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Karnataka Regional Branch, Bengaluru

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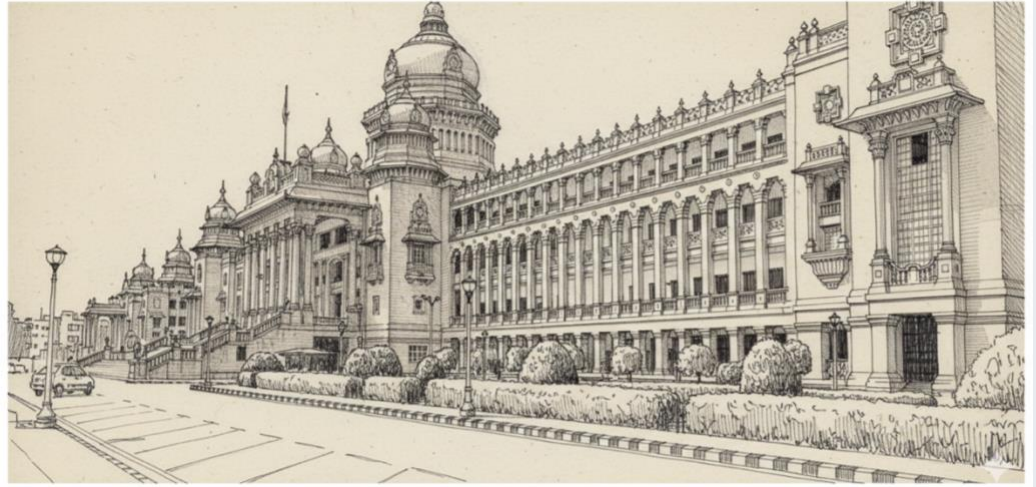


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WHAT'S NEW

LEAD FEATURE

**5TH STATE FINANCE
COMMISSION OF
KARNATAKA**
-
**A PARADIGM SHIFT IN
FISCAL
DECENTRALIZATION AND
RURAL LOCAL
GOVERNANCE**
-
**EMPOWERING
KARNATAKA'S URBAN
LOCAL BODIES**

COMMUNICATION PULSE

***The Missing Link in
Urbanization***



From the Chief Editor

It gives me great pleasure to place before readers the **July 2026** issue of our newsletter, the **72nd** since we began this initiative.

Our **Lead Feature** is on ***Devolution of Finances to Local Governments in Karnataka***. We present the highlights of the report submitted by the **5th State Finance Commission of Karnataka**, headed by **Dr. C. Narayanaswamy**. Overall, the report appears to reflect a broader philosophical shift from mere administrative decentralization toward **fiscal empowerment of local governments**. We also carry analytical observations on the rural and urban recommendations in the report by **Dr. N. Sivanna** and **Dr. K. Gayithri**, eminent retired academics who served in the Institute for Social and Economic Change, Bengaluru.

In our column on ***Communication Pulse***, **Dr. Annapoorna Ravichander** writes on **Communication** as the ***Missing Link in Urbanization***.

In a contribution by a promising academic from JAIN (DTB) University, Bengaluru, titled ***Voices from the Global South***, **Dr. Sneha Yadav** shares her reflections on ***Representing India at the Ulaanbaatar Dialogue*** in **Mongolia** last month.

In our column on ***Branch Activities***, we report on the **Panel Discussion** organized by us, in collaboration with **Dr. Manmohan Singh Bengaluru City University**, on the **5th Report of the State Finance Commission of Karnataka**. Participants in the event included the Chairman and two members of the State Finance Commission, a distinguished former Civil Servant and two eminent academics. The event was widely reported in the media.

We end this issue with our column on ***Food for Thought***. This time, we feature an Infographic titled, ***'Street-Level Bureaucracy'***, based on the concept developed by **Prof. Michael Lipsky**, eminent Political Scientist and Sociologist. The bottom line of his argument is that ***"Public Policy is not what governments intend. It is what citizens actually experience."***

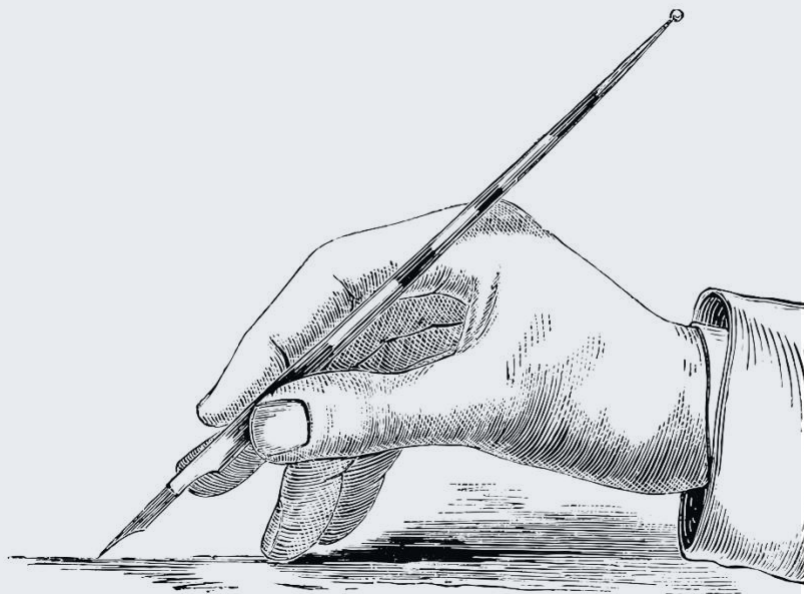
Shri T.M. Vijay Bhaskar, IAS (Retd.)

Former Chief Secretary,
Government of Karnataka.
Former Chairman, Karnataka
Administrative Reforms
Commission-2.

Chairperson, Indian Institute of
Public Administration, Karnataka Regional Branch



I add our usual disclaimer here that the views expressed by the contributors in this issue of the Newsletter are personal and *do not represent the views or position of the Editorial Board or the Executive Committee of the Branch*. Do write in with your responses, views and ideas for improvement of the Newsletter.





Lead Feature

DEVOLUTION OF FINANCES TO LOCAL GOVERNMENTS

Report of the 5th State Finance Commission of Karnataka

The 5th State Finance Commission, Karnataka, chaired by **Dr. C. Narayanaswamy**, was constituted by the Government of Karnataka in October 2023 to recommend principles governing fiscal devolution and financial strengthening of rural and urban local bodies for the award period broadly covering 2026–2030. ([Karnataka State Finance Commission](#)). The Commission submitted an **initial/interim report** relating to 2024–25 in February 2024, and a **comprehensive/final report** for the award period 2026–2030 in late 2025, later discussed publicly in 2026.

Major Highlights of the Final Report

Stronger Fiscal Devolution to Local Bodies

One of the most significant recommendations of the Commission is the enhancement of fiscal transfers to local governments.

The Commission recommended that:

- **45%** of the divisible share should go to **Rural Local Governments**
- **15%** should go to **Urban Local Governments**

Together, this would amount to **60% of the State's non-loan own revenue receipts** being devolved to local institutions. **This reflects a strong commitment to democratic decentralization and grassroots governance.**

This recommendation is important because:

- Karnataka has historically been a leader in Panchayati Raj reforms.
- Local governments increasingly bear responsibility for service delivery, without adequate finances.
- Urbanization pressures and rural infrastructure demands require predictable fiscal support.

Greater Priority to Taluk Panchayats

Within the rural local body allocation, the Commission recommends:

- **64%** to Taluk Panchayats
- **26%** to Zilla Panchayats
- **8%** to Gram Panchayats

This marks a notable emphasis on the **intermediate tier** of local governance.

The rationale appears to be:

- Taluk Panchayats increasingly function as the operational link between district planning and village implementation.
- Many welfare and development schemes are coordinated at the Taluk level.
- Taluks are emerging as key administrative and developmental units.

Financial Sustainability concerns regarding Guarantee Schemes

The Commission has adopted a balanced position on Karnataka's major welfare guarantee schemes such as *Gruha Lakshmi*, *Shakti*, *Anna Bhagya*, *Gruha Jyoti* and *Yuva Nidhi*. The report acknowledges their role in reducing economic vulnerability, supporting women's empowerment, increasing consumption demand, and strengthening social protection.

At the same time, it cautions the State Government regarding their long-term fiscal sustainability, rising revenue pressure, and the need for additional resource mobilization.

The Commission has stressed improving tax efficiency, enhancing own-source revenue, and expanding productive economic capacity alongside welfare expenditure.

This reflects a broader concern in public finance: ***Welfare expansion must be accompanied by sustainable revenue generation and economic growth.***

Use of Slum Population as a parameter for fund allocation

A particularly innovative recommendation is the use of "**slum population**" as an indicator in urban fund allocation, replacing earlier indicators such as illiteracy. This is significant because it recognizes the realities of rapid urbanization, links fiscal transfers to urban deprivation and shifts attention toward inclusive urban governance.

Ward-Level Transfers

A notable first of its kind feature of the Report is its recommendation to devolve formula-based sharing of funds to Ward level in Greater Bengaluru Authority and city corporations.

Emphasis on Resource Mobilization by Local Bodies

The Commission repeatedly emphasizes the need for better tax collection, strengthening local revenues, digitization of revenue systems, and reduction of fiscal dependence on the State Government. Areas examined included property tax, local cess and fees, water charges, user charges, and financial management systems. **The broader message appears to be that decentralization must be accompanied by fiscal responsibility and revenue autonomy.**

Focus on Grassroots Governance and Field Consultations

The Commission undertook extensive district consultations and field inspections across Karnataka. These included reviews of Gram Panchayat infrastructure, digital governance, Jal Jeevan Mission implementation, MGNREGA, local taxation systems, Anganwadi facilities, staffing shortages, and urban infrastructure gaps. **It is clear that the Commission attempted a more empirical and field-oriented approach rather than relying purely on macro-level fiscal data.**

Concern over Delay in Local Body Elections

The Commission highlights that delays in Panchayat and Urban Local Body elections have caused Karnataka to lose substantial Central Finance Commission grants. Estimates mentioned possible losses running into thousands of crores annually. This is constitutionally significant because elected local bodies are mandatory under the 73rd and 74th Constitutional Amendments, and many Finance Commission grants are conditional upon functioning elected institutions. **The report clearly reinforces democratic decentralization, constitutional governance, and fiscal federalism.**

A Larger Shift toward Decentralized Development

Overall, the report appears to reflect a broader philosophical shift from mere administrative decentralization toward **fiscal empowerment of local governments.**

The underlying themes of the report include subsidiarity, participatory governance, local accountability, social justice, and regionally balanced development.

In many ways, the Commission continues Karnataka's long-standing reputation as a pioneer in Panchayati Raj reforms while adapting to new challenges such as

urbanization, welfare expansion, fiscal stress, and digital governance.

Broader Significance of the Report

The report is significant for at least **five reasons**:

1. It may shape Karnataka's fiscal architecture until 2030.
2. It attempts to balance welfare commitments with fiscal prudence.
3. It strengthens the constitutional role of local governments.
4. It introduces more socially sensitive allocation criteria.
5. It reflects contemporary debates on decentralized development and cooperative federalism.

The Commission's recommendations also raise important **policy questions**:

1. How much fiscal autonomy should local governments receive?
2. Can welfare expansion coexist with fiscal sustainability?
3. Should Taluk Panchayats become the primary developmental unit?
4. How can urban inequality be better incorporated into fiscal devolution?

These questions are likely to influence Karnataka's governance discourse in the coming years.





KARNATAKA 5TH STATE FINANCE COMMISSION RECOMMENDATIONS

A Paradigm Shift in Fiscal Decentralization and Rural Local Governance



Dr. N. Sivanna

Mahatma Gandhi Rural Development and Panchayat Raj University, Gadag, Karnataka

The **Karnataka 5th State Finance Commission (SFC)** has submitted a **comprehensive report, providing a roadmap for strengthening local governance and fiscal decentralization in the state**. The Commission adopted a consultative and evidence-based approach, holding discussions with experts, government officials, elected representatives, and local institutions across Karnataka and other states.

A major highlight of the report is its **strong focus on fiscal decentralization**. The Commission recommends devolving resources in a **40:60 ratio between the state government and local self-governments**, which includes salary expenditures and major welfare schemes such as *Gruhalakshmi* and *Anna Bhagya*. However, this could strain the state's resources, and its sustainability depends on revenue growth. Of the total share allocated for local self-governments, 45 per cent is proposed for rural local self-governments and 15 per cent for urban local self-governments, maintaining a **75:25 ratio between rural and urban bodies**.

Within the rural sector, the Commission recommends distribution among Zilla Panchayats, Taluk Panchayats, and Gram Panchayats in the ratio of **28:64:8**. While this strengthens the role of **Taluk Panchayats** as major implementing agencies, it raises concerns regarding the relatively small share assigned to Gram Panchayats, which are the closest institutions to citizens and play a crucial role in participatory democracy.

To ensure fair distribution of funds, the Commission suggests objective criteria and weightages. Population has been given the highest weight of 60 per cent, followed by area at 20 per cent, SC/ST population at 10 per cent, and indicators such as the Human Development Index (for ZPs) and tax effort (for GPs) at 10 per cent. Another proposed formula includes population (50%), area (20%), SC/ST population (10%), and an Index of Devolution

(20%). **This formula seeks to balance equity, efficiency, and performance in resource allocation.**

The Commission has also recommended that **20 percent of grants to Gram Panchayats be provided as untied grants without conditions, enhancing local autonomy by allowing panchayats to address area-specific developmental needs**. Additional grants are proposed in the form of establishment, maintenance, performance, and capacity-building grants, which are linked to performance-based criteria to encourage efficiency and good governance among local bodies, foster accountability, and motivate panchayats to improve their functioning.

A key theme of the report is *strengthening the financial autonomy of local governments by increasing their own source of revenue*. The Commission recommends sharing revenues from taxes under the Goods and Services Tax (GST) with local governments. It also proposes that cess and surcharge collections exceeding five percent should be transferred to the Devolution Fund.

To improve local finances, the report advocates **comprehensive property tax reforms**, including regular property surveys, periodic assessment revisions, and taxation of commercially operated homestays, resorts, mobile towers, windmills, and hydroelectric projects. It also recommends sharing mining royalties with affected Gram Panchayats and collecting entry fees at tourism, archaeological, and religious sites.

Recognizing the increasing challenge of infrastructure maintenance, the Commission suggests setting aside at least five percent of the capital costs of assets built under schemes like Jal Jivan Mission (JJM), Swachh Bharat Mission (SBM), and MGNREGS for operation and maintenance. It further recommends compensating Gram Panchayats for administrative costs incurred during the implementation of Central Sector and Centrally Sponsored Schemes.

The report emphasizes **sustainable development and climate action**, recommending increased allocations to support Sustainable Development Goals (SDGs). An estimated climate budget of over ₹52,800 crore is proposed up to 2030 to implement climate action plans. The Commission highlights the importance of climate resilience, disaster preparedness, renewable energy adoption, and climate-smart agriculture.

Regarding **governance reforms**, it recommends **strengthening community participation in planning and implementing schemes** related to sanitation, solid waste management, drinking water, and rural roads. It suggests extending Gramathana areas and regularizing non-Gramathana properties to support planned development and enhance local revenues. Activity mapping across all government departments is recommended to clearly define responsibilities among various tiers.

The Commission observed widespread vacancies in Panchayat institutions and recommends the immediate filling of technical and administrative posts, especially engineers, health workers, and frontline service providers. It also emphasizes the need to strengthen the Karnataka State Planning and Development Committee, District Planning Committees (DPCs), and Taluk Planning and Development Committees (TPDCs) across all taluks to enhance coordinated planning and decision-making. Institutional strengthening and capacity building are crucial. To address these administrative and institutional policy concerns, **there is an immediate need to establish the Karnataka Panchayat Administrative Service (Section 232 B of the 1993 Act) and the Karnataka State Panchayat Council (Section 310 A of the Act).**

A **comprehensive training policy** for elected representatives and officials is recommended, including certificate and diploma courses through Mahatma Gandhi Rural Development and Panchayat Raj University. **Building capacity on climate change, disaster management, and climate-smart agriculture is also essential.** Farmers, elected representatives, and panchayat staff should receive regular training to address emerging environmental challenges and improve resilience.

Overall, the Karnataka 5th State Finance Commission has provided **a visionary framework** for strengthening rural local governance. Its recommendations mark a **paradigm shift** in fiscal federalism, aiming to align functions, funds, functionaries, and freedoms while advancing the constitutional vision of democratic decentralization.

If implemented systematically, these recommendations can significantly contribute to sustainable rural development and strengthen the foundations of local self-governance in Karnataka, making it a national model for empowered local governments, inclusive development, and participatory democracy.





EMPOWERING KARNATAKA'S URBAN LOCAL BODIES

Financial Devolution Framework of the 5th State Finance Commission



Dr. K. Gayithri, Ph.D.

Former Professor, Institute for Social and Economic Change, Bengaluru

The 5th Karnataka State Finance Commission (SFC) covers two distinct time periods, the interim period, 2024–25 and 2025–26 and the main award period, 2026–27 to 2029–30. The report takes into account rapid urbanization experienced in the state and the serious infrastructural inadequacies of the ULBs.

The 5th SFC of Karnataka proposes a structural reform in municipal financing to ensure a sustained and predictable source of revenue for the urban local bodies. Its key proposals include allocating 5 percent of State GST revenue to Urban Local Bodies (ULBs) and moving to a 60 percent fund vertical sharing formula from the state's divisible pool to empower cities to tackle rapid urbanization. However, the Action Taken Report (ATR) of the state government has not accepted the prescribed share of 5 percent in the GST in view of the state's huge fiscal commitments and pegged the share of the local bodies at 50 percent of NLNORR.

The commission uses **a distinct matrix based on weightage to balance equity, demographic load, and performance** with the assigned scores of 40 percent weightage to population, 30 percent to area, 15 percent to SC/ST population, and 15 percent to the slum population. Historically, SFCs in Karnataka heavily relied on the "number of illiterates" alongside basic population metrics to assess socioeconomic backwardness and calculate funding gaps between municipalities. In a welcoming development, the 5th SFC explicitly departed from this historical precedent by **substituting the illiteracy variable with "slum population"**.

Greater Bengaluru Authority (GBA)

Significant attention is placed on the geographical area of *Greater Bengaluru*. The SFC recommends that municipal bodies (including corporations under the GBA framework) secure a distinct financial stake to manage civic services effectively.

The 5th SFC recommendation is unique, featuring a ward-level shift in the intra-urban distribution, with 80 percent of its budget internally across individual municipal wards.

The weightage assigned includes population (40 percent), geographical area (30 percent), SC/ST population (10 percent), slum population (10 percent), and most importantly, the tax effort. A 10 percent weightage is assigned to tax effort, which serves as a performance incentive with an objective to reward individual wards that depict high efficiency in collecting their local Own-Source Revenues (OSR), such as property taxes.

Resource Mobilization & Property Tax

Guidance Value Implementation: The Commission strongly urges the BBMP and other urban bodies to modernize their revenue streams by adopting a technology-driven and the latest guidance value-based assessment of property taxes.

Untied Grants: The SFC pushes for greater local autonomy by increasing the share of untied grants, allowing ULBs the operational flexibility to pay electricity bills, manage salaries, and fix pressing local issues without awaiting state approval.

Administrative Accountability

Mandatory Elections: Taking a strict stance against delayed democratic processes, the Commission recommends elections for municipal bodies to be expedited. Delaying these elections, the report noted, subjects the performance grants of the Central Finance Commission (CFC) to serious risk.

Most importantly, the 5th Karnataka State Finance Commission's recommendation to set up a High-Level Monitoring Committee (HLMC) as the primary mechanism to solve the "implementation deficit" and ensure mandatory fiscal devolution is crucial to ensure smooth and predictable fiscal transfers to the local bodies.

This gains significance in the wake of past deviations observed between the SFC recommendations and the actual transfers. The commission empowers compliance, specifically requiring the tracking of tied grants to prevent misappropriation for operational expenses.



Communication Pulse

Probe, Reflect, Act

THE MISSING LINK IN URBANIZATION: *COMMUNICATION*

**Dr. Annapoorna
Ravichander**
Independent Consultant



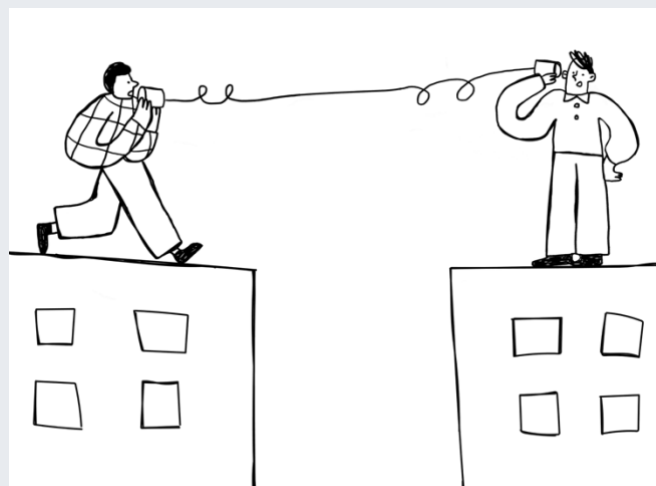
Introduction

Urbanization is no longer just about expanding cities—it is about shaping how people live, move, and work and survive in the future. Various governments speak on roads, traffic, housing, and floods as separate entities, but in reality they are all interconnected. It is important that the dots between urban policies and daily needs be connected through excellent and clear communication. If a government wants to achieve this and see some success, then it is important for it to ensure and follow this 8-pronged approach mentioned below:

- 1. Communicate practical issues in a simple language.** For example, the government could convey “use better planning of a city to manage floods and keep neighbourhoods clean” instead of just stating “an approach to *“integrated urban planning”*”. In other words, explain clearly what these terminologies mean: public transport, safety and open spaces, housing affordability, and pollution, to name a few.
- 2. Use multiple platforms to communicate messages.** Public interest will increase if various channels and modes are used to communicate messages using multilingual communication. For example, the government can use local newspapers, FM radio, short videos and ward meetings. Ideally, communication should go beyond government circulars to increase public trust and participation.
- 3. Use visuals rather than only statistics by using real local examples.** For example communication can include *before and after* scenarios (planned and unplanned neighbourhood), introduce citizens to successful models from other countries and share

the ill effects of poor zoning which leads to traffic and flooding. People understand and absorb visual presentations, and powerful messages can be conveyed through images and videos.

- 4. Use data by converting them into stories.** Simplify urban complexity using infographics and GIS-based visuals. For example, use terminology like: *“Flood damage costs crores every monsoon.”* *“The city loses X hours daily in traffic.”* *“In the coming decade’s urban population will double.”*
- 5. Link urbanization to employment and economy by promoting it as a civic issue.** For example governments can convey the following messages: *“Urbanization increases job opportunities”, “It improves ease of doing business”* and *“boosts innovation and investment”*.
- 6. Present policies as future investments and not as mere regulations.** For example, a simple tag line like *“you can attract opportunities and investments if your city is well-planned and has good infrastructure”* will be effective. The government can also place emphasis by saying *“Good urban policy improves economic growth and quality of life”* or *“a well-planned city reduces future costs”*.
- 7. Include citizens by dialoguing with them.** Shift from announcement to engagement. For example, use participatory budgets, hold ward-level consultations, include Resident Welfare Associations and urban planners to discuss key topics and issues.
- 8. Ensure that a sustained narrative is followed** to create and build awareness to convey that policy is essential and not optional. For example, do not communicate only during occasions like floods, disasters, crisis in traffic or environmental issues. Instead use long-term narratives. For example, *“Urbanization is inevitable, chaos is not”*.



Case Studies

Case Study 1

What? Communicating Waste Management Reform in Indore

How? The Government employed the following:

- Used social media extensively to promote branding
- Launched competition to encourage behavioural changes
- Employed local authorities and volunteers
- Ran door-to-door awareness campaigns

Impact

Involvement of public became relevant and citizens became participants and not mere onlookers

Communication Message:

"Cleanliness is a public movement rather than merely a municipal directive".

Case Study 2

What? Singapore — Long-Term Urban Vision using communication in Singapore

How? The government successfully used the following:

- Used digital tools and interactive maps
- Encouraged public consultations
- Linked urban planning with national identity and economic growth
- Shared accessible master plans

Impact

Built public trust in long-term urban planning through consistent and transparent communication

Communication Message

"Urban planning is a shared national project and not a mere bureaucratic act".

Urban policy succeeds not merely through plans and regulations but through public understanding, participation, and trust. Cities are not shaped by infrastructure alone; *they are shaped by how governments communicate vision, trust, and participation.*



**Reflections on Representing India in
Mongolia**

Dr. Sneha Yadav

*Assistant Professor, Centre for Research in Social Sciences
and Education (CeRSSE), JAIN University, Bengaluru;
Member, Indian Institute of Public Administration (IIPA),
Karnataka Regional Branch*

The architecture of global governance is undergoing a significant transformation. For decades, debates on security, technology, and world order were shaped largely by the Atlantic powers. Today, however, the **Global South** and emerging middle powers are increasingly shaping these conversations. Platforms in Central and Northeast Asia are evolving into important spaces where countries engage as equal participants rather than passive observers. In this changing landscape, India's academic and intellectual engagement assumes particular importance, reflecting its traditions of strategic autonomy, dialogue, and multilateralism.

Against this backdrop, I had the privilege of participating in two major international forums in **Ulaanbaatar, Mongolia**, on 3 June 2026—the **Ulaanbaatar Dialogue (UBD) 2026** and the **Mongolia–Central Asia Regional Conference**. Both events brought together scholars, policymakers, diplomats, and strategic experts to deliberate on emerging challenges confronting the international order.

Mongolia occupies a distinctive place in international diplomacy. Situated between Russia and China, it has successfully cultivated an independent foreign policy centred on neutrality, dialogue, and confidence-building. **Ulaanbaatar**, where nomadic traditions coexist with rapid modernization, has emerged as a bridge connecting Northeast Asia, Central Asia, and the wider Eurasian region. Often described as the "Geneva of Northeast Asia," the city provides a neutral venue where conversations that may be difficult elsewhere can take place openly and constructively.

Ulaanbaatar Dialogue 2026

The Ulaanbaatar Dialogue, organized annually by the Institute for Strategic Studies of Mongolia, is among **Asia's leading Track 1.5 forums** on regional security. Established in 2014 following a proposal made in 2013, it draws inspiration from the Helsinki

Process, seeking to promote confidence-building and sustained dialogue in Northeast Asia. While the Dialogue initially focused on regional security, its agenda has steadily expanded to include climate cooperation, Central Asian engagement, and, increasingly, the governance of Artificial Intelligence. These additions reflect the reality that **today's international system is shaped by overlapping geopolitical, economic, ecological, and technological challenges**, rather than by any single crisis.

I was honoured to participate in the panel on **"Emerging Security Challenges and Artificial Intelligence."** The panel brought together distinguished experts from the United Nations Institute for Disarmament Research (UNIDIR), the International Committee of the Red Cross (ICRC), and leading scholars from China, South Korea, Sweden, France, and other countries.

A recurring theme was that **technological advances in AI are progressing far more rapidly than the institutions designed to regulate them**. This widening gap demands greater international cooperation and anticipatory governance to ensure that innovation contributes to peace and human security rather than instability.

Representing India in this discussion was both an honour and a responsibility.

Central Asia–Mongolia Regional Conference

During the same visit, I also participated in the **Central Asia–Mongolia Regional Conference 2026**, organized by the Institute for Strategic Studies at the Kempinski Hotel, Ulaanbaatar. I spoke in the opening session on **"Emerging World Order"** alongside eminent participants, including senior strategic experts from Kazakhstan, Germany, the Conference on Interaction and Confidence Building Measures in Asia (CICA), and military leadership from the region.

The discussions highlighted that **the emerging international order cannot be explained solely through traditional notions of power politics or great-power competition**. Rather, the world is entering a period marked by multiple intersecting transformations, where geopolitical rivalry coexists with technological disruption, climate challenges, economic uncertainty, and new security threats. Addressing these interconnected issues requires cooperative approaches that transcend conventional diplomatic frameworks.

Reflections

Taken together, the two conferences brought together participants from Mongolia, Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, China, South Korea, Germany, Sweden, France, and several international organizations, including the United Nations. What made these gatherings particularly significant was that they reflected a **distinctly Global South and Eurasian perspective on international affairs**, offering a refreshing alternative to discussions traditionally dominated by Western institutions.

The most enduring lesson from my visit was that **the future international order will depend not only on military strength or economic power but equally on the willingness of nations to engage in dialogue, build trust, and listen to one another**. Mongolia's own diplomatic identity demonstrates how even relatively small states can make meaningful contributions to international peace by creating neutral spaces for constructive engagement.

I returned from Mongolia with renewed confidence that Indian scholars have much to contribute to—and much to learn from—the expanding networks of the Global South and Eurasia. Such engagements strengthen not only academic collaboration but also India's broader role as a responsible and constructive voice in shaping an increasingly multipolar world.

I am grateful to the **Indian Institute of Public Administration, Karnataka Regional Branch**, for providing me the opportunity to share these reflections with our community. I look forward to continuing to contribute to these important international conversations and to representing India's academic perspective on global platforms.





Branch Events

Branch Activity 1 - Report on Panel Discussion

DEVOLUTION OF FINANCES TO LOCAL GOVERNMENTS

Karnataka and Chairperson, Karnataka Regional Branch of IIPA presided over the programme.

In his **Lead Presentation**, **Dr. C. Narayanaswamy**, Chairman, 5th SFC, referred to the highlights of the three reports of the 5th SFC. He stated that the major recommendations of the commission included



Shri T.M. Vijay Bhaskar is seen welcoming Dr. C. Narayanaswamy. At extreme left is Shri L.K. Atheeque. Seen at right are Shri R.S. Phonde and Shri Mohd. Sanaulla.

The **Karnataka Regional Branch of IIPA**, in collaboration with **Dr. Manmohan Singh Bengaluru City University** organized a **Panel Discussion** on the **Report of the 5th State Finance Commission of Karnataka (5th SFC)** on 3 June 2026 on **Devolution of Finances to Local Governments in Karnataka**.

The **Lead Presentation** was made by the **Chairman of the 5th SFC, Dr. C. Narayanaswamy**. Discussants were **Shri Mohamed Sanaulla, IAS (Retd.)**, Hon'ble Member, 5th SFC; **Shri L.K. Atheeque, IAS (Retd.)**, former Additional Chief Secretary, Govt. of Karnataka; **Dr. K. Gayithri**, former Professor, Centre for Economic Studies and Policy, Institute for Social and Economic Change, Bengaluru; and **Dr. N. Sivanna**, Hon. Professor, Mahatma Gandhi Rural Development & Panchayat Raj University, Gadag, Karnataka. **Mr. T.M. Vijay Bhaskar, IAS (Retd.)**, former Chief Secretary of

stronger financial devolution to rural and urban local governments; greater priority to Taluk Panchayats; a shift towards outcome-based urban indicators; and emphasis on resource mobilization by local governments.

The report also raised serious concerns about the **fiscal sustainability of the Guarantee Schemes of the Karnataka government** and the **inordinate delay in holding elections to local governments**, which has resulted in the loss of several thousand crores of rupees by way of Union Finance Commission grants, he stated.

Participating in the discussion, former Additional Chief Secretary of Karnataka, **Shri L.K. Atheeque, IAS (Retd.)** explained that the Government of Karnataka spends about Rs.1 lakh crore annually on social justice guarantee schemes, subsidies, and pension commitments, as a result of which Karnataka has climbed to the top spot in the country in terms of per capita income. He stated that local governments could mobilize greater revenue resources through the effective collection of property tax.

Shri Mohamed Sanaulla, Member of the 5th SFC stated that the Commission had submitted three reports to the government. He was happy to state that the government has accepted almost all the recommendations made in the I and II Reports, **except the ones regarding devolution of finances to rural local governments**. He called upon civil society organizations to exert pressure on the government to ensure adequate finances for them.

Dr. K. Gayithri, former Professor at ISEC, referred to the unique features of the report of the 5th SFC, with particular reference to urban local governments. The recommendation that 5% of State GSDP must go to local governments; the need to ensure equity with efficiency; the emphasis on strengthening resource mobilization by local governments themselves; ward-level devolution to be based on their needs; strengthening capacity building; and the prescription of guidelines regarding untied grants – were flagged and appreciated by her in her presentation.

Dr. N. Sivanna, former occupant of the Ramakrishna Hegde Chair on Decentralization at ISEC, focused on the recommendations of the 5th SFC on rural local governments. Referring to the recommendation of devolution of resources in the ratio of 40:60 between the state and local self-governments, respectively, where the share of rural local governments is 45 percent and the share of urban local governments is 15 percent, he stated that **this moved Karnataka to the realm of deep fiscal decentralization**. He called for better horizontal distribution of finances among Panchayati Raj institutions, where Gram Panchayats should get more resources than the Zilla and Taluk Panchayats. The allocation of 20 per cent of grants as untied grants is very positive and encouraging. He also

identified the several untapped areas that could be taxed to augment the resources of Gram Panchayats. He concluded that **Karnataka could become a model for other states, thanks to the 5th SFC, as it represents a paradigm shift in fiscal federalism at the state level**.

Presiding over the Panel Discussion, **Shri T.M. Vijay Bhaskar, IAS**, Chairperson of IIPA-KRB stated that the report of the 5th State Finance Commission of Karnataka marked **a major milestone** in the progress of the state towards devolution of finances to local governments. In his view, the Southern states in India have achieved greater development by more effectively implementing policies and programmes of democratic decentralization.

Present on the occasion were **Shri R.S. Phonde**, Member, 5th SFC of Karnataka, **Shri D.R. Patil**, Chairman, Decentralized Planning and Development Committee of the Government of Karnataka, **Shri Naveen Joseph**, Registrar of Dr. Manmohan Singh Bengaluru City University, **Prof. G.B. Shivaraj**, **Prof. Eresi** and others. **Prof. Jyothi Venkatesh**, Dean of the Faculty of Arts of Dr. Manmohan Singh Bengaluru City University, welcomed the dignitaries and gathering. **Dr. D. Jeevan Kumar**, Secretary, IIPA-KRB proposed a vote of thanks.

Below

A question from the floor



ಶೀಘ್ರ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆ ನಡೆಯಲಿ

5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಾ.ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ಒತ್ತಾಯ

ಸಂ.ಕ.ಸಮಾಚಾರ, ಬೆಂಗಳೂರು

ನನೆಗುದಿಗೆ ಬಿದ್ದಿರುವ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯನ್ನು ಆದಷ್ಟು ಬೇಗ ನಡೆಸುವಂತೆ 5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಾ.ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ರಾಜ್ಯ ಸರ್ಕಾರವನ್ನು ಒತ್ತಾಯಿಸಿದ್ದಾರೆ.

ಸೆಂಟ್ರಲ್ ಕಾಲೇಜಿನ ಆಯೋಜಿಸಿದ್ದ ಸಂವಾದ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ 'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಗೆ ಹಣಕಾಸು ವಿತರಣೆ-5ನೇ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ವರದಿ' ಎಂಬ ವಿಷಯದ ಕುರಿತು ಮಾತನಾಡಿದ ಅವರು, ಪ್ರಜಾಪ್ರಭುತ್ವದ ಬಲವರ್ಧನೆ ಹಾಗೂ ಕೇಂದ್ರ ಸರ್ಕಾರದಿಂದ ಬರಬೇಕಾದ ಅನುದಾನವನ್ನು ಪಡೆದುಕೊಳ್ಳುವ ದೃಷ್ಟಿಯಿಂದ ರಾಜ್ಯದ ನೂತನ ಮುಖ್ಯಮಂತ್ರಿ ಡಿ.ಕೆ.ಶಿವಕುಮಾರ್ ಅವರು ಈ ಬಗ್ಗೆ ಗಂಭೀರ ಗಮನ ಹರಿಸಬೇಕಾದ ಅಗತ್ಯವಿದೆ. ಸಕಾಲಿಕ ಚುನಾವಣೆ ನಡೆಯದಿರುವ ಕಾರಣಕ್ಕಾಗಿ ಅಪಾರ ಮೊತ್ತದ ಅನುದಾನ ಅಲಭ್ಯವಾಗಿದೆ



ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವ ಎ. ನವೀನ್ ಜೋಷಿ, ಐಐಪಿಎ ಕಾರ್ಯದರ್ಶಿ ಡಾ. ಡಿ.ಜೀವನ್ ಕುಮಾರ್ ಉಪಸ್ಥಿತರಿದ್ದರು.

ಎಂದು ಹೇಳಿದರು.1993ರಲ್ಲಿ ಜಾರಿಗೊಂಡ ಸಂವಿಧಾನದ 73 ಮತ್ತು 74ನೇ ತಿದ್ದುಪಡಿಗಳ ದೆಸೆಯಿಂದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಬಲೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣದ ಹೊಸ ಮನ್ವಂತರಕೆ ನಾಂದಿಯಾಯಿತು. ಆದರೆ

ಕೇಂದ್ರ ಹಣಕಾಸು ಆಯೋಗದ ಷರತ್ತುಗಳನ್ನು ಪಾಲನೆಯಲ್ಲಿ ವಿಫಲವಾದ ಕಾರಣ ಹಣಕಾಸಿನ ನೆರವು ಸ್ಥಗಿತಗೊಂಡು ರಾಜ್ಯದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಗಳಿಗೆ ಆರ್ಥಿಕ ಹಿನ್ನಡೆಯಾಗಿ ಪ್ರಗತಿ ಕುಂಠಿತವಾಗಿದೆ.

ಜಿಬಿಎ ಚುನಾವಣೆಯ ವಿಳಂಬದಿಂದಾಗಿ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಸುಮಾರು 10,000 ಕೋಟಿ ರೂ.ಗಳಷ್ಟು ಕೇಂದ್ರ ಹಣಕಾಸು ನೆರವಿನಿಂದ ವಂಚಿತವಾಗಿದೆ ಎಂದು ತಿಳಿಸಿದರು.

ನಿವೃತ್ತ ಅಪರ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಎಲ್.ಕೆ.ಆರ್.ಮಾತನಾಡಿ, ಕರ್ನಾಟಕ ಸರ್ಕಾರ ಸಾಮಾಜಿಕ ನ್ಯಾಯದ ಗ್ಯಾರಂಟಿ ಯೋಜನೆಗಳು ಹಾಗೂ ವಿವಿಧ ಸಬ್ಸಿಡಿ ಮತ್ತು ಪಿಂಚಣಿ ಬಾಬುಗಳಿಗೆ ವಾರ್ಷಿಕ ಸುಮಾರು 1 ಲಕ್ಷ ಕೋಟಿ ರೂ. ವ್ಯಯಿಸುತ್ತಿದೆ.

ಇದರ ಪರಿಣಾಮವಾಗಿ ತಲಾ ಆದಾಯದಲ್ಲಿ ಕರ್ನಾಟಕ ರಾಜ್ಯ ದೇಶದಲ್ಲೇ ಮೊದಲ ಸ್ಥಾನಕ್ಕೇರಿದೆ ಎಂದರು.

ಈ ವೇಳೆ ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವ ಎ. ನವೀನ್ ಜೋಷಿ, ಐಐಪಿಎ ಕಾರ್ಯದರ್ಶಿ ಡಾ. ಡಿ.ಜೀವನ್ ಕುಮಾರ್ ಉಪಸ್ಥಿತರಿದ್ದರು.

News Trail

'No GBA poll left city short of ₹10k cr funds'

NT Correspondent
Bengaluru

Chairman of the 5th State Finance Commission and former MP Dr. C. Narayanaswamy said that Bengaluru city has been deprived of approximately ₹10,000 crore in central financial assistance due to the failure to conduct local body elections.

The comments came at an interactive session of Karnataka Regional Branch of the Indian Institute of Public Administration (IIPA) at the Dr. Manmohan Singh Bengaluru City University.

Delivering the keynote address, Dr. C. Narayanaswamy explained, "The 73rd and 74th Constitutional Amendments implemented in 1993 ushered in a new era of empowerment and decentralization of power for local bodies."

Dr. C. Narayanaswamy went on to express regret that due to the failure to comply with the conditions of the 15th Union Finance Commission grants had been withheld causing a financial setback and hindering the developmental works of the state's local bodies.

Former Additional Chief Secretary L.K.



Atheeq explained in his address that due to the Government of Karnataka spending about Rs 1 lakh crore annually on social justice guarantee schemes, various subsidies and pension commitments Karnataka has climbed to the top spot in the country in terms of per capita income.

Presiding over the interactive session, T.M. Vijay Bhaskar, former Chief Secretary and Chairman of IIPA Karnataka Branch, analyzed that southern states have achieved greater development by effectively implementing the policy of decentralization of power.

During the program, member of the State Finance Commission M. Sanaullo, along with senior professors Dr. K. Gayatri and Dr. N. Shivanna, also deliberated on the recent 5th state finance commission report.

Failure to comply with conditions of 15th Finance Commission, grants had been withheld.

ಐದನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ಆಗ್ರಹ 'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆ ಶೀಘ್ರ ನಡೆಸಿ'

ಪ್ರಜಾವಾಣಿ ವಾರ್ತೆ 06.06

ಬೆಂಗಳೂರು: ನನೆಗುದಿಗೆ ಬಿದ್ದಿರುವ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯನ್ನು ಆದಷ್ಟು ಬೇಗ ನಡೆಸುವಂತೆ ಐದನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಹಾಗೂ ಮಾಜಿ ಸಂಸದರಾದ ಸಿ. ನಾರಾಯಣಸ್ವಾಮಿ ಅವರು ರಾಜ್ಯ ಸರ್ಕಾರವನ್ನು ಪ್ರಾರ್ಥಿಸಿದ್ದಾರೆ.

ಪ್ರಜಾಪ್ರಭುತ್ವದ ಬಲವರ್ಧನೆ ಹಾಗೂ ಕೇಂದ್ರ ಸರ್ಕಾರದಿಂದ ಬರಬೇಕಾದ ಅನುದಾನವನ್ನು ಪಡೆಯುವ ದೃಷ್ಟಿಯಿಂದ ನೂತನ ಮುಖ್ಯಮಂತ್ರಿ ಯವರು ಈ ಬಗ್ಗೆ ಗಮನ ಹರಿಸಬೇಕಾದ ಅಗತ್ಯವಿದೆ ಎಂದು ಪ್ರತಿಪಾದಿಸಿದರು.

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆಯ ಕರ್ನಾಟಕ ಶಾಖೆಯು ಡಾ. ಮನಮೋಹನ್ ಸಿಂಗ್ ಬೆಂಗಳೂರು ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯದ ಜಂಟಿ ಸಹಯೋಗದಲ್ಲಿ ಸೆಂಟ್ರಲ್ ಕಾಲೇಜಿನ ಆವರಣದಲ್ಲಿರುವ ನೂತನ ಕ್ಷೇತ್ರಕ ವಿಭಾಗದಲ್ಲಿ ಆಯೋಜಿಸಿದ್ದ ಸಂವಾದ ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಅವರು ಮಾತನಾಡಿದರು.

'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಹಣಕಾಸು ವಿತರಣೆ: 5ನೇ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ವರದಿ' ಎಂಬ ವಿಷಯದ ಕುರಿತು ಪ್ರಧಾನ ಭಾಷಣ ಮಾಡಿದ ಅವರು, ಸಕಾಲಿಕ ಚುನಾವಣೆ ನಡೆಯದ ಕಾರಣಕ್ಕಾಗಿ ಆವರಣ ಮೊತ್ತದ ಅನುದಾನ ಅಲ್ಪವಾಗಿದೆ ಎಂದು ವಿವರಿಸಿದರು.

1993ರಲ್ಲಿ ಚಾರಿಗೊಂಡ ಸಂವಿಧಾನದ 73 ಮತ್ತು 74ನೇ



ಕಾರ್ಯಕ್ರಮದಲ್ಲಿ ಸಿ.ನಾರಾಯಣಸ್ವಾಮಿ, ಎ.ನವೀನ್ ಜೋಷಿ, ಎಂ.ಸುನಾಮ್, ಡಾ.ಕೆ.ಗಾಯತ್ರಿ, ಜ್ಯೋತಿ ವೆಂಕಟೇಶ್, ಡಾ.ಎನ್.ತಿಮ್ಮ, ಟಿ.ಎಂ.ವಿಜಯ ಭಾಸ್ಕರ್ ಮೊದಲಾದವರು ಪಾಲ್ಗೊಂಡಿದ್ದರು

ತಿದ್ದುಪಡಿಗಳ ದಸೆಯಿಂದಾಗಿ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಬಲೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣದ ಹೊಸ ಮನ್ನಂತ್ರಕ್ಕೆ ನಾಂದಿಯಾಯಿತೆಂದು ನಾರಾಯಣಸ್ವಾಮಿ ಅಭಿಪ್ರಾಯಪಟ್ಟರು.

ಕೇಂದ್ರ ಹಣಕಾಸು ಆಯೋಗದ ಷರತ್ತುಗಳ ಪಾಲನೆಯಲ್ಲಿ ವಿಫಲವಾದ ಕಾರಣ ಹಣಕಾಸಿನ ನೆರವು ಸ್ಥಗಿತಗೊಂಡು ರಾಜ್ಯದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಗಳಿಗೆ ಅರ್ಥಿಕವಾಗಿ ಹಿನ್ನಡೆಯಾಗಿದ್ದು ಪ್ರಗತಿ ಕುಂಠಿತವಾಗಿದೆ ಎಂದು ವಿವರಿಸಿದರು.

ಹಿಂದಿನ ದಿವಿಎಂಪಿ- ಈಗಿನ ಗ್ರೇಟರ್ ಬೆಂಗಳೂರು ಪ್ರಾಧಿಕಾರದ ಚುನಾವಣೆಯ ವಿಳಂಬದಿಂದಾಗಿ ರಾಜ್ಯದ ರಾಜಧಾನಿ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಸುಮಾರು 10 ಸಾವಿರ ಕೋಟಿಗಳಷ್ಟು ಕೇಂದ್ರ ಹಣಕಾಸು ನೆರವಿನಿಂದ ವಂಚಿತವಾಗಿದೆ ಎಂದು ಅವರು ವಿಶ್ಲೇಷಿಸಿದರು.

ಸಂವಾದದಲ್ಲಿ ಪಾಲ್ಗೊಂಡು ಮಾತನಾಡಿದ ನಿವೃತ್ತ ಹೆಚ್ಚುವರಿ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಎಲ್.ಕೆ.ಅಶೀಶ್, ರಾಜ್ಯ ಸರ್ಕಾರವು ಗ್ರಾಂಟ ಯೋಜನೆಗಳು ಹಾಗೂ ವಿವಿಧ ಸಬ್ಸಿಡಿ ಮತ್ತು ಟೆಂಟೇ ಬಾಬುಗಳಿಗೆ ವಾರ್ಷಿಕ ಸುಮಾರು ಒಂದು ಲಕ್ಷ ಕೋಟಿ ವ್ಯಯಿಸುತ್ತಿದೆ ಎಂದು ವಿವರಿಸಿದರು.

ಇದರ ಪರಿಣಾಮವಾಗಿ ತಲಾ ಆದಾಯದಲ್ಲಿ ಕರ್ನಾಟಕ ರಾಜ್ಯ ದೇಶ ದಲ್ಲೇ ಮೊದಲ ಸ್ಥಾನಕ್ಕೇರಿದೆ ಎಂದು ತಿಳಿಸಿದ ಅವರು, ಅಸ್ತಿ ತರಿಗೆ ಸಂಗ್ರಹದ ಮೂಲಕ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳು ಹೆಚ್ಚಿನ ಆದಾಯ ಸಂಪನ್ಮೂಲ ಕ್ಷೋಭೀತರಿಸಬಹುದೆಂದು ಅಭಿಪ್ರಾಯಪಟ್ಟರು.

ಸಂವಾದ ಗೋಷ್ಠಿಯ ಅಧ್ಯಕ್ಷತೆ ವಹಿಸಿದ್ದ ನಿವೃತ್ತ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಹಾಗೂ ಐಐಎಂ ಕರ್ನಾಟಕ ಶಾಖೆಯ ಅಧ್ಯಕ್ಷ ತ.ಮ.ವಿಜಯ ಭಾಸ್ಕರ್ ಮಾತನಾಡಿ, ಅಧಿಕಾರ

ವಿಕೇಂದ್ರೀಕರಣದ ನೀತಿಯನ್ನು ಪರಿಣಾಮ ಕಾರಿಯಾಗಿ ಅನುಷ್ಠಾನಗೊಳಿಸಿರುವ ದಕ್ಷಿಣದ ರಾಜ್ಯಗಳು ಹೆಚ್ಚಿನ ಅಭಿವೃದ್ಧಿ ಸಾಧಿಸಿವೆ ಎಂದು ವಿಶ್ಲೇಷಿಸಿದರು.

ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಸದಸ್ಯರಾದ ಎಂ. ಸುನಾಮ್, ಹಿರಿಯ ಪ್ರಾಧ್ಯಾಪಕರಾದ ಡಾ. ಕೆ.ಗಾಯತ್ರಿ ಮತ್ತು ಡಾ.ಎನ್. ಕಿವ್ವಾ ಪರಮಿಯ ವಿವಿಧ ಆಯಾಮಗಳ ಬಗ್ಗೆ ಬೆಳಕು ಚೆಲ್ಲಿದರು.

ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷರಾದ ಡಿ.ಆರ್.ಪಾಟೀಲ್, ಕುಲಸಚಿವರಾದ ಎ. ನವೀನ್ ಜೋಷಿ, ಐಐಎಂ ಕಾರ್ಯದರ್ಶಿ ಡಾ. ಡಿ.ಜೇವನ್ ನಿಮಾಲ್, ಉಪಸ್ಥಾನರಾದ ಕಲಾ ನಿರಾಧಾರ ಡೀನರಾದ ಸೈಲಿ ಜ್ಯೋತಿ ವೆಂಕಟೇಶ್ ಪ್ರಾಸ್ತಾವಿಕ ಭಾಷಣ ಮಾಡಿದರು. ಡಾ.ಮಾಲಿನಿ ಎಂ. ಕಾರ್ಯಕ್ರಮ ನಿರೂಪಿಸಿದರು.

ವಾರ್ತಾ ಭಾರತಿ

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ಶೀಘ್ರದಲ್ಲೇ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆ ನಡೆಸಿ: ಡಾ.ಸಿ.ನಾರಾಯಣಸ್ವಾಮಿ

ಬೆಂಗಳೂರು, ಜೂ.3: ನನೆಗುದಿಗೆ ಬಿದ್ದಿರುವ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯನ್ನು ಆದಷ್ಟು ಶೀಘ್ರವಾಗಿ ನಡೆಸುವಂತೆ 5ನೇ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಾ.ಸಿ.ನಾರಾಯಣಸ್ವಾಮಿ ಆಗ್ರಹಿಸಿದ್ದಾರೆ.

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆಯ ಕರ್ನಾಟಕ ಶಾಖೆ, ಡಾ.ಮನಮೋಹನ್ ಸಿಂಗ್ ಬೆಂಗಳೂರು ನಗರ ವಿಶ್ವವಿದ್ಯಾನಿಲಯದ ಜಂಟಿ ಸಹಯೋಗದಲ್ಲಿ ನಗರದ ಸೆಂಟ್ರಲ್ ಕಾಲೇಜಿನ ಆವರಣದಲ್ಲಿ ಆಯೋಜಿಸಿದ್ದ ಸಂವಾದದಲ್ಲಿ 'ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಿಗೆ ಹಣಕಾಸು ವಿತರಣೆ 5ನೇ ಕರ್ನಾಟಕ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ವರದಿ' ವಿಷಯದ ಕುರಿತು ಅವರು ಮಾತನಾಡಿದರು.

ಪ್ರಜಾಪ್ರಭುತ್ವದ ಬಲವರ್ಧನೆ ಹಾಗೂ ಕೇಂದ್ರ ಸರ್ಕಾರದಿಂದ ಬರಬೇಕಾದ ಅನುದಾನವನ್ನು ಪಡೆದುಕೊಳ್ಳುವ ದೃಷ್ಟಿಯಿಂದ ರಾಜ್ಯದ ನೂತನ ಮುಖ್ಯಮಂತ್ರಿ ಡಿ.ಕೆ.ಶಿವಕುಮಾರ್ ಅವರು ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಚುನಾವಣೆಯ ಬಗ್ಗೆ ಗಂಭೀರ ಗಮನ ಹರಿಸಬೇಕಾದ ಅಗತ್ಯವಿದೆ ಎಂದು ತಿಳಿಸಿದರು.

ಸಕಾಲಿಕ ಚುನಾವಣೆ ನಡೆಯದಿರುವ ಕಾರಣಕ್ಕಾಗಿ ಆವರಣ ಮೊತ್ತದ ಅನುದಾನ ಅಲ್ಪವಾಗಿದೆ. 1993ರಲ್ಲಿ ಚಾರಿಗೊಂಡ ಸಂವಿಧಾನದ 73 ಮತ್ತು 74ನೇ ತಿದ್ದುಪಡಿ

ಗಳಿಂದಾಗಿ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಸಬಲೀಕರಣ ಮತ್ತು ಅಧಿಕಾರ ವಿಕೇಂದ್ರೀಕರಣಕ್ಕೆ ನಾಂದಿಯಾಯಿತು ಎಂದು ಹೇಳಿದರು. ಕೇಂದ್ರ ಹಣಕಾಸು ಆಯೋಗದ ಷರತ್ತುಗಳ ಪಾಲನೆಯಲ್ಲಿ ವಿಫಲವಾದ ಕಾರಣ ಹಣಕಾಸಿನ ನೆರವು ಸ್ಥಗಿತಗೊಂಡು ರಾಜ್ಯದ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳ ಅಭಿವೃದ್ಧಿ ಕಾರ್ಯಗಳಿಗೆ ಅರ್ಥಿಕ ಹಿನ್ನಡೆಯಾಗಿದೆ. ಅದರಿಂದ ಪ್ರಗತಿ ಕುಂಠಿತವಾಗಿದೆ ಎಂದು ಅವರು ತಿಳಿಸಿದರು.

ಗ್ರೇಟರ್ ಬೆಂಗಳೂರು ಪ್ರಾಧಿಕಾರದ ಚುನಾವಣೆಯ ವಿಳಂಬದಿಂದಾಗಿ ರಾಜ್ಯದ ರಾಜಧಾನಿ ಬೆಂಗಳೂರು ಮಹಾನಗರ ಸುಮಾರು 10 ಸಾವಿರ ಕೋಟಿ ರೂ.ಯಷ್ಟು ಕೇಂದ್ರ ಹಣಕಾಸು ನೆರವಿನಿಂದ ವಂಚಿತವಾಗಿದೆ ಎಂದು ಅವರು ವಿಶ್ಲೇಷಿಸಿದರು.

ನಿವೃತ್ತ ಅಪರ ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ ಎಲ್.ಕೆ.ಅಶೀಶ್ ಮಾತನಾಡಿದರು. ಸಂವಾದದಲ್ಲಿ ರಾಜ್ಯ ಹಣಕಾಸು ಆಯೋಗದ ಸದಸ್ಯ ಎಂ. ಸುನಾಮ್, ಹಿರಿಯ ಪ್ರಾಧ್ಯಾಪಕ ಡಾ. ಕೆ.ಗಾಯತ್ರಿ, ಡಾ.ಎನ್.ತಿಮ್ಮ, ವಿಕೇಂದ್ರೀಕೃತ ಯೋಜನೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿ ಆಯೋಗದ ಅಧ್ಯಕ್ಷ ಡಿ.ಆರ್. ಪಾಟೀಲ್, ಕುಲಸಚಿವ ಎ.ನವೀನ್ ಜೋಷಿ, ಐಐಎಂ ಕಾರ್ಯದರ್ಶಿ ಡಾ.ಡಿ.ಜೇವನ್ ಕುಮಾರ್ ಮತ್ತಿತರರು ಭಾಗವಹಿಸಿದ್ದರು.



POL SCIENCE / PUBLIC ADMINISTRATION



THINKER

MICHAEL LIPSKY

American political scientist and sociologist, best known for his work on frontline public service and bureaucratic behaviour.

STREET-LEVEL BUREAUCRACY

POLICY IS MADE WHERE PEOPLE MEET THE STATE

Public policies are ultimately shaped not only by politicians and senior officials but by frontline public servants who interact with citizens every day.

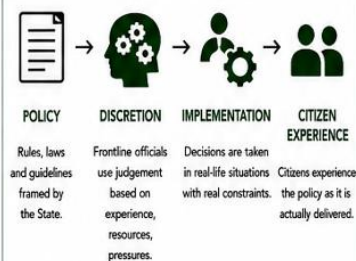
Teachers, police officers, nurses, revenue inspectors, panchayat secretaries, social workers and many others use their judgement and discretion to decide how policies are interpreted, delivered, and experienced.

**They don't just implement policy.
They effectively make it.**

AT A GLANCE

- Thinker:** Michael Lipsky
- Concept:** Street-Level Bureaucracy
- Core Idea:** Frontline officials make policy through their everyday decisions and interactions with citizens.
- Key Mechanism:** Policy → Discretion → Implementation → Citizen Experience
- Example:** Traffic police, panchayat secretary, teacher or doctor exercising judgement in daily situations.
- Significance:** Explains why well-designed policies often succeed or fail on the ground.

THE MECHANISM: HOW IT WORKS



Public policy is not what governments intend.
It is what citizens actually experience.

EVERYDAY EXAMPLES



Frontline decisions shape real outcomes.

WHY IT MATTERS

- Policies rarely fail because of poor design alone.
- Implementation is the critical link.
- Frontline discretion is both a resource and a risk.
- Citizens judge the State through these everyday interactions.
- Improving delivery means strengthening street-level institutions and people.

Good policy design must be matched with good implementation on the ground.

ADMINISTRATIVE LESSONS



Support the street-level bureaucrat, but also build systems that support citizens.

CONSEQUENCES



Street-level choices can either build public trust or erode it.

WHAT THIS MEANS FOR CHANGE

- Recognize and respect the role of frontline officials.
- Invest in capacity, motivation and working conditions.
- Design policies with implementation in mind.
- Use data and feedback to improve delivery.
- Empower citizens to hold the system accountable.

Better street-level governance leads to better policy outcomes.

“

*Public policy is not what governments intend.
It is what citizens actually experience.*

”

— MICHAEL LIPSKY —



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