



INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ
ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು
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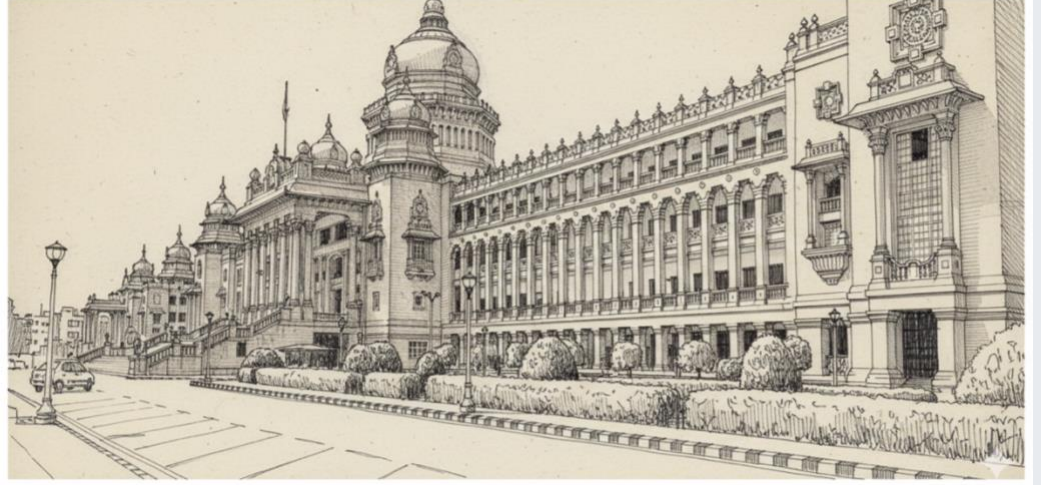


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WHAT'S NEW

LEAD ARTICLE

CHALLENGES IN POLICY IMPLEMENTATION IN INDIA

ಭಾರತದಲ್ಲಿ ನೀತಿ
ಅನುಷ್ಠಾನದಲ್ಲಿನ
ಸವಾಲುಗಳು

LEAD FEATURE

EASE OF LIVING WITH A FOCUS ON URBAN MOBILITY



From the Chief Editor

It gives me great pleasure to place before readers the **June 2026** issue of our newsletter, the **71st** since we began this initiative.

Our **Lead Article** is by me on ***Challenges in Policy Implementation in India***. Public policy implementation in India represents one of the most complex governance exercises in the world. India's developmental journey demonstrates that policy implementation is not merely a technical exercise but a deeply political, social, and institutional process requiring sustained attention and reform. The Kannada translation of this article is also featured here.

Our **Lead Feature** titled, ***Ease of Living with a Focus on Urban Mobility*** is by our EC member, **Mr. T. Sethumadhavan, IAAS (Retd.)**. It is based on the **5th BRICS Supreme Audit Institutions (SAI) Summit** that took place in Bengaluru on 7-8 May 2026.

Dr. Annapoorna Ravichander, our regular contributor, participated at an International Conference at Morocco on ***Thinktanks***. She presented a paper there on ***Developing Institutional Outreach, Engagement, and Policy Communication Frameworks***. We present a first-person account of her presence and participation there.

In our column on **Branch Events**, we report on two activities organized by us last month: (1) The **Intensive Online Certificate Course on Governance, Accountability, and Ethics in Public Administration** (4 to 19 May 2026), organized in collaboration with the Centre for Research in Social Sciences and Education of **Jain dtb University**, led by **Prof. Priyanca Mathur** and her team; and (2) The **Training Programme for officers of the Karnataka Administrative Service on "Administrative Reforms"** held at Dharwad on 21 May 2026.

In our column on **Branch Members' Writings**, we provide the links to thought-provoking and analytical articles penned by **Dr. A. Ravindra, IAS (Retd.)**; an article jointly written by **myself and Dr. D. Jeevan Kumar** for the **Special Issue** of the research journal, '**Arthika Charche**' of the **Fiscal Policy Institute** on Guarantee Schemes of the Government of Karnataka, titled ***Reimagining Welfare through Women's Empowerment***; **Mrs. Uma Mahadevan's Impact Assessment of Karnataka's Guarantee Schemes** in the same journal, and her Book Review of '**The Kerala Club**', a collection of essays written by Civil Servants

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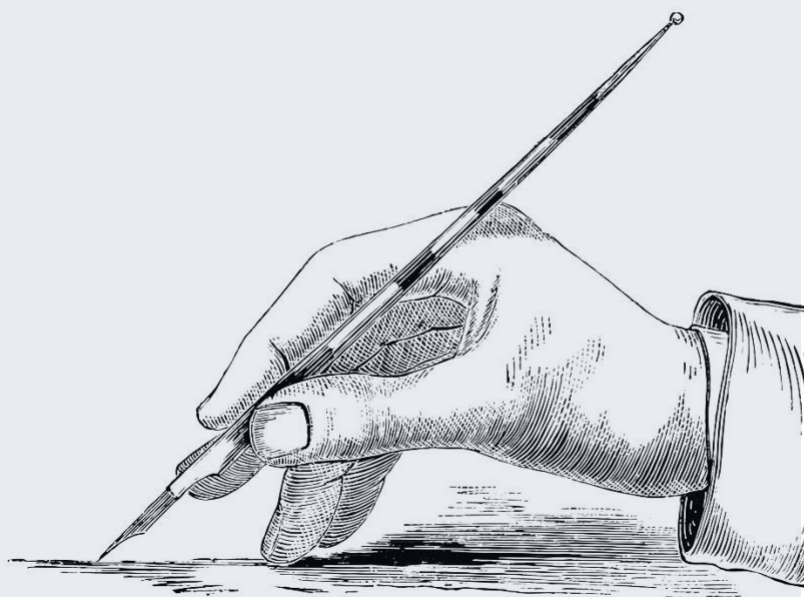
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on governance in Kerala; **Mr. Gurucharan Gollerkeri's** articles in ***Deccan Herald*** on ***Politics of Denial*** and ***Complicit Silence***; **Prof. M.J. Vinod's** article in ***Deccan Herald*** on ***The Governor's Call***; and **Dr. D. Jeevan Kumar's** articles in ***Deccan Herald*** on ***When Proof becomes Punishment*** and ***The Sikkim Model*** on Organic Farming.

We end this issue with our column on ***Food for Thought***, in which we reproduce a visual titled ***Environmental Disavowal***, where Slovenian philosopher Slavoj Zizek applies psychoanalysis to the climate crisis.

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 Article

CHALLENGES IN POLICY IMPLEMENTATION IN INDIA

Public Policy implementation in India represents one of the most complex governance exercises in the world. **Since independence, India has attempted simultaneously to pursue nation-building, democratic deepening, social justice, economic growth and welfare expansion** for a population marked by immense diversity in language, caste, religion, geography, and levels of development. While many policies have been visionary in conception, their implementation has often faced serious structural, political, administrative, and social challenges.

India's Public Policy framework itself is multilayered. Policies emerge through constitutional provisions, parliamentary and state laws, rules, regulations, government orders, policy statements, schemes, circulars, and projects. Translating these layers into outcomes on the ground requires coordination across governments, institutions, and society. **The gap between policy intent and implementation reality has therefore remained a recurring concern.**

One of the earliest and most significant policy initiatives after Independence was **land reform**. Countries such as Japan, South Korea, Taiwan, and China achieved rapid economic transformation through successful redistribution of land. India too attempted the abolition of zamindari, tenancy reforms, and land ceilings. Constitutional amendments in 1951 protected such reforms from judicial challenge. Yet implementation remained uneven. While states like **Kerala, Karnataka, West Bengal, and Jammu & Kashmir** made progress, much of the country saw limited success. Powerful landowners exploited loopholes through benami transactions and political influence. Bureaucratic and social structures often aligned with dominant landed interests, while poor land records and illiteracy weakened the position of tenants and landless labourers. **As a result, rural inequality persisted despite progressive legislation.**

Literacy and primary education provide another important example. East Asian countries invested heavily in universal literacy as a foundation for development. In India, however, higher education received greater priority during the early decades

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after independence than elementary education and adult literacy. The **National Literacy Mission** launched in 1988 achieved significant progress through campaign-based approaches and volunteer mobilization. Millions became literate, especially women. Yet **literacy outcomes remained below expectations** due to rural-urban disparities, socio-cultural barriers to women's education, linguistic diversity, weak continuity after campaign periods, and inadequate long-term institutional support.

Similarly, **women's empowerment** policies demonstrate both substantial progress and continuing challenges. Constitutional guarantees, reservations in local bodies, laws against dowry and domestic violence, and welfare schemes for women have expanded opportunities. However, deeply entrenched patriarchal attitudes continue to restrict women's participation in the labour force and politics. Quite a few elected women representatives remain dependent on male relatives for decision-making. **Poor enforcement of labour and safety laws, inadequate public facilities, and caste and social inequalities** further weaken implementation outcomes of women's empowerment policies.

The experience of **decentralization through the 73rd and 74th Constitutional Amendments** also reveals the limits of institutional reform without corresponding political and administrative commitment. States such as Kerala and Karnataka have demonstrated partial success, but local governments across much of India continue to face inadequate financial autonomy, dependence on tied grants, weak administrative capacity, and resistance from state-level political and bureaucratic structures hesitant to share power. Parallel agencies and schemes frequently bypass elected local bodies, **reducing the effectiveness of grassroots democracy.**

Regional imbalances remain another major governance challenge. India has adopted several measures including Finance Commission transfers, special constitutional provisions such as Article 371, development boards, aspirational district programs,

and investment incentives for backward areas. Yet disparities between more developed and less developed states and regions continue to widen in terms of income, though there is growing convergence in Human Development indicators. Historical disadvantages, low human development indicators, inadequate governance capacity, remoteness, and weak fiscal resources constrain the ability of backward regions to effectively utilize development funds and attract private investment.

Malnutrition presents a similar paradox. India operates one of the world's largest food security and nutrition programmes through the Public Distribution System, Mid-Day Meals, *Anganwadis*, and maternity benefit schemes. Nevertheless, high levels of stunting, wasting, and anaemia persist. Poverty, poor sanitation, inadequate healthcare, and declining budgetary priority for women and child development undermine implementation effectiveness.

More recent policy initiatives such as the **National Education Policy (NEP)** highlight the growing complexity of implementation in a quasi-federal democracy. Education falls within the Concurrent List, requiring extensive cooperation between the Union and State governments. The NEP's ambitious goals involving multidisciplinary education, digital learning, flexible curricula, and multilingual instruction face challenges including inadequate funding, teacher shortages, infrastructure deficits, linguistic diversity, and digital inequality. Some states have also preferred their own educational approaches, reflecting the diverse nature of the country.

The controversy surrounding the **Farm Laws of 2020** further illustrates how policy design and implementation can fail without adequate stakeholder trust. Although the Union Government argued that the laws would modernize agricultural markets and increase farmer incomes, large-scale farmer protests emerged due to fears regarding the future of Minimum Support Prices, weakening of regulated markets, corporate dominance, and centralization of powers. The absence of adequate consultation with farmers and the most affected state governments seems to have contributed to the eventual repeal of the laws.

A recurring concern across sectors is the issue of state capacity. Enhancing state capacity by greater decentralization, improving quality of public expenditure, increasing revenues, increasing state personnel where required, and using quality data are needed. Scholars have described India's

development trajectory as "precocious," where advanced institutions and higher education expanded before achieving universal literacy, sanitation, and basic public services. This has contributed to creating gaps between policy ambition and implementation capability.

Administrative structures themselves often contribute to delays and inefficiencies. **Comparisons between projects such as the Delhi Metro and the Bengaluru Suburban Railway** demonstrate how organizational design affects outcomes. The Delhi Metro benefited from a **nodal structure**, strong leadership, continuity, and autonomy in decision-making, whereas **diffused structure**, fragmented authority, discontinuity in leadership, and coordination challenges have slowed progress in the Bengaluru Suburban Railway.

Additionally, public officials frequently operate under the **fear of scrutiny** from multiple oversight institutions, sometimes described as the "**5 Cs**"—the **Central Vigilance Commission, Central Information Commission, Central Bureau of Investigation, Comptroller and Auditor General, and the Courts**. Fear of future investigations often encourages excessive caution and "decision paralysis," reducing administrative boldness and innovation.

Improving Policy Implementation therefore requires reforms at multiple levels. Greater stakeholder consultation, better drafting of laws, stronger legislative scrutiny, realistic costing, timely framing of rules, improved coordination between Centre and States, and better integration of schemes are essential. Equally important are strengthening local governments, improving data quality, filling vacancies in public services, enhancing project management, using technology for monitoring, and ensuring continuity in leadership.

Ultimately, effective governance depends not only on visionary policies but also on the strength of institutions, administrative capacity, political commitment, and public trust. **India's developmental journey demonstrates that policy implementation is not merely a technical exercise but a deeply political, social, and institutional process requiring sustained attention and reform.**

ಪ್ರಮುಖ ಲೇಖನ

ಭಾರತದಲ್ಲಿ ನೀತಿ ಅನುಷ್ಠಾನದಲ್ಲಿನ ಸವಾಲುಗಳು

ಶ್ರೀ ಟಿ.ಎಂ. ವಿಜಯ್ ಭಾಸ್ಕರ್, ನಿವೃತ್ತ ಐಎಎಸ್ ಅಧ್ಯಕ್ಷರು, ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

ಭಾರತದಲ್ಲಿ ಸಾರ್ವಜನಿಕ ನೀತಿ ಅನುಷ್ಠಾನವು ವಿಶ್ವದ ಅತ್ಯಂತ ಸಂಕೀರ್ಣ ಆಡಳಿತ ನಿರ್ವಹಣೆಗಳಲ್ಲಿ ಒಂದಾಗಿದೆ. ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರ, ಭಾರತವು ಭಾಷೆ, ಜಾತಿ, ಧರ್ಮ, ಭೌಗೋಳಿಕತೆ ಮತ್ತು ಅಭಿವೃದ್ಧಿಯ ಮಟ್ಟಗಳಲ್ಲಿ ಅಪಾರ ವೈವಿಧ್ಯತೆಯಿಂದ ಗುರುತಿಸಲ್ಪಟ್ಟ ಜನಸಂಖ್ಯೆಗೆ ರಾಷ್ಟ್ರ ನಿರ್ಮಾಣ, ಪ್ರಜಾಪ್ರಭುತ್ವದ ಆಳಗೊಳಿಸುವಿಕೆ, ಸಾಮಾಜಿಕ ನ್ಯಾಯ, ಆರ್ಥಿಕ ಬೆಳವಣಿಗೆ ಮತ್ತು ಕಲ್ಯಾಣ ವಿಸ್ತರಣೆಯನ್ನು ಏಕಕಾಲದಲ್ಲಿ ಅನುಷ್ಠಾನಿಸಲು ಪ್ರಯತ್ನಿಸಿದೆ. ಅನೇಕ ನೀತಿಗಳು ಪರಿಕಲ್ಪನೆಯಲ್ಲಿ ದೂರದೃಷ್ಟಿಯಾಗಿದ್ದರೂ, ಅವುಗಳ ಅನುಷ್ಠಾನವು ಅನೇಕವೇಳೆ ಗಂಭೀರವಾದ ರಚನಾತ್ಮಕ, ರಾಜಕೀಯ, ಆಡಳಿತಾತ್ಮಕ ಮತ್ತು ಸಾಮಾಜಿಕ ಸವಾಲುಗಳನ್ನು ಎದುರಿಸಿದೆ.

ಭಾರತದ ಸಾರ್ವಜನಿಕ ನೀತಿ ಚೌಕಟ್ಟು ಬಹು ಹಂತಗಳನ್ನು ಒಳಗೊಂಡಿದೆ. ನೀತಿಗಳು ಸಾಂವಿಧಾನಿಕ ನಿಬಂಧನೆಗಳು, ಸಂಸದೀಯ ಮತ್ತು ರಾಜ್ಯ ಕಾನೂನುಗಳು, ನಿಯಮಗಳು, ಸರ್ಕಾರಿ ಆದೇಶಗಳು, ನೀತಿ ಹೇಳಿಕೆಗಳು, ಯೋಜನೆಗಳು, ಸುತ್ತೋಲೆಗಳು ಮತ್ತು ಯೋಜನೆಗಳ ಮೂಲಕ ಹೊರಹೊಮ್ಮುತ್ತವೆ. ಈ ಪದರಗಳನ್ನು ನೆಲದ ಮೇಲಿನ ಫಲಿತಾಂಶಗಳಾಗಿ ಪರಿವರ್ತಿಸಲು ಸರ್ಕಾರಗಳು, ಸಂಸ್ಥೆಗಳು ಮತ್ತು ಸಮಾಜದಾದ್ಯಂತ ಸಮನ್ವಯ / ಕ್ರೋಢಿಕರಣದ ಅಗತ್ಯವಿದೆ. ಇದರಿಂದಾಗಿ ನೀತಿ ಉದ್ದೇಶ ಮತ್ತು ಅನುಷ್ಠಾನದ ವಾಸ್ತವತೆಯ ನಡುವಿನ ಅಂತರವು ಪುನರಾವರ್ತಿತ ಕಾಳಜಿಯಾಗಿ ಉಳಿದಿದೆ.

ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರದ ಆರಂಭಿಕ ಮತ್ತು ಅತ್ಯಂತ ಮಹತ್ವದ ನೀತಿ ಉಪಕ್ರಮಗಳಲ್ಲಿ ಭೂ ಸುಧಾರಣೆಯೂ ಒಂದು. ಜಪಾನ್, ದಕ್ಷಿಣ ಕೊರಿಯಾ, ತೈವಾನ್ ಮತ್ತು ಚೀನಾದಂತಹ ದೇಶಗಳು ಭೂಮಿಯ ಯಶಸ್ವಿ ಪುನರ್ವಿತರಣೆಯ ಮೂಲಕ ತ್ವರಿತ ಆರ್ಥಿಕ ಪರಿವರ್ತನೆಯನ್ನು ಸಾಧಿಸಿದವು. ಭಾರತವೂ ಜಮೀನ್ದಾರಿ, ಬಾಡಿಗೆ ಸುಧಾರಣೆಗಳು ಮತ್ತು ಭೂ ಮಿತಿಗಳನ್ನು ರದ್ದುಗೊಳಿಸಲು ಪ್ರಯತ್ನಿಸಿತು. 1951 ರಲ್ಲಿ ಸಾಂವಿಧಾನಿಕ ತಿದ್ದುಪಡಿಗಳು ಅಂತಹ ಸುಧಾರಣೆಗಳನ್ನು ನ್ಯಾಯಾಂಗ ಸವಾಲಿನಿಂದ ರಕ್ಷಿಸಿದವು. ಆದರೂ ಅನುಷ್ಠಾನವು ಅಸಮರ್ಪಕವಾಗಿಯೇ ಉಳಿಯಿತು. ಕೇರಳ, ಕರ್ನಾಟಕ,

ಪಶ್ಚಿಮ ಬಂಗಾಳ ಮತ್ತು ಜಮ್ಮು ಮತ್ತು ಕಾಶ್ಮೀರದಂತಹ ರಾಜ್ಯಗಳು ಪ್ರಗತಿ ಸಾಧಿಸಿದರೂ, ದೇಶದ ಹೆಚ್ಚಿನ ಭಾಗವು ಸೀಮಿತ ಯಶಸ್ಸನ್ನು ಕಂಡಿತು. ಪ್ರಬಲ ಭೂಮಾಲೀಕರು ಬೇನಾಮಿ ವಹಿವಾಟುಗಳು ಮತ್ತು ರಾಜಕೀಯ ಪ್ರಭಾವದ ಮೂಲಕ ಲೋಪದೋಷಗಳನ್ನು ದುರುಪಯೋಗ ಪಡಿಸಿಕೊಂಡರು. ಅಧಿಕಾರಶಾಹಿ ಮತ್ತು ಸಾಮಾಜಿಕ ವ್ಯವಸ್ಥೆಯು ಹೆಚ್ಚಾಗಿ ಪ್ರಬಲ ಭೂ ಹಿತಾಸಕ್ತಿಗಳೊಂದಿಗೆ ಹೊಂದಿಕೊಂಡಿವೆ, ಅಂತೆಯೇ ಕಳಪೆ ಭೂ ದಾಖಲೆಗಳು ಮತ್ತು ಅನಕ್ಷರತೆಯು ಬಾಡಿಗೆದಾರರು ಮತ್ತು ಭೂರಹಿತ ಕಾರ್ಮಿಕರ ಸ್ಥಾನವನ್ನು ದುರ್ಬಲಗೊಳಿಸಿತು. ಪರಿಣಾಮವಾಗಿ, ಪ್ರಗತಿಪರ ಶಾಸನದ ಹೊರತಾಗಿಯೂ ಗ್ರಾಮೀಣ ಅಸಮಾನತೆ ಮುಂದುವರೆಯಿತು.

ಸಾಕ್ಷರತೆ ಮತ್ತು ಪ್ರಾಥಮಿಕ ಶಿಕ್ಷಣವು ಮತ್ತೊಂದು ಪ್ರಮುಖ ಉದಾಹರಣೆಯನ್ನು ಒದಗಿಸುತ್ತದೆ. ಪೂರ್ವ ಏಷ್ಯಾದ ದೇಶಗಳು ಅಭಿವೃದ್ಧಿಗೆ ಅಡಿಪಾಯವಾಗಿ ಸಾರ್ವತ್ರಿಕ ಸಾಕ್ಷರತೆಯಲ್ಲಿ ಹೆಚ್ಚಿನ ಹೂಡಿಕೆ ಮಾಡಿವೆ. ಆದಾಗ್ಯೂ, ಭಾರತದಲ್ಲಿ, ಸ್ವಾತಂತ್ರ್ಯದ ನಂತರದ ಆರಂಭಿಕ ದಶಕಗಳಲ್ಲಿ ಪ್ರಾಥಮಿಕ ಶಿಕ್ಷಣ ಮತ್ತು ವಯಸ್ಕ ಸಾಕ್ಷರತೆಗಿಂತ ಉನ್ನತ ಶಿಕ್ಷಣವು ಹೆಚ್ಚಿನ ಆದ್ಯತೆಯನ್ನು ಪಡೆಯಿತು. 1988 ರಲ್ಲಿ ಪ್ರಾರಂಭಿಸಲಾದ ರಾಷ್ಟ್ರೀಯ ಸಾಕ್ಷರತಾ ಮಿಷನ್ ಅಭಿಯಾನ ಆಧಾರಿತ ವಿಧಾನಗಳು ಮತ್ತು ಸ್ವಯಂಸೇವಕರ ಕ್ರೋಢಿಕರಣದ ಮೂಲಕ ಗಮನಾರ್ಹ ಪ್ರಗತಿಯನ್ನು ಸಾಧಿಸಿತು. ಲಕ್ಷಾಂತರ ಜನರು, ವಿಶೇಷವಾಗಿ ಮಹಿಳೆಯರು ಸಾಕ್ಷರರಾದರು. ಆದರೂ ಗ್ರಾಮೀಣ-ನಗರ ಅಸಮಾನತೆಗಳು, ಮಹಿಳಾ ಶಿಕ್ಷಣಕ್ಕೆ ಸಾಮಾಜಿಕ-ಸಾಂಸ್ಕೃತಿಕ ಅಡೆತಡೆಗಳು, ಭಾಷಾ ವೈವಿಧ್ಯತೆ, ಅಭಿಯಾನದ ಅವಧಿಗಳ ನಂತರ ದುರ್ಬಲ ಮುನ್ನಡೆಸುವಿಕೆ ಮತ್ತು ಅಸಮರ್ಪಕ ದೀರ್ಘಕಾಲೀನ ಸಾಂಸ್ಥಿಕ ಬೆಂಬಲದಿಂದಾಗಿ ಸಾಕ್ಷರತಾ ಫಲಿತಾಂಶಗಳು ನಿರೀಕ್ಷೆಗಳಿಗಿಂತ ಕೆಳಗಿವೆ.

ಅದೇ ರೀತಿ, ಮಹಿಳಾ ಸಬಲೀಕರಣ ನೀತಿಗಳು ಗಣನೀಯ ಪ್ರಗತಿ ಮತ್ತು ನಿರಂತರ ಸವಾಲುಗಳನ್ನು ಪ್ರದರ್ಶಿಸುತ್ತವೆ. ಸಾಂವಿಧಾನಿಕ ಖಾತರಿಗಳು, ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳಲ್ಲಿ ಮೀಸಲಾತಿಗಳು, ವರದಕ್ಷಿಣೆ ಮತ್ತು ಕೌಟುಂಬಿಕ ಹಿಂಸಾಚಾರದ ವಿರುದ್ಧದ ಕಾನೂನುಗಳು ಮತ್ತು ಮಹಿಳೆಯರಿಗೆ ಕಲ್ಯಾಣ ಯೋಜನೆಗಳು ಅವಕಾಶಗಳನ್ನು ವಿಸ್ತರಿಸಿವೆ. ಆದಾಗ್ಯೂ, ಆಳವಾಗಿ ಬೇರೂರಿರುವ ಪಿತೃಪ್ರಧಾನ ವರ್ತನೆಗಳು ಕಾರ್ಮಿಕ ವಲಯ ಮತ್ತು ರಾಜಕೀಯದಲ್ಲಿ ಮಹಿಳೆಯರ ಭಾಗವಹಿಸುವಿಕೆಯನ್ನು ನಿರ್ಬಂಧಿಸುತ್ತಲೇ ಇವೆ. ಕೆಲವು ಚುನಾಯಿತ ಮಹಿಳಾ ಪ್ರತಿನಿಧಿಗಳು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಿಕೆಗಾಗಿ ಪುರುಷ ಸಂಬಂಧಿಕರ ಮೇಲೆ ಅವಲಂಬಿತರಾಗಿದ್ದಾರೆ. ಕಾರ್ಮಿಕ ಮತ್ತು ಸುರಕ್ಷತಾ ಕಾನೂನುಗಳ ಕಳಪೆ ಜಾರಿ, ಅಸಮರ್ಪಕ ಸಾರ್ವಜನಿಕ

ಸೌಲಭ್ಯಗಳು ಮತ್ತು ಜಾತಿ ಮತ್ತು ಸಾಮಾಜಿಕ ಅಸಮಾನತೆಗಳು ಮಹಿಳಾ ಸಬಲೀಕರಣ ನೀತಿಗಳ ಅನುಷ್ಠಾನದ ಫಲಿತಾಂಶಗಳನ್ನು ಮತ್ತಷ್ಟು ದುರ್ಬಲಗೊಳಿಸುತ್ತವೆ.

73 ಮತ್ತು 74 ನೇ ಸಾಂವಿಧಾನಿಕ ತಿದ್ದುಪಡಿಗಳ ಮೂಲಕ ವಿಕೇಂದ್ರೀಕರಣದ ಅನುಭವವು ಅನುಗುಣವಾದ ರಾಜಕೀಯ ಮತ್ತು ಆಡಳಿತಾತ್ಮಕ ಬದ್ಧತೆಯಿಲ್ಲದ ಸಾಂಸ್ಥಿಕ ಸುಧಾರಣೆಯ ಮಿತಿಗಳನ್ನು ಬಹಿರಂಗಪಡಿಸುತ್ತದೆ. ಕೇರಳ ಮತ್ತು ಕರ್ನಾಟಕದಂತಹ ರಾಜ್ಯಗಳು ಭಾಗಶಃ ಯಶಸ್ಸನ್ನು ಪ್ರದರ್ಶಿಸಿವೆ, ಆದರೆ ಭಾರತದಾದ್ಯಂತ ಸ್ಥಳೀಯ ಸರ್ಕಾರಗಳು ಅಸಮರ್ಪಕ ಆರ್ಥಿಕ ಸ್ವಾಯತ್ತತೆ, ನೀಡಲಾದ ಅನುದಾನಗಳ ಮೇಲಿನ ಅವಲಂಬನೆ, ದುರ್ಬಲ ಆಡಳಿತ ಸಾಮರ್ಥ್ಯ ಮತ್ತು ಅಧಿಕಾರವನ್ನು ಹಂಚಿಕೊಳ್ಳಲು ಹಿಂಜರಿಯುವ ರಾಜ್ಯ ಮಟ್ಟದ ರಾಜಕೀಯ ಮತ್ತು ಅಧಿಕಾರಶಾಹಿ ರಚನೆಗಳಿಂದ ಪ್ರತಿರೋಧವನ್ನು ಎದುರಿಸುತ್ತಿವೆ. ಸಮಾನಾಂತರ ಸಂಸ್ಥೆಗಳು ಮತ್ತು ಯೋಜನೆಗಳು ಆಗಾಗ್ಗೆ ಚುನಾಯಿತ ಸ್ಥಳೀಯ ಸಂಸ್ಥೆಗಳನ್ನು ಬೈಪಾಸ್ ಮಾಡುತ್ತವೆ, ಇದು ತಳಮಟ್ಟದ ಪ್ರಜಾಪ್ರಭುತ್ವದ ಪರಿಣಾಮಕಾರಿತ್ವವನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

ಪ್ರಾದೇಶಿಕ ಅಸಮತೋಲನವು ಮತ್ತೊಂದು ಪ್ರಮುಖ ಆಡಳಿತ ಸವಾಲಾಗಿ ಉಳಿದಿದೆ. ಭಾರತವು ಹಣಕಾಸು ಆಯೋಗದ ಹಂಚಿಕೆಗಳು, 371 ನೇ ವಿಧಿಯಂತಹ ವಿಶೇಷ ಸಾಂವಿಧಾನಿಕ ನಿಬಂಧನೆಗಳು, ಅಭಿವೃದ್ಧಿ ಮಂಡಳಿಗಳು, ನಿರೀಕ್ಷೆಯನ್ನು ಹೊತ್ತ ಜಿಲ್ಲೆಗಳ ಕಾರ್ಯಕ್ರಮಗಳು ಮತ್ತು ಹಿಂದುಳಿದ ಪ್ರದೇಶಗಳಿಗೆ ಹೂಡಿಕೆ ಪ್ರೋತ್ಸಾಹ ಸೇರಿದಂತೆ ಹಲವಾರು ಕ್ರಮಗಳನ್ನು ಅಳವಡಿಸಿಕೊಂಡಿದೆ. ಮಾನವ ಅಭಿವೃದ್ಧಿ ಸೂಚ್ಯಂಕಗಳಲ್ಲಿ ಹೆಚ್ಚುತ್ತಿರುವ ಏಕಾಗ್ರಮುಖತೆ ಇದ್ದರೂ, ಹೆಚ್ಚು ಅಭಿವೃದ್ಧಿ ಹೊಂದಿದ ಮತ್ತು ಕಡಿಮೆ ಅಭಿವೃದ್ಧಿ ಹೊಂದಿದ ರಾಜ್ಯಗಳು ಮತ್ತು ಪ್ರದೇಶಗಳ ನಡುವೆ ಆದಾಯದ ವಿಷಯದಲ್ಲಿ ಅಸಮಾನತೆಯು ವಿಸ್ತರಿಸುತ್ತಲೇ ಇದೆ. ಐತಿಹಾಸಿಕ ಅನಾನುಕೂಲಗಳು, ಕಡಿಮೆ ಮಾನವ ಅಭಿವೃದ್ಧಿ ಸೂಚ್ಯಂಕಗಳು, ಅಸಮರ್ಪಕ ಆಡಳಿತ ಸಾಮರ್ಥ್ಯ, ದೂರ ಇರುವಿಕೆ ಮತ್ತು ದುರ್ಬಲ ಹಣಕಾಸಿನ ಸಂಪನ್ಮೂಲಗಳು ಹಿಂದುಳಿದ ಪ್ರದೇಶಗಳು ಅಭಿವೃದ್ಧಿ ನಿಧಿಗಳನ್ನು ಪರಿಣಾಮಕಾರಿಯಾಗಿ ಬಳಸಿಕೊಳ್ಳುವ ಮತ್ತು ಖಾಸಗಿ ಹೂಡಿಕೆಯನ್ನು ಆಕರ್ಷಿಸುವ ಸಾಮರ್ಥ್ಯವನ್ನು ನಿರ್ಬಂಧಿಸುತ್ತವೆ.

ಅಪೌಷ್ಟಿಕತೆಯೂ ಇದೇ ರೀತಿಯ ವಿರೋಧಾಭಾಸವನ್ನು ಒಡ್ಡುತ್ತದೆ. ಭಾರತವು ಸಾರ್ವಜನಿಕ ವಿತರಣಾ ವ್ಯವಸ್ಥೆ, ಮಧ್ಯಾಹ್ನದ ಊಟ, ಅಂಗನವಾಡಿಗಳು ಮತ್ತು ಮಾತೃತ್ವ ಪ್ರಯೋಜನ ಯೋಜನೆಗಳ ಮೂಲಕ ವಿಶ್ವದ ಅತಿದೊಡ್ಡ ಆಹಾರ

ಭದ್ರತೆ ಮತ್ತು ಪೌಷ್ಟಿಕಾಂಶ ಕಾರ್ಯಕ್ರಮಗಳಲ್ಲಿ ಒಂದನ್ನು ನಿರ್ವಹಿಸುತ್ತದೆ. ಆದಾಗ್ಯೂ, ಹೆಚ್ಚಿನ ಮಟ್ಟದ ಕುರಿತ, ಅಪೌಷ್ಟಿಕತೆ ಮತ್ತು ರಕ್ತಹೀನತೆ ಮುಂದುವರಿದಿದೆ. ಬಡತನ, ಕಳಪೆ ನೈರ್ಮಲ್ಯ, ಅಸಮರ್ಪಕ ಆರೋಗ್ಯ ರಕ್ಷಣೆ ಮತ್ತು ಮಹಿಳೆಯರು ಮತ್ತು ಮಕ್ಕಳ ಅಭಿವೃದ್ಧಿಗೆ ಬಜೆಟ್ ಆದ್ಯತೆ ಕುಸಿಯುತ್ತಿರುವುದು ಅನುಷ್ಠಾನದ ಪರಿಣಾಮಕಾರಿತ್ವವನ್ನು ದುರ್ಬಲಗೊಳಿಸುತ್ತದೆ.

ರಾಷ್ಟ್ರೀಯ ಶಿಕ್ಷಣ ನೀತಿ (NEP) ನಂತರ ಇತ್ತೀಚಿನ ನೀತಿ ಉಪಕ್ರಮಗಳು ಅರೆ-ಫೆಡರಲ್ ಪ್ರಜಾಪ್ರಭುತ್ವದಲ್ಲಿ ಅನುಷ್ಠಾನದ ಹೆಚ್ಚುತ್ತಿರುವ ಸಂಕೀರ್ಣತೆಯನ್ನು ಎತ್ತಿ ತೋರಿಸುತ್ತವೆ. ಶಿಕ್ಷಣವು ಸಂವಿಧಾನದ ಏಕಕಾಲಿಕ ಪಟ್ಟಿಗೆ ಸೇರುತ್ತದೆ, ಕೇಂದ್ರ ಮತ್ತು ರಾಜ್ಯ ಸರ್ಕಾರಗಳ ನಡುವೆ ವ್ಯಾಪಕ ಸಹಕಾರದ ಅಗತ್ಯವಿರುತ್ತದೆ. ಬಹುಶಿಸ್ತೀಯ ಶಿಕ್ಷಣ, ಡಿಜಿಟಲ್ ಕಲಿಕೆ, ಹೊಂದಿಕೊಳ್ಳುವ ಪಠ್ಯಕ್ರಮ ಮತ್ತು ಬಹುಭಾಷಾ ಬೋಧನೆಯನ್ನು ಒಳಗೊಂಡ NEP ಯ ಮಹತ್ವಾಕಾಂಕ್ಷೆಯ ಗುರಿಗಳು ಅಸಮರ್ಪಕ ಹಣಕಾಸು, ಶಿಕ್ಷಕರ ಕೊರತೆ, ಮೂಲಸೌಕರ್ಯ ಕೊರತೆ, ಭಾಷಾ ವೈವಿಧ್ಯತೆ ಮತ್ತು ಡಿಜಿಟಲ್ ಅಸಮಾನತೆ ಸೇರಿದಂತೆ ಸವಾಲುಗಳನ್ನು ಎದುರಿಸುತ್ತವೆ. ಕೆಲವು ರಾಜ್ಯಗಳು ದೇಶದ ವೈವಿಧ್ಯಮಯ ಸ್ವರೂಪವನ್ನು ಪ್ರತಿಬಿಂಬಿಸುವ ತಮ್ಮದೇ ಆದ ಶೈಕ್ಷಣಿಕ ವಿಧಾನಗಳಿಗೆ ಆದ್ಯತೆ ನೀಡಿವೆ.

2020 ರ ಕೃಷಿ ಕಾನೂನುಗಳ ಸುತ್ತಲಿನ ವಿವಾದವು, ಪಾಲುದಾರರನ್ನು ಸಾಕಷ್ಟು ವಿಶ್ವಾಸಕ್ಕೆ ತೆಗೆದುಕೊಳ್ಳದೆ ನೀತಿ ವಿನ್ಯಾಸ ಮತ್ತು ಅನುಷ್ಠಾನವು ಹೇಗೆ ವಿಫಲಗೊಳ್ಳುತ್ತದೆ ಎಂಬುದನ್ನು ಮತ್ತಷ್ಟು ವಿವರಿಸುತ್ತದೆ. ಕೇಂದ್ರ ಸರ್ಕಾರವು ಕಾನೂನುಗಳು ಕೃಷಿ ಮಾರುಕಟ್ಟೆಗಳನ್ನು ಆಧುನೀಕರಿಸುತ್ತವೆ ಮತ್ತು ರೈತರ ಆದಾಯವನ್ನು ಹೆಚ್ಚಿಸುತ್ತವೆ ಎಂದು ವಾದಿಸಿದರೂ, ಕನಿಷ್ಠ ಬೆಂಬಲ ಬೆಲೆಗಳ ಭವಿಷ್ಯ, ನಿಯಂತ್ರಿತ ಮಾರುಕಟ್ಟೆಗಳ ದುರ್ಬಲಗೊಳ್ಳುವಿಕೆ, ಕಾರ್ಪೊರೇಟ್ ಪ್ರಾಬಲ್ಯ ಮತ್ತು ಅಧಿಕಾರಗಳ ಕೇಂದ್ರೀಕರಣದ ಬಗ್ಗೆ ಭಯದಿಂದಾಗಿ ದೊಡ್ಡ ಪ್ರಮಾಣದ ರೈತರ ಪ್ರತಿಭಟನೆಗಳು ಹುಟ್ಟಿಕೊಂಡವು. ರೈತರು ಮತ್ತು ಹೆಚ್ಚು ಪರಿಣಾಮ ಬೀರುವ ರಾಜ್ಯ ಸರ್ಕಾರಗಳೊಂದಿಗೆ ಸಾಕಷ್ಟು ಸಮಾಲೋಚನೆಯ ಅನುಪಸ್ಥಿತಿಯು ಕಾನೂನುಗಳ ಅಂತಿಮ ರದ್ದತಿಗೆ ಕಾರಣವಾಗಿದೆ ಎಂದು ತೋರುತ್ತದೆ.

ರಾಜ್ಯ ಸಾಮರ್ಥ್ಯದ ಸಮಸ್ಯೆಯು ವಿವಿಧ ಕ್ಷೇತ್ರಗಳಲ್ಲಿ ಪದೇ ಪದೇ ಕಾಡುವ ಕಳವಳವಾಗಿದೆ. ಹೆಚ್ಚಿನ ವಿಕೇಂದ್ರೀಕರಣದ ಮೂಲಕ ರಾಜ್ಯ ಸಾಮರ್ಥ್ಯವನ್ನು ಹೆಚ್ಚಿಸುವುದು, ಸಾರ್ವಜನಿಕ ವೆಚ್ಚದ ಗುಣಮಟ್ಟವನ್ನು ಸುಧಾರಿಸುವುದು, ಆದಾಯವನ್ನು ಹೆಚ್ಚಿಸುವುದು, ಅಗತ್ಯವಿರುವಲ್ಲಿ ರಾಜ್ಯ ಸಿಬ್ಬಂದಿಯನ್ನು ಹೆಚ್ಚಿಸುವುದು

ಮತ್ತು ಗುಣಮಟ್ಟದ ಡೇಟಾವನ್ನು ಬಳಸುವುದು. ಸಾರ್ವತ್ರಿಕ ಸಾಕ್ಷರತೆ, ನೈರ್ಮಲ್ಯ ಮತ್ತು ಮೂಲಭೂತ ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳನ್ನು ಸಾಧಿಸುವ ಮೊದಲು ಮುಂದುವರಿದ ಸಂಸ್ಥೆಗಳು ಮತ್ತು ಉನ್ನತ ಶಿಕ್ಷಣವು ವಿಸ್ತರಿಸಲ್ಪಟ್ಟ ಭಾರತದ ಅಭಿವೃದ್ಧಿ ಪಥವನ್ನು "ಅಕಾಲಿಕ ಪ್ರೌಢತೆ" ಎಂದು ವಿದ್ವಾಂಸರು ವಿವರಿಸಿದ್ದಾರೆ. ಇದು ನೀತಿ ಮಹತ್ವಾಕಾಂಕ್ಷೆ ಮತ್ತು ಅನುಷ್ಠಾನ ಸಾಮರ್ಥ್ಯದ ನಡುವೆ ಅಂತರವನ್ನು ಸೃಷ್ಟಿಸಲು ಕಾರಣವಾಗಿದೆ.

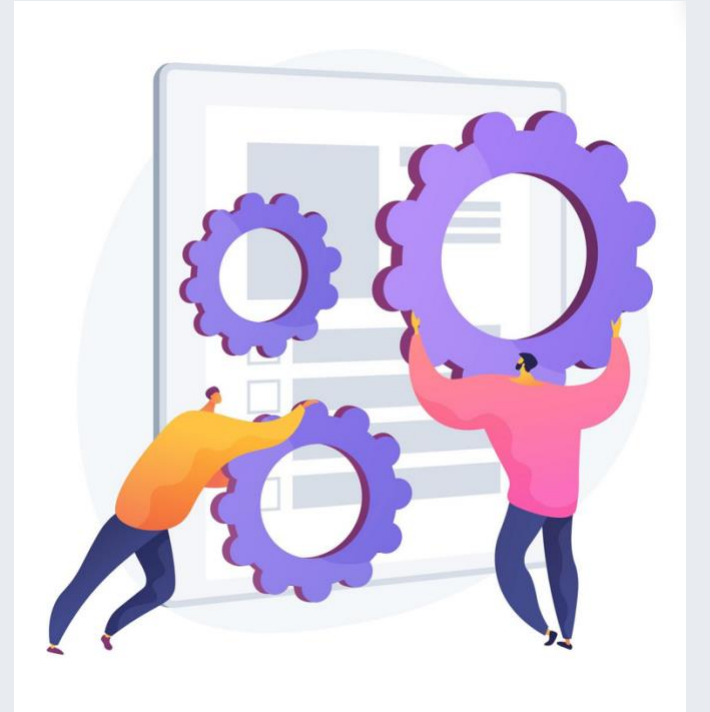
ಆಡಳಿತಾತ್ಮಕ ರಚನೆಗಳು ಹೆಚ್ಚಾಗಿ ವಿಳಂಬ ಮತ್ತು ಅದಕ್ಷತೆಗೆ ಕಾರಣವಾಗುತ್ತವೆ. ದೆಹಲಿ ಮೆಟ್ರೋ ಮತ್ತು ಬೆಂಗಳೂರು ಉಪನಗರ ರೈಲ್ವೆಯಂತಹ ಯೋಜನೆಗಳ ನಡುವಿನ ಹೋಲಿಕೆಗಳು ಸಾಂಸ್ಥಿಕ ವಿನ್ಯಾಸವು ಫಲಿತಾಂಶಗಳ ಮೇಲೆ ಹೇಗೆ ಪರಿಣಾಮ ಬೀರುತ್ತದೆ ಎಂಬುದನ್ನು ತೋರಿಸುತ್ತದೆ. ದೆಹಲಿ ಮೆಟ್ರೋ ನೋಡಲ್ ರಚನೆ, ಬಲವಾದ ನಾಯಕತ್ವ, ನಿರಂತರತೆ ಮತ್ತು ನಿರ್ಧಾರ ತೆಗೆದುಕೊಳ್ಳುವಲ್ಲಿ ಸ್ವಾಯತ್ತತೆಯಿಂದ ಪ್ರಯೋಜನ ಪಡೆಯಿತು, ಆದರೆ ಚದುರಿದ ರಚನೆ, ವಿಭಜಿತ ಅಧಿಕಾರ, ನಾಯಕತ್ವದಲ್ಲಿನ ಅನಿಶ್ಚಿತತೆ ಮತ್ತು ಸಮನ್ವಯದ ಸವಾಲುಗಳು ಬೆಂಗಳೂರು ಉಪನಗರ ರೈಲ್ವೆಯಲ್ಲಿ ಪ್ರಗತಿಯನ್ನು ನಿಧಾನಗೊಳಿಸಿದವು.

ಹೆಚ್ಚುವರಿಯಾಗಿ, ಸಾರ್ವಜನಿಕ ಅಧಿಕಾರಿಗಳು ಆಗಾಗ್ಗೆ ಬಹು ಮೇಲ್ವಿಚಾರಣಾ ಸಂಸ್ಥೆಗಳಿಂದ ಪರಿಶೀಲನೆಯ ಭಯದಲ್ಲಿ ಕಾರ್ಯನಿರ್ವಹಿಸುತ್ತಾರೆ, ಕೆಲವೊಮ್ಮೆ ಇದನ್ನು "5 ಸಿಗಳು" ಎಂದು ಕರೆಯಲಾಗುತ್ತದೆ - ಕೇಂದ್ರ ವಿಜಿಲೆನ್ಸ್ ಆಯೋಗ, ಕೇಂದ್ರ ಮಾಹಿತಿ ಆಯೋಗ, ಕೇಂದ್ರ ತನಿಖಾ ದಳ, ಕಂಟ್ರೋಲರ್ ಮತ್ತು ಆಡಿಟರ್ ಜನರಲ್ ಮತ್ತು ನ್ಯಾಯಾಲಯಗಳು. ಭವಿಷ್ಯದ ತನಿಖೆಗಳ ಭಯವು ಹೆಚ್ಚಾಗಿ ಅತಿಯಾದ ಎಚ್ಚರಿಕೆ ಮತ್ತು "ನಿರ್ಧಾರ ನಿರ್ಲಕ್ಷ್ಯತೆ"ಯನ್ನು ಪ್ರೋತ್ಸಾಹಿಸುತ್ತದೆ, ಇದು ಆಡಳಿತಾತ್ಮಕ ಎದೆಗಾರಿಕೆ ಮತ್ತು ನಾವೀನ್ಯತೆಯನ್ನು ಕಡಿಮೆ ಮಾಡುತ್ತದೆ.

ಆದ್ದರಿಂದ ನೀತಿ ಅನುಷ್ಠಾನವನ್ನು ಸುಧಾರಿಸಲು ಬಹು ಹಂತಗಳಲ್ಲಿ ಸುಧಾರಣೆಗಳು ಅವಶ್ಯವೆನಿಸುತ್ತವೆ. ಹೆಚ್ಚಿನ ಪಾಲುದಾರರೊಂದಿಗೆ ಸಮಾಲೋಚನೆ, ಉತ್ತಮ ಕಾನೂನು ರಚನೆ, ಬಲವಾದ ಶಾಸಕಾಂಗ ಪರಿಶೀಲನೆ, ವಾಸ್ತವಿಕ ವೆಚ್ಚ ನಿರ್ಣಯ, ನಿಯಮಗಳ ಸಕಾಲಿಕ ರಚನೆ, ಕೇಂದ್ರ ಮತ್ತು ರಾಜ್ಯಗಳ ನಡುವೆ ಸುಧಾರಿತ ಸಮನ್ವಯ ಮತ್ತು ಯೋಜನೆಗಳ ಉತ್ತಮ ಏಕೀಕರಣ ಅತ್ಯಗತ್ಯ. ಸ್ಥಳೀಯ ಸರ್ಕಾರಗಳನ್ನು ಬಲಪಡಿಸುವುದು, ದತ್ತಾಂಶ ಗುಣಮಟ್ಟವನ್ನು ಸುಧಾರಿಸುವುದು, ಸಾರ್ವಜನಿಕ ಸೇವೆಗಳಲ್ಲಿ ಖಾಲಿ ಹುದ್ದೆಗಳನ್ನು ಭರ್ತಿ ಮಾಡುವುದು, ಯೋಜನಾ ನಿರ್ವಹಣೆಯನ್ನು ಹೆಚ್ಚಿಸುವುದು, ಮೇಲ್ವಿಚಾರಣೆಗಾಗಿ ತಂತ್ರಜ್ಞಾನವನ್ನು ಬಳಸುವುದು ಮತ್ತು ನಾಯಕತ್ವದಲ್ಲಿ

ನಿರಂತರತೆಯನ್ನು ಖಚಿತಪಡಿಸಿಕೊಳ್ಳುವುದು ಅಷ್ಟೇ ಮುಖ್ಯವೆನಿಸುತ್ತದೆ.

ಅಂತಿಮವಾಗಿ, ಪರಿಣಾಮಕಾರಿ ಆಡಳಿತವು ಕೇವಲ ದೂರದೃಷ್ಟಿಯ ನೀತಿಗಳ ಮೇಲೆ ಮಾತ್ರವಲ್ಲದೆ ಸಂಸ್ಥೆಗಳ ಬಲ, ಆಡಳಿತ ಸಾಮರ್ಥ್ಯ, ರಾಜಕೀಯ ಬದ್ಧತೆ ಮತ್ತು ಸಾರ್ವಜನಿಕ ನಂಬಿಕೆಯ ಮೇಲೂ ಅವಲಂಬಿತವಾಗಿದೆ. ಭಾರತದ ಅಭಿವೃದ್ಧಿ ಪ್ರಯಾಣವು ನೀತಿ ಅನುಷ್ಠಾನವು ಕೇವಲ ತಾಂತ್ರಿಕ ವ್ಯಾಯಾಮವಲ್ಲ, ಬದಲಾಗಿ ನಿರಂತರ ಗಮನ ಮತ್ತು ಸುಧಾರಣೆಯ ಅಗತ್ಯವಿರುವ ಆಳವಾದ ರಾಜಕೀಯ, ಸಾಮಾಜಿಕ ಮತ್ತು ಸಾಂಸ್ಥಿಕ ಪ್ರಕ್ರಿಯೆಯಾಗಿದೆ ಎಂಬುದನ್ನು ತೋರಿಸುತ್ತದೆ.





Lead Feature

EASE OF LIVING WITH A FOCUS ON URBAN MOBILITY

The 5th BRICS Supreme Audit Institutions (SAI) Summit, Bengaluru (7–8 May 2026)



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The 5th BRICS Supreme Audit Institutions (SAI) Summit, hosted by the Comptroller and Auditor General of India in Bengaluru on 7–8 May 2026, marked an important step in **redefining public auditing in the context of rapidly urbanizing societies**. The summit brought together 38 delegates, along with experts in finance, governance, infrastructure, and urban mobility.

Centred on the theme “*Ease of Living with a Focus on Urban Mobility*,” the summit moved beyond traditional concerns of financial auditing and highlighted **a broader understanding of accountability—one that evaluates whether public expenditure actually improves the everyday lives of citizens**.

In his inaugural address, **Mr. Sanjay Murthy, CAG of India**, captured the contradiction of contemporary urban development by describing Bengaluru as “*a city that writes software powering the world’s most advanced enterprises, but where a nurse boards an overcrowded bus for a ninety-minute commute*.” The observation underlined the summit’s central concern: **infrastructure and economic growth alone do not guarantee quality of life unless urban systems function efficiently and inclusively**.

Mr. Sanjay Murthy pointed out that more than 50 per cent of India’s population is expected to live in urban areas by 2050. Yet urban mobility continues to suffer from fragmented planning, poor integration between transport systems, congestion, environmental stress, and unequal access. He warned that **when substantial public investment fails to reduce commuter hardship, the problem represents not merely an infrastructure deficit but a failure of governance itself**.

The summit discussions highlighted the close relationship between mobility and the broader idea of “*ease of living*.” Delegates emphasized that **mobility is not simply about transport; it determines access to employment, education, healthcare, public services, and social opportunities**. In this sense, **mobility becomes central to social justice, economic inclusion, and urban citizenship**.

Participants from BRICS countries acknowledged that rapid urbanization has created common challenges across the developing world:

- Increasing traffic congestion and long commuting times
- Rising environmental degradation and carbon emissions
- Weak coordination among transport systems
- Unequal access to public mobility infrastructure
- Mismatch between urban growth and transport planning.

The summit therefore emphasized the **need for integrated and multi-modal urban mobility systems**. Experts argued that buses, metro rail, suburban transport, pedestrian pathways, cycling infrastructure, and digital mobility platforms must operate in coordination rather than in isolation.

Representatives from NITI Aayog stressed the importance of coordinated planning, demand-based infrastructure development, and multi-modal integration. **Delegates also highlighted the growing role of digitalization in urban governance, including intelligent transport systems, data-driven traffic management, real-time analytics, and technology-enabled service delivery**.

A major theme that emerged during the deliberations was the **transformation of public auditing** itself. Delegates argued that conventional compliance-based auditing is inadequate for evaluating complex urban systems. Instead, **audit institutions must increasingly adopt the following**:

- Data analytics,
- GIS mapping,
- Technology-enabled assessments,
- Integrated planning analysis,
- Citizen feedback systems, and
- Outcome-based performance indicators.

The summit strongly endorsed a “**citizen-centric approach to auditing**.” Infrastructure projects, delegates argued, must ultimately be judged from the

perspective of the user experience—whether citizens find transport systems accessible, affordable, safe, sustainable, and efficient. In this sense, public auditing must evolve from mere financial scrutiny to the assessment of public value and quality of life.

Environmental sustainability also occupied a central place in the discussions. Delegates recognized that unsustainable urban mobility contributes significantly to pollution, ecological degradation, and climate change. As a result, **the summit stressed the importance of green mobility, public transport systems, non-motorized transport, and climate-resilient urban infrastructure.**

The summit concluded with **two important outcomes**: the adoption of the **BRICS SAI Work Plan 2027–28** and the **Bengaluru Declaration**.

BRICS SAI Work Plan 2027–28

The BRICS SAI Work Plan 2027–28 provides a framework for future cooperation among the audit institutions of BRICS nations. It institutionalizes collaboration in areas such as urban governance, sustainability auditing, and technology-enabled accountability systems.

The **BRICS SAI Work Plan** emphasizes the following:

- **Collaborative Auditing:** Greater cooperation through joint studies, comparative audits, and exchange of best practices.
- **Urban Mobility Audits:** Special focus on evaluating whether investments in mobility infrastructure improve commuter outcomes and public welfare.
- **Technology-Enabled Auditing:** Use of AI, big data, GIS mapping, and advanced analytics to strengthen audit methodologies.
- **Sustainability Audits:** Integration of environmental and climate concerns into infrastructure assessment.
- **Citizen Participation:** Incorporating citizen feedback and public perception into auditing processes.

The work plan reflects a broader shift in governance thinking—from measuring expenditure alone to evaluating outcomes and societal impact.

The Bengaluru Declaration

The Bengaluru Declaration reaffirmed the collective commitment of BRICS SAIs to strengthen accountability in urban mobility systems through

integrated, citizen-centric, and technology-enabled approaches. Its **major principles** include the following:

- **Citizen-Centric Governance**

The Declaration recognizes that the purpose of governance is to improve citizens' quality of life. Public audits must therefore assess the lived experiences of ordinary people.

- **Integrated Urban Mobility**

It stresses the need for accessible, inclusive, and well-connected transport systems that improve access to employment, healthcare, and education.

- **Accountability for Public Value**

The Declaration asserts that infrastructure expenditure must produce measurable public benefits. Mere construction without improvements in commuter experience cannot be considered successful governance.

- **Technology and Innovation**

The Declaration supports the use of digital systems, advanced analytics, and smart technologies to improve urban management and audit effectiveness.

- **Sustainability and Inclusion**

The document emphasizes environmentally sustainable and socially inclusive mobility systems, especially for vulnerable and marginalized populations.

- **International Cooperation**

Finally, the Declaration underlines the importance of continued cooperation among BRICS nations in sharing knowledge, best practices, and institutional innovations in public auditing.

The Bengaluru summit thus marked an important transition in the philosophy of public auditing. It suggested that audit institutions in the 21st century must move beyond narrow financial oversight and become instruments for assessing whether governments are genuinely improving human well-being.

The summit's larger message was clear: ***When mobility systems function effectively, cities become ecosystems of opportunity, inclusion, and dignity. When they fail, no amount of physical infrastructure can compensate for the loss in citizens' quality of life.***



Branch Member at International Conference

Note on Participation in the *On Think Tanks* International Conference in Morocco



Dr. Annapoorna Ravichander
Freelance Consultant

As a Consultant at *On Think Tanks*, I had the privilege of attending their **10th Conference at Rabat, Morocco**. I had a Parallel Session with two other speakers where we discussed the topic titled “Building a Trusted Think Tank Brand”. The session was convened by John Schwartz (Soapbox), CEO at Soapbox, UK and Sofia Jalfin, Sociopúblico, Argentina was a speaker along with me.

The Parallel Session had over 30 participants from all over the world, representatives from Think Tanks, funders, students, and policy makers. The session was well received. In my presentation, I covered the following: ***Developing Institutional Outreach, Engagement, and Policy Communication Frameworks***.

Challenges

The Think Tank I joined initially did not have any idea of why branding is required and hence was not able to share the excellent research done by the TT. Initially there was no designated funding allocated, and it was difficult to convince some of the senior members on the need for and importance of branding.

How did the Communications Team adapt and enhance Branding?

- Developed a Communication Strategy, and Standards and Guidelines document;
- Conducted a short exercise/workshop on how to use it;
- Strengthened the Editorial Guidelines to ensure that all documents were clean (from plagiarism), consistent in appearance and followed a pattern which gave an identity and more acceptance by stakeholders/audience;
- Created templates for consistency and branding (logo, appropriate title in Header/Footer etc.);
- Re-designed the website for better navigation and strong Search Engine Optimisation (SEO); and
- Introduced the advantages of social media platforms by creating User IDs





Branch Events

Branch Activity 1 - 36-Hour Online Intensive Certificate Course on Governance, Accountability, and Ethics in Public Administration

The Centre for Research in Social Sciences and Education of JAIN (DTB) University, Bengaluru, in collaboration with the Karnataka Regional Branch of the IIPA, organized an online intensive Certificate Course on the theme, “Governance, Accountability, and Ethics in Public Administration” from the 4th to the 19th of May 2026. The certificate course provided an in-depth exploration of the roles and daily activities of civil servants in the public governance system. It covered the entire lifecycle of public policy from development to evaluation, enhanced by firsthand accounts from active and retired civil servants.

The intensive 36-hour Certificate Course delved into the everyday workings of civil servants, policy formulation, its challenges in implementation, and the processes of evaluation. Through a mix of lectures, case studies, and interactions with IAS/IPS/IFS/IAAS officers, participants gained an insider’s perspective on public governance.

The following Resource Persons delivered lectures on the themes indicated:

1. **Roles and Responsibilities of Civil Servants: Public Service Ethos and Administrative Values** - Shri S.V. Ranganath, IAS (Retd.) Former Chief Secretary, Government of Karnataka.
2. **Impact of Digital Governance in Rural India** - Smt. Meena Nagaraj, IAS Commissioner, Revenue Department Government of Karnataka and Shri Rahul Ratnam Pandey, IAS Director E. Gov., Rural Development and Panchayat Raj Department, Government of Karnataka.
3. **Environment, Forests, and Climate Change Governance** - Shri Jagmohan Sharma, Indian Forest Service (Retd), Ex-Director, IGNFA, Dehradun.
4. **Women and Child Development** - Smt. Priyanka Mary Francis, IAS Director, National Gallery of Modern Art, Bengaluru.
5. **Agriculture Governance in the Age of AI** - Dr. Ashok Dalwai, IAS (Retd.) Chairman ISEC, Bengaluru.
6. **Labour, Commerce, and Industry** - Dr. Ramana Reddy, IAS (Retd.) Former Additional Chief

Secretary, Industries and Commerce Dept. Government of Karnataka.

7. **Developmental Administration and Sustainable Development Goals** - Smt. Uma Mahadevan, IAS Additional Chief Secretary and Development Commissioner, Government of Karnataka.
8. **Policy Framework: Scheduled Castes and Scheduled Tribes** - Dr. E. Venkataiah, IAS (Retd.) Former Additional Chief Secretary, Govt. of Karnataka, Senior Advisor, Social Welfare Dept., Government of Karnataka.
9. **Cybersecurity** - Shri C. Vamsi Krishna, IPS Joint Commissioner of Police, West, Bengaluru City.
10. **Policy Making and Changing Paradigm for Education** - Dr. Sanjay Kaul, IAS (Retd.) Development Policy Analyst and Author.
11. **Role of Audit in Good Governance** - Shri Thayyil Sethumadhavan, IA&AS (Retd) Former Principal Accountant General, Madhya Pradesh.
12. **Challenges in Policy Implementation** - Shri T.M. Vijay Bhaskar, IAS (Retd.) Former Chief Secretary, Government of Karnataka.
13. **Functioning of Panchayati Raj Institutions in 21st Century** - Dr. S.S. Meenakshi Sundaram, IAS (Retd) Former Secretary to the Govt. of India Honorary Visiting Professor, Institute for Social and Economic Change, Bengaluru.

Branch Activity 2 - Report of One-Day Training Programme for Officers of the Karnataka Administrative Service on “Administrative Reforms”



Above: Shri Shivayogi Kalasad is seen speaking at the Training Programme

The IIPA, Karnataka Regional Branch, in collaboration with its Dharwad Local Branch,

organized a one-day **Training Programme** for officers of the **Karnataka Administrative Service** on 21st May 2026 on the theme “**Administrative Reforms**” at the Zilla Panchayat Hall in Dharwad.

The Training Programme began with an Introductory Address by **Shri T.M. Vijay Bhaskar, IAS (Retd.)**, former Chief Secretary of Karnataka and Chairperson of the Karnataka Regional Branch of IIPA. He stated the subjects covered in this program would help in improving the effectiveness of officers in their day-to-day work and improve the efficiency of government.

The following themes were addressed by competent Resource Persons:

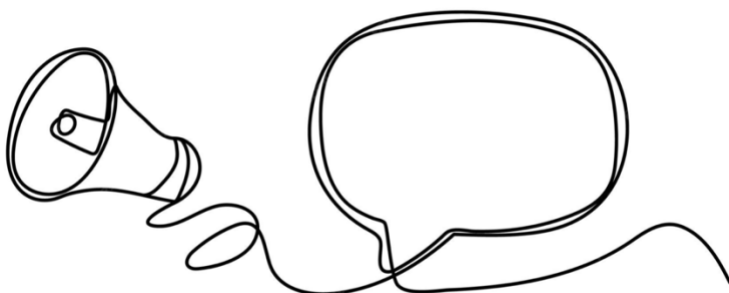
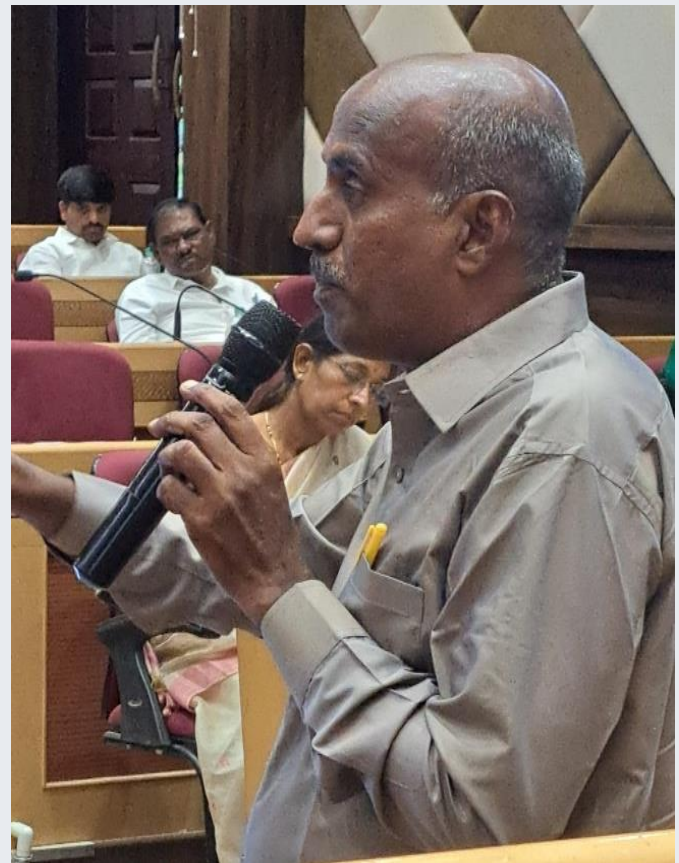
1. **Expediting Land Acquisition Cases: Shri Shivayogi Kalasad, IAS (Retd.)**
2. **Expediting Departmental Inquiries: Shri U.R. Lingaraje Urs, Reader, Govt. College of Teacher Education, Kalaburagi**
3. **Data Analytics/ Data-Driven Decision-Making: Dr. V. Rema, Head, Centre of AI for Social Good, Ramaiah University of Applied Sciences, Bengaluru**
4. **AI Applications for Improved Governance: Dr. H.M. Shreevyas, Director, AIML, Centre for E-Governance, Govt. of Karnataka**

In the concluding session, participating officers expressed their satisfaction with the training programme, and made suggestions regarding future themes, periodicity, and content, including suggesting a session on handling court cases preferably taken by a judicial officer.

Dr. D. Jeevan Kumar, Secretary of the Karnataka Regional Branch of IIPA welcomed the participants.

Dr. Basappa Athani, Secretary of the Dharwad Local Branch proposed a vote of thanks.

Dr. H.M. Shreevyas (above) and Shri Lingaraje Urs (below) are seen addressing the participants.



Branch Members' Writings in the Media



Dr. A. Ravindra, IAS (Retd.)

Former Chief Secretary of Karnataka

Can Washington and Beijing escape the Thucydides Trap?

In *Deccan Herald* dt. 1 June 2026

<https://www.deccanherald.com/opinion/can-washington-and-beijing-escape-the-thucydides-trap-4022826>



Shri G. Gurucharan, IAS (Retd.)

Director, School of Social Sciences
MS Ramaiah University of Applied Sciences
Bengaluru

The Politics of Denial: When Defeat Becomes Distrust

In *Deccan Herald* dt. 10 May 2026

<https://www.deccanherald.com/opinion/the-politics-of-denial-when-defeat-becomes-distrust-3997274>

Complicit Silence: How We Normalize Domestic Violence

In *Deccan Herald* dt. 31 May 2026

<https://www.deccanherald.com/opinion/complicit-silence-how-we-normalise-domestic-violence-4022163>



Dr. Annapoorna Ravichander

Freelance Consultant

Recipes for Disaster, Served with Love

In *Deccan Herald* dt. May 12, 2026

[Funny Cooking Disasters: Recipes for Disaster, Served With Love](#)

Preparedness in Policy: Understanding the 4 Es

In *Meghalaya Monitor* of May 2026

<https://meghalayamonitor.com/preparedness-is-policy-understanding-the-4es/>



Shri T.M. Vijay Bhaskar, IAS (Retd.) & Dr. D. Jeevan Kumar

Reimagining Welfare through Women's Empowerment:

A Capability-Oriented Analysis of Gruha Lakshmi and Shakti Schemes in Karnataka

In *Arthika Charche*, Journal of Economics & Governance of Fiscal Policy Institute, GoK, Vol. 10, No. 2, 2025



Smt. Uma Mahadevan, IAS

Additional Chief Secretary and Development
Commissioner,
Government of Karnataka

***Introduction to Special Issue on Impact
Assessment of Karnataka Government's
Guarantee Schemes***

In *Arthika Charche*, Journal of Economics &
Governance of **Fiscal Policy Institute**, GoK, Vol.
10, No. 2, 2025

***Book Review of The Kerala Club, edited by K.M.
Chandrasekhar & T.P. Sreenivasan***

In *The Hindu* dt. 10 May 2026

<https://www.thehindu.com/books/books-reviews/review-of-the-kerala-club-edited-by-km-chandrasekhar-tp-sreenivasan/article70937892.ece>



Dr. D. Jeevan Kumar

Hon. Professor
Mahatma Gandhi Rural Development & Panchayat Raj
University, Gadag, Karnataka

***When Proof becomes Punishment and
Compliance erases Compassion***

In *Deccan Herald* dt. 5 May 2026

<https://www.deccanherald.com/opinion/when-proof-becomes-punishment-and-compliance-erases-compassion-3991108>

***The Sikkim Model: National Template for
Organic Farming***

In *Deccan Herald* dt. 25 May 2026

<https://www.deccanherald.com/opinion/the-sikkim-model-4014773>

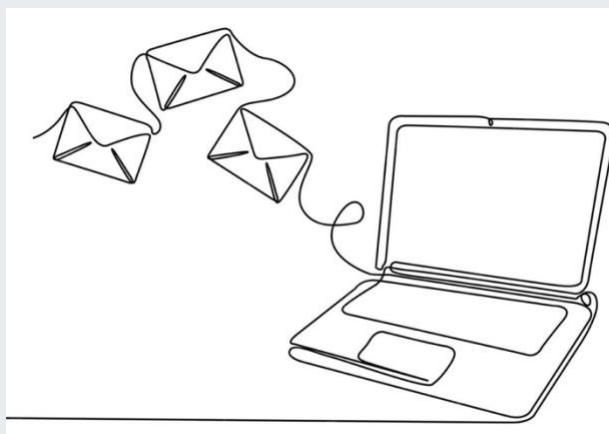


Dr. M. J. Vinod

***The Governor's Call: Dissecting the Tamil Nadu
Showdown***

In *Deccan Herald* dt. 14 May 2026

<https://www.deccanherald.com/opinion/the-governors-call-dissecting-the-tamil-nadu-showdown-4001989>





POL SCIENCE



THINKER



SLAVOJ ŽIŽEK

Slovenian philosopher and one of the leading thinkers applying psychoanalysis to politics and ideology.

ENVIRONMENTAL DISAVOWAL

I KNOW VERY WELL, BUT NEVERTHELESS...

We know about the climate crisis. We understand it. We see the evidence. And yet—we act as if it's not real, not urgent, or not our responsibility. This is **environmental disavowal**—a modern form of fetishistic disavowal.

AT A GLANCE



Thinker: Slavoj Žižek



Concept: Environmental Disavowal



Core Idea: We know the truth about the climate crisis, yet disavow it in practice.



Key Mechanism: "I know very well, but nevertheless..."



Example: Continuing high-carbon lifestyles while acknowledging climate science.



Significance: Explains why information alone doesn't lead to action.

THE STRUCTURE: "I KNOW VERY WELL, BUT NEVERTHELESS"



I KNOW

The science is clear. The crisis is real.



I ACKNOWLEDGE

I understand the severity and urgency.



BUT NEVERTHELESS

I continue as before. Nothing fundamentally changes.



I DISAVOW IN PRACTICE

I organise my life and choices as if the crisis were not real or my responsibility.

Knowledge is present. Action is absent. This is disavowal.

EVERYDAY EXAMPLES



Frequent flying despite knowing its impact



High meat consumption despite knowing its impact



Driving large cars despite knowing the emissions



Supporting leaders and parties that block climate action

We live with the truth—and act against it.

WHY INFORMATION ALONE FAILS



The problem is not ignorance. People already know.



More information does not automatically change behaviour.



Disavowal is a psychic and social mechanism, not a lack of data.



Knowledge is split from practice. We hold both—separately.



Social norms, desires, and systems sustain the disavowal.

We don't fail to act because we don't know. We fail to act because we disavow what we know.

HOW DISAVOWAL IS SUSTAINED



Consumer Capitalism

Encourages endless consumption and individual solutions.



Ideology

Beliefs that protect our way of life from uncomfortable truths.



Affect

Anxiety, denial, and hope that "someone else" will fix it.



Political Power

Fossil fuel interests block policies and shape narratives.



Everyday Routines

Habits, convenience, and inertia keep us going.

Disavowal is not just personal—it is produced by the social order.

THE CONSEQUENCE



We continue on a path



that leads to catastrophe—



not because we are ignorant,



but because we disavow.

WHAT THIS MEANS FOR CHANGE



Facts are necessary but not sufficient.



We need practices that break the disavowal.



Build collective responsibility, not just individual guilt.



Transform systems, not just behaviours.



Make the unbearable consequences politically and emotionally real.

The task is not just to inform—but to transform the conditions that make disavowal possible.

“

The climate crisis is not just a scientific problem. It is a problem of disavowal.

”

— SLAVOJ ŽIŽEK —



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