimacy of the state depends on its capacity to take care of its citizens. Efficient and effective public service delivery has been a significant challenge for public sector organisations. Many initiatives have been taken by the government to increase citizen satisfaction with service delivery. The adoption of citizen charter and public grievance redressal system has been important steps in this direction. However, years of experience with these revealed that because of lack of legal backing, these could not provide much relief to the citizens. Despite providing the timelines and nodal officers responsible for implementation, citizen charter framework could not provide assured service delivery in most cases.

Given the federal framework of India, the responsibility for service delivery is divided between the Central, State and local governments. Many states have attempted to address the issue by enacting a right to public service delivery legislation. Madhya Pradesh was the first State of India to have enacted the law giving public service the status of right in 2010. The legislation specified the services and departments to be covered. Timely delivery of specified services was mandatory, failing which punitive provisions were introduced. Many other State, such as, Bihar, Delhi, Punjab, Rajasthan, Himachal Pradesh, Kerala, Uttarakhand, Haryana, Uttar Pradesh, Odisha, Jharkhand, Maharashtra, West Bengal, Goa, etc., have since moved in that direction.

There are differences in the nomenclature as well as provisions of these various laws. Their effectiveness in terms of implementation and outcomes has varied too. It is time to look at the state experiences and draw lessons from the comparative picture to further improve the citizen experience of public service. Whether these laws have made any meaningful difference to the state of the citizens, and whether there is a need

for similar or different initiatives at the Central level for improving the delivery of public services are some of the questions that need to be examined.

### **Topic: NPA in Banks Affecting the Development of India**

The essay should mainly cover the following broad points:

#### **1. What are NPA's? What has led to increasing NPAs in the Banking Sector?**

This section should explain the concept of NPA's and enumerate on how NPAs in India have increased exponentially, particularly since 2014. Are the rising NPAs in the banking sector affecting credit off take? If yes, how?

#### **2. How to curb the problem of growing NPAs? The short and long-term measures that need to be taken to tackle this problem.**

This section should include what are the likely short and long-term steps that the government and the banks need to undertake to curb this problem including review of NPAs, Insolvency and bankruptcy code, role of the asset reconstruction company and focus on long term issues such as Improving credit risk management, strengthen credit monitoring, address corporate governance issues in public sector banks, etc.

#### **3. Steps taken by RBI and Government in last few years to curb NPAs**

The section should explain steps already taken by RBI and government such as provisioning for stressed assets, re-capitalisation of banks, writing off bad debt etc. How effective have been these steps so far and what are the likely implications of these steps?

#### **4. How NPAs have affected the goal of faster and inclusive growth and development in the country. And what does international experience with respect to NPAs tell us.**

This section should focus on the need for a technologically advanced, transparent and efficient banking system in a growing economy like India. The need of the hour it to evaluate the growth of NPAs in India and carry out a comprehensive analysis of the existing policies and structures to ensure that India remains on a high growth trajectory.

### **Conclusion**

Policy recommendations to focus on strengthening banking sector regulation in the country and undertake a comprehensive relook into the existing policies and structures to ensure that NPAs don't hamper growth and development of the economy.

### **Topic: Urban Planning in India: Developing an Integrated Approach**

Participants of essay writing competition are expected to cover the following five major headings (approximate word count mentioned in bracket).

#### **1. Definition of an urban area (about 500 words)**

The essay writer should be clear about the definition of urban area in India and in other countries. The definition of urban area makes India appear less urbanized than China. Urban area definitions are to be seen critically to suggest definition, which may be more acceptable in Indian context.

#### **2. Evolution of urban planning and influence of western models for urban planning process in India (about 1000 words)**

Urban planning is as old as human settlement itself, and archaeologists have sufficient evidence to establish urban planning prevailed in the Middle East and North Africa, Latin America, Asia and sub-Saharan Africa. These human settlements started from the river valleys like Nile river valley, Indus river valley,

Euphrates and Tigris river valley and Yellow river valley. These settlements have always been planned, though may not always by governments or according to some set principles of planning.

Mohanjodaro and Harappa in Indus Valley civilization, 3500 BC, were well-planned and compact towns with blooming art and culture, spreading over other countries like Mesopotamia. Ancient India followed strict rules and regulations of Hindu Shastras and Puranas till Moghuls came and established towns as per the Islamic culture. Important towns of ancient India were Pataliputra, Ayodhya, Hasthinapuram, Rajagriha, Kanchipuram, etc. Towns of medieval period were Fatehpur Sikri, Shahjahanabad, Jaipur, etc. Towns, which came up during British regime, were Madras, Bombay, Calcutta, Allahabad, Lahore, Nagpur, etc.

With advent of Industrial Revolution in Western Europe in 19<sup>th</sup> century, new ideas of urban planning were shaping human settlements. The principles of renowned scholars, which influenced the modern urban planning throughout the world, should be critically assessed to bring out the positive points. Work of a few prominent philosophers like Sir Ebenezer Howard's Garden City concept which continued to be popular among Indian planners till late 20<sup>th</sup> century; Raymond Unwin's for concept of Central City with Satellite towns and communities in its periphery; C.A. Perry's advocacy for neighbourhood unit model; Patrick Geddes' trinity of place, work and folk; Le Corbusier's ideas in his work of architecture and planning and Dr. C. A. Doxiadis' idea of interrelating man with his environment.

History of Urban Planning in India should be studied and summarized as few of these concepts are still relevant and are overshadowing the western concepts being followed since colonial period.

### **3. Effectiveness of western urban planning approaches for Urban India assessed (about 750 words)**

Colonialism diffused or rather imposed these western urban planning systems in India and other countries under colonial rule during 20<sup>th</sup> century. These systems were unavoidably based on certain assumptions of the time and space, which often were not so effective and appropriate for colonial urban India, where these western models were diligently followed. British colonial authorities introduced new urban concept of racial spatial segregation while establishing new towns and also influenced the development of existing ones in India. Trade dictated their focus to develop port cities like Madras, Bombay, Calcutta, Karachi, Colombo, Singapore and Hong Kong. Effectiveness or ineffectiveness of these western models in Indian urban areas during those time and at present need to be critically assessed in this section.

### **4. Characteristics and status of Master Plan of urban areas in India (about 1000 words)**

Modern Urban Planning being followed since 20<sup>th</sup> century is top-down process producing rigid end-state plans like master/development plans, which are usually mono-functional producing unproductive urban environments. Master Plan is a statutory document having map-suggesting areas for various land-uses. Indian urban population are residing in 7935 towns and cities (Census 2011) of which only limited urban areas have Master Plan or Development Plans. A Master Plan is essential for the planned development of an urban area, as in its absence growth occurs in haphazard manner. It is observed that even in urban areas with Master Plan, unauthorized and unplanned growth is rampant.

Since the beginning of 21<sup>st</sup> century Master Plan approach has been criticised, especially for being ineffective in cities experiencing rapid growth and the pressures of globalisation. Major drawback of Master Plan approach being absence of resource component—finance, human and natural resources, which resulted in its poor implement ability. Further, the Master Plan approach was no longer compatible after the 74<sup>th</sup> CAA, which widened the role of local government and also gave a platform to stakeholders indecision-making. Need for new paradigm in context of holistic approach to be established in this section.

### 5. Recent changes in urban planning in India (about 1750 words)

The 21<sup>st</sup> century saw the advent of IT revolution, which has made possible to discard age-old techniques of planning and adopt IT-enabled techniques for better and faster preparation of Master Plan. For preparation of Master Plan, the Ministry of Urban Development (MoUD) rechristened as Ministry of Housing and Urban Affairs (MoUHA), got Urban and Regional Development Plan Formulation and Implementation (URDPFI) Guidelines prepared in 2014, which replaced the earlier Urban Development Plan Formulation and Implementation (UDPFI) guidelines, 1996. UDPFI guidelines were the reference document for executives–professionals, administrators, etc., of the urban local bodies and other parastatals of small and medium towns and cities across the states. Keeping the latest guidelines into consideration, assess whether the suggested approach is sufficient to address the urban issues comprehensively. Finally, suggest a holistic approach for urban planning for India.

#### General Guidelines for the Essay

**The essay should be in English or Hindi language. The length of an essay should be approximately around 5000 words. An essay exceeding 5500 word limit shall not be accepted. The contestant must indicate the total number of words of the essay, failing which it shall not be accepted. All essays must be typed in double space on only one side of the paper and those entries which do not adhere to the stipulation shall be deemed to be rejected. It should be submitted in triplicate under a “nom-de-plume” or “alias”. The full name and address of the competitor should be mentioned on a separate sheet and enclosed in a sealed envelope bearing the nom-de-plume on the outer cover with the following inscription.**

#### Annual Essay Prize Competition – 2018, Indian Institute of Public Administration, New Delhi

All essays should be sent to the Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002, by Registered Post, so as to reach him not later than August 31, 2018. The envelope should be marked “Annual Essay Prize Competition – 2018”. The entries received after the due date will not be entertained.

The essay will be adjudged by a body of judges and the decision of the judges shall be deemed final. The institute reserves the right to -- not give away any award -- if none of the essays submitted meets the necessary standard. Any essay which receives an award shall become the joint intellectual property of the author and IIPA.

**N.B. Intending competitors who wish to seek any further clarification may write to the Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002**

भारतीय लोक प्रशासन संस्थान  
इंद्रप्रस्थ एस्टेट, रिंग रोड,  
नई दिल्ली

**वार्षिक निबंध पुरस्कार प्रतियोगिता-2018**

वार्षिक निबंध पुरस्कार प्रतियोगिता-2018 के लिए प्रविष्टियाँ आमंत्रित हैं। प्रतियोगिता के अंतर्गत पुरस्कार राशि निम्नवत् है:

**प्रथम पुरस्कार: 10,000/- रुपये**

**द्वितीय पुरस्कार: 7,000/- रुपये**

**तृतीय पुरस्कार: 5,000/- रुपये**

जिस प्रतियोगी को इस प्रतियोगिता में एक बार पुरस्कार प्राप्त हो चुका है, वह प्रतियोगी दुबारा उसी श्रेणी या उससे निम्न श्रेणी के किसी पुरस्कार का हकदार नहीं होगा। निबंधों के संयुक्त लेखन की अनुमति नहीं दी जाएगी तथा संयुक्त रूप से लेखकों द्वारा लिखित किसी भी निबंध पर प्रतियोगिता के अंतर्गत विचार नहीं किया जाएगा।

प्रतियोगिता के विषय हैं-

(प) राज्य सरकारों द्वारा उपलब्ध कराई गई लोक सेवाओं का अधिकार : राज्य कानूनों का तुलनात्मक अध्ययन तथा संसदीय अधिनियमन की आवश्यकता

(पप) बैंकों में एनपीएज का भारत के विकास पर प्रभाव

(पपप) भारत में भाहरी आयोजन: एक समेकित मार्ग का विकास

निबंध लेखकों से अपनी प्रविष्टियों में निम्नलिखित पहलुओं को शामिल करना अपेक्षित है:

**विषय: राज्य सरकारों द्वारा उपलब्ध कराई गई लोक सेवाओं का अधिकार : राज्य कानूनों का तुलनात्मक अध्ययन तथा संसदीय अधिनियमन की आवश्यकता**

निबंध में मुख्यतः निम्न विवाद बिंदु शामिल किए जाने चाहिए:

विश्व के अनेक भागों में लोक सेवा वितरण नागरिकों के महत्वपूर्ण अधिकार के रूप में जाना जाता है। भारत में भी, तेज़ी से यह माना जाने लगा है किसी भी राज्य की विश्वसनीयता तथा वैधता, उसकी अपने नागरिकों की देखभाल करने की सामर्थ्य पर निर्भर करती है। कुशल तथा प्रभावी लोक सेवा वितरण सार्वजनिक क्षेत्र के संगठनों के लिए एक महत्वपूर्ण चुनौती है। सेवा वितरण से नागरिक संतुष्टि बढ़ाने के लिए सरकार द्वारा अनेक कार्य किए गए हैं। नागरिक चार्टर अंगीकरण तथा लोक शिकायत निवारण पद्धति इस दिशा में महत्वपूर्ण कदम हैं। यद्यपि इनके वर्षों के अनुभव से यह प्रकाश में आया है कि कानूनी समर्थन के अभाव में, ये नागरिकों के लिए अधिक सहायक नहीं हुए। समय सीमा तथा कार्यान्वयन के लिए उत्तरदायी नोडल अधिकारी उपलब्ध करवाने के बावजूद भी, अधिकांश मामलों में नागरिक चार्टर फ्रेमवर्क आश्वस्त सेवा वितरण उपलब्ध नहीं करा सका।

भारत के संघीय ढांचे में, सेवा वितरण का उत्तरदायित्व केंद्र, राज्य तथा स्थानीय सरकारों के मध्य विभाजित है। अनेक राज्यों ने लोक सेवा वितरण का अधिकार कानून अधिनियमित करके इस मुद्दे का समाधान करने का प्रयत्न किया है। मध्यप्रदेश 1 भारत का पहला राज्य था जिसने सर्वप्रथम 2010 में कानून अधिनियमित करके लोक सेवाओं को अधिकार का दर्जा दिया। कानून में, शामिल की जाने वाली सेवाओं तथा विभागों का उल्लेख किया गया। निर्दिष्ट सेवाओं का समय पर वितरण अनिवार्य था, अन्यथा दंडात्मक प्रावधान शामिल किए गए। उसे बाद बिहार, दिल्ली, पंजाब, राजस्थान, हिमाचल प्रदेश, केरल, उत्तराखंड, हरियाणा, उत्तरप्रदेश, ओडिशा, झारखंड, महाराष्ट्र, पश्चिम बंगाल तथा गोवा इत्यादि अनेक अन्य राज्यों ने भी इस मार्ग को अपनाया।

इन विविध कानूनों की परिभाषा तथा प्रावधानों में अंतर है। इनके कार्यान्वयन तथा परिणामों में भी अंतर है। समय है कि हम लोक सेवाओं संबंधी नागरिक अनुभव में सुधार के लिए राज्यों के अनुभवों को देखकर उनके तुलनात्मक परिणामों से सीख लें। क्या इन कानूनों से नागरिकों की स्थिति में सार्थक अंतर आया है, तथा क्या लोक सेवा वितरण में सुधार के लिए केंद्रीय स्तर पर समान अथवा कुछ भिन्न कार्य किए जाने की आवश्यकता है, ये कुछ प्रश्न हैं जिनका परीक्षण किए जाने की आवश्यकता है।

**विषय : बैंकों में एनपीएज का भारत के विकास पर प्रभाव**

निबंध में मुख्यतः निम्न विषय बिंदु शामिल किए जाने चाहिए:

1. एनपीएज क्या है? बैंकिंग क्षेत्र में बढ़ते हुए एनपीएज के क्या कारण हैं?

इस भाग में एनपीए की संकल्पना तथा भारत में एनपीएज किस प्रकार विप्रेषित:2014 से तेज़ी से बढ़ गए हैं, की व्याख्या की जानी चाहिए। क्या बैंकिंग क्षेत्र में बढ़ते हुए एनपीएज क्रेडिट ऑफ़टेक को प्रभावित कर रहे हैं? यदि हाँ, तो कैसे?

## 2. बढ़ते हुए एनपीएज की समस्या को कैसे रोकें? इस समस्या के समाधान के लिए किए जाने वाले अत्यावधि तथा दीर्घावधि उपाय।

इस भाग में सरकार तथा बैंकों द्वारा इस समस्या को रोकने के लिए कौन से अत्यावधि तथा दीर्घावधि कदम उठाए जाने की आवश्यकता है तथा इसके साथ साथ इसमें एनपीएज की पुनरीक्षा, दिवालियापन कोड, परिसंपत्ति पुनर्निर्माण कंपनी की भूमिका तथा दीर्घावधि मुद्दों जैसे क्रेडिट जोखिम प्रबंधन, क्रेडिट मॉनिटरिंग का सुदृढीकरण तथा सार्वजनिक क्षेत्र के बैंकों आदि में कॉर्पोरेट गवर्नेंस के मुद्दों का उल्लेख करें।

## 3. सरकार तथा आर.बी.आई. द्वारा गत कुछ वर्षों में एनपीएज को रोकने के लिए उठाए गए कदम

इस भाग में सरकार तथा आर.बी.आई. द्वारा पहले से उठाए गए कदमों जैसे तनावग्रस्त संपत्तियों का प्रावधानीकरण, बैंकों का पुनःपूँजीकरण, डूबे हुए ऋण को बट्टे खाते में डालना इत्यादि कदमों का उल्लेख किया जाना चाहिए। ये कदम अब तक कितने प्रभावी रहे हैं तथा इन कदमों के संभाव्य अभिप्रेतार्थ क्या हैं?

## 4. एनपीएज ने दे 1 में तीव्र तथा समाहित विकास के लक्ष्य को कैसे प्रभावित किया है? तथा एनपीएज के संबंध में अंतरराष्ट्रीय अनुभव हमें क्या कहता है?

इस भाग में भारत जैसी विकास गील अर्थव्यवस्था में तकनीकी रूप से प्रोन्नत, पारदर्शी तथा कुशल बैंकिंग पद्धति की आवश्यकता पर फोकस किया जाना चाहिए। समय की आवश्यकता है कि भारत में एनपीएज की वृद्धि का मूल्यांकन करके विद्यमान नीतियों तथा संरचनाओं का विमर्श विमर्श किया जाए ताकि यह सुनिश्चित किया जा सके कि भारत उच्च विकास पथ पर बना रहे।

## 5. निष्कर्ष

देश में बैंकिंग क्षेत्र विनियमन के सुदृढीकरण पर फोकस हेतु नीतिगत सिफारिशें तथा विद्यमान नीतियों और संरचनाओं का विस्तार से पुनर्वलोकन ताकि यह सुनिश्चित किया जा सके कि एनपीएज अर्थव्यवस्था की वृद्धि तथा विकास को बाधित न करें।

## विशय : भारत में बाहरी आयोजन: एक समेकित मार्ग का विकास

निबंध प्रतियोगिता के प्रतिभागियों से निम्न प्रमुख भीर्शकों को भामिल किया जाना अपेक्षित है (लगभग भाब्द सीमा कोश्टक में उल्लिखित है)

### 1. बाहरी क्षेत्र की परिभाशा (लगभग 500 भाब्द)

निबंध लेखक को भारत में तथा अन्य देशों में बाहरी क्षेत्र की परिभाशा के संबंध में स्पष्ट होना चाहिए। बाहरी क्षेत्र की परिभाशा भारत को चीन से कम बाहरीकृत दिखाती है। परिभाशा सुझाने के लिए बाहरी क्षेत्र की परिभाशा को आलोचनात्मक रूप से देखा जाना चाहिए, जो भारतीय संदर्भ में अधिक स्वीकार्य हो।

### 2. बाहरी आयोजन का क्रमागत विकास तथा भारत में बाहरी आयोजन प्रक्रिया में पश्चिमी मॉडल का प्रभाव (लगभग 1000 शब्द)

बाहरी आयोजन स्वयं मानव के बसने जितना ही पुराना है, तथा वास्तुविदों के पास यह स्थापित करने के लिए पर्याप्त प्रमाण हैं कि मध्य पूर्व तथा उत्तरी अफ्रीका, लेटिन अमरीका, एशिया तथा उप सहारा अफ्रीका में बाहरी आयोजन विद्यमान था। ये मानव बस्तियाँ नदी घाटियों जैसे नील नदी घाटी, सिंधु नदी घाटी, यूफ्रेट्स तथा टिग्रीस नदी घाटी और पीत नदी घाटी से आरंभ हुईं। ये बस्तियाँ हमेशा से ही आयोजित रही हैं, भले ही ये सदा सरकार द्वारा अथवा आयोजन के सुनिश्चित सिद्धांतों के अनुसार आयोजित नहीं थीं।

3500 ई.पू. सिंधु घाटी सभ्यता में मोहनजोदाड़ो तथा हड़प्पा, विकसित कला तथा संस्कृति वाले सुनियोजित तथा सुगठित बाहर थे जो मेसोपोटामिया जैसे अन्य देशों तक फैले हुए थे। मुगलों के आने तक प्राचीन भारत में हिंदु भास्त्रों तथा पुराणों के नियमों तथा विनियमों का कड़ाई से पालन किया गया। पाटलिपुत्र, अयोध्या, हस्तिनापुरम्, राजगृह, काँचीपुरम् आदि प्राचीन भारत के तथा फतेहपुर सीकरी, भाहजहाँबाद, जयपुर आदि मध्यकालीन भारत के महत्वपूर्ण बाहर थे। मद्रास, बम्बई, कलकत्ता, इलाहाबाद, लाहौर तथा नागपुर आदि बाहर ब्रिटिश राज के दौरान उभरे।

19वीं भाताब्दी में पश्चिमी यूरोप में औद्योगिक क्रांति के आगमन के दौरान बाहरी आयोजन के नए विचारों के अनुसार मानव बस्तियाँ को आकार दिया गया। प्रख्यात विद्वानों के सिद्धांतों, जिन्होंने संपूर्ण विश्व में आधुनिक बाहरी आयोजन को प्रभावित किया, का आलोचनात्मक आकलन किया जाना चाहिए जिससे उनसे सकारात्मक बिंदुओं को निकाला जा सके। कुछ ख्यति प्राप्त दार्शनिकों का कार्य जैसे सर एबेनज़र हॉवर्ड का गार्डन सिटी कॉन्सेप्ट, जो भारतीय आयोजकों में 20वीं भाताब्दी तक प्रख्यात रहा; रेमंड उनविन का उपग्रह नगरों उपनगरीय समुदायों सहित केंद्रीय बाहर का कॉन्सेप्ट; सी.ए.पेरी का नेबरहुड युनिट मॉडल का समर्थन; पैट्रिक गेडेस की स्थल, कार्य तथा जन की ट्रिनिटी; लेशकोर्ब्युसर्स के वास्तु तथा आयोजन के उनके कार्य के विचार तथा डा.सी.ए.डोक्स्याड्स के मनुष्य के उसके पर्यावरण के साथ अंतर्संबंध के विचार।

भारत में बाहरी आयोजन के इतिहास का अध्ययन तथा उसका संक्षेप में उल्लेख किया जाना चाहिए क्योंकि उनमें से कुछ संकल्पनाएँ अभी भी उपयुक्त हैं तथा औपनिवेशिक काल से अपनाई जा रही पश्चिमी संकल्पनाओं को पीछे छोड़ती हैं।

3.भाहरी भारत हेतु पश्चिमी भाहरी आयोजन एप्रोच की प्रभावकारिता का आकलन (लगभग 750 भाब्द)

उपनिवेशवाद ने 20वीं शताब्दी के दौरान भारत तथा औपनिवेशिक भासन के अंतर्गत आने वाले अन्य राष्ट्रों में इन पश्चिमी भाहरी आयोजन पद्धति का प्रसार तथा अधिरोपण किया। ये पद्धतियाँ समय तथा स्थान की कुछ अपरिहार्य धारणाओं पर आधारित थीं, जो अक्सर औपनिवेशिकभाहरी भारत, जहाँ ये पश्चिमी मॉडल अपनाए गए थे के लिए अधिकॉतः बहुत प्रभावी तथा उपयुक्त नहीं थे। ब्रिटिश औपनिवेशिक प्राधिकरणों ने नए भाहरों की स्थापना करते हुए नस्लीय स्थानिक अलगाव का नया भाहरी कॉन्सेप्ट अपनाया जिसने भारत में विद्यमान भाहरों के विकास को प्रभावित किया। व्यापार ने उनका ध्यान मद्रास, बम्बई, कलकत्ता, कराची, कोलम्बो, सिंगापुर तथा हाँग-काँग आदि तटीय भाहरों के विकास पर केंद्रित किया। इस भाग में भारतीय भाहरी क्षेत्रों में उस समय तथा वर्तमान में इन पश्चिमी मॉडलों की प्रभावकारिता तथा अप्रभावकारिता का आलोचनात्मक आकलन किया जाना चाहिए।

4. भारत में भाहरी क्षेत्रों में मास्टर प्लान की स्थिति तथा विशेषताएँ (लगभग 1000 भाब्द)

20वीं शताब्दी से अपनाया जा रहा आधुनिक भाहरी आयोजन एक टॉप-डाउन प्रक्रिया है, जिसने मास्टर/विकास योजनाओं आदि एंड स्टेट योजनाओं को जन्म दिया है, जो कि अधिकतर मोनो कार्यात्मक हैं, जो अनुत्पादक भाहरी पर्यावरण पैदा कर रही हैं। मास्टर प्लान एक सांविधिक दस्तावेज़ है जिसमें विविध भू-प्रयोगों हेतु मानचित्र सुझाए गए हैं। भारत की भाहरी जनसंख्या 7935 नगरों तथा भाहरों (जनगणना 2011) में रहती है जिनमें से केवल सीमित भाहरी क्षेत्रों में मास्टर प्लान अथवा विकास योजनाएँ हैं। किसी भी भाहरी क्षेत्र के आयोजित विकास हेतु मास्टर प्लान आवश्यक है चूँकि इसके अभाव में विकास अव्यवस्थित तरीके से होता है। यह भी देखा गया है कि जिन भाहरी क्षेत्रों में मास्टर प्लान है वहाँ भी अनधिकृत तथा अनियोजित विकास तेज़ी से हो रहा है।

21वीं शताब्दी के आरंभ से ही, विशेषतः तेज़ी से विकसित हो रहे भाहरों में प्रभावी न होने तथा वैश्वीकरण के दबाव के कारण मास्टर प्लान एप्रोच की आलोचना होती रही है। मास्टर प्लान एप्रोच की सबसे बड़ी कमी संसाधनों – वित्त, मानव तथा प्राकृतिक संसाधनों का अभाव तथा परिणामस्वरूप इसका खराब कार्यान्वयन रहा है। आगे, 74वें संविधान संशोधन अधिनियम, जिसने स्थानीय सरकार की भूमिका को विस्तृत करके निर्णय लेने में स्टेट होल्डरों को भी मंच प्रदान किया, के बाद मास्टर प्लान एप्रोच संगत नहीं रही है। इस भाग में समग्र दृष्टिकोण के संदर्भ में नए पैराडिगम की आवश्यकता स्थापित की जानी चाहिए।

5. भारत में भाहरी आयोजन में हाल में हुए परिवर्तन (लगभग 1750 भाब्द)

21वीं शताब्दी में आई.टी. क्रांति के आने से, आयोजन की वशों पुरानी तकनीकों को छोड़कर, बेहतर तथा भीघ्न मास्टर प्लान की निर्मिति हेतु आई.टी. समर्थ तकनीकों को अपनाया संभव हुआ है। मास्टर प्लान की निर्मिति हेतु, भाहरी विकास मंत्रालय का नाम बदलकर आवास तथा भाहरी मामले मंत्रालय किया गया, 2014 में शहरी तथा क्षेत्रीय विकास आयोजन सूत्रीकरण तथा कार्यान्वयन (यू.आर.डी.पी.एफ.आई.) दिशानिर्देश तैयार करवाए गए जिन्होंने पूर्व के भाहरी विकास योजना सूत्रीकरण तथा कार्यान्वयन (यू.डी.पी.एफ.आई.) दिशानिर्देश, 1996 का स्थान ले लिया। यू.डी.पी.एफ.आई. दिशानिर्देश पूरे राज्य में लघु तथा मध्यम भाहरों एवं नगरों के भाहरी स्थानीय निकायों तथा अन्य पैरास्टेटलस के अधिवासियों-व्यवसायियों, प्रशासकों आदि के लिए संदर्भ दस्तावेज़ थे। नवीनतम दिशानिर्देशों को ध्यान में रखते हुए, आकलन कीजिए कि क्या सुझाया गया मार्ग भाहरी मुद्दों का विस्तार से समाधान करने के लिए पर्याप्त है? अंत में भारत में भाहरी आयोजन हेतु समग्र दृष्टिकोण सुझाएं।

निबंध के सामान्य दिशानिर्देश

निबंध हिंदी अथवा अंग्रेज़ी भाषा में होना चाहिए। निबंध लगभग 5000 भाब्दों का होना चाहिए। 5500 से अधिक शब्दों वाला निबंध स्वीकार नहीं किया जाएगा। प्रतियोगी को निबंध में प्रयुक्त भाब्दों की कुल संख्या बतानी होगी अन्यथा निबंध स्वीकार नहीं किया जाएगा। निबंध पृष्ठ के केवल एक ही तरफ दोहरे स्थान के साथ टाईप किया हुआ होना चाहिए। जिन प्रविष्टियों में इस निर्धारित मानदंड का अनुपालन नहीं किया जायेगा, उन्हें अस्वीकृत माना जाएगा। कल्पित नाम के साथ निबंध की तीन प्रतियां जमा की जानी चाहिए। प्रतियोगी का पूरा असली नाम तथा पता एक अलग कागज़ पर दिया जाना चाहिए और यह कागज़ एक सीलबंद लिफाफे में रखा होना चाहिए जिस पर ऊपर कल्पित नाम के साथ ही निम्न भाब्द अंकित होने चाहिए।

वार्षिक निबंध पुरस्कार प्रतियोगिता-2018, भारतीय लोक प्रासन संस्थान, नई दिल्ली।

सभी निबंध पंजीकृत डाक द्वारा निदेशक, भारतीय लोक प्रशासन संस्थान, इन्द्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली-110002 को भेजे जाने चाहिए। ये निबंध 31 अगस्त, 2018 तक अवश्य प्राप्त हो जाने चाहिए। लिफाफे के ऊपर "वार्षिक निबंध पुरस्कार प्रतियोगिता-2018" लिखा होना चाहिए। निर्धारित तिथि के बाद प्राप्त प्रविष्टियों पर विचार नहीं किया जायेगा।

निर्णायक गण इन निबंधों पर अपना निर्णय देंगे और इनका निर्णय अंतिम माना जाएगा। यदि प्राप्त निबंधों में से कोई भी निबंध आवश्यक मानक स्तर तक नहीं पहुंचता है तो संस्थान को यह अधिकार है कि वह किसी को भी पुरस्कार न दे। पुरस्कृत निबंध भारतीय लोक प्रशासन संस्थान तथा लेखक की संयुक्त बौद्धिक संपत्ति होंगे।

कृपया ध्यान दें: अन्य किसी भी प्रकार के स्पष्टीकरण के इच्छुक प्रतियोगी निदेशक, भारतीय लोक प्रासन संस्थान, इन्द्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली-110002 को लिख सकते हैं।

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#### Quotable Quotes

- “Voting is the language of democracy.” — **Wade Henderson**
- “Political correctness is tyranny with manners.” — **Charlton Heston**
- “The world will only, in the end, follow those who have despised as well as served it.” — **Samuel Butler**
- “The basis of effective government is public confidence.” — **John F. Kennedy**
- “That government is the strongest of which every man feels himself a part.” — **Thomas Jefferson**
- “It is not power that corrupts but fear.” — **Aung San Suu Kyi**
- “The price of apathy towards public affairs is to be ruled by evil men.” — **Plato**
- “No nation is fit to sit in judgment upon any other nation.” — **Woodrow Wilson**
- “A good leader can't get too far ahead of his followers.” — **Franklin D. Roosevelt**

- *“People buy into the leader before they buy into the vision.” — **John Maxwell***
- *“Corruption is the enemy of development, and of good governance.” — **Pratibha Patil***
- *“It is not enough to win a war; it is more important to organise the peace.” — **Aristotle***
- *“Loyalty to country, always; loyalty to government, when it deserves it” — **Mark Twain***
- *“A change is brought about because ordinary people do extraordinary things.” — **Barack Obama***
- *“Those who make peaceful revolution impossible will make violent revolution inevitable.” — **John F. Kennedy***

Shri Dipankar Guha has retired from the post of APO, IIPA on June 4, 2017. Thereby, all regional / local branches are requested to send their news articles/items to be published in the forthcoming newsletter on the official email id: [ijpa2012@gmail.com](mailto:ijpa2012@gmail.com) of the publication section.