INDIAN INSTITUTE OF PUBLIC ADMINISTRATION
Karnataka Regional Branch, Bengaluru

ಭಾರತೀಯ ಸಾರ್ವಜನಿಕ ಆಡಳಿತ ಸಂಸ್ಥೆ

ಕರ್ನಾಟಕ ಪ್ರಾದೇಶಿಕ ಶಾಖೆ, ಬೆಂಗಳೂರು

Virtual Newsletter

ವಿದ್ಯುನ್ಮಾನ ಸುದ್ದಿಪತ್ರ

Table of Contents

A Note from the Chief Editor

T.M. Vijay Bhaskar, IAS (Retd.)
Former Chief Secretary, Government of Karnataka
Former Chairman, Karnataka Administrative Reforms Commission-II
Chairman, Indian Institute of Public Administration – Karnataka Regional Branch

I am happy to place before our readers the **June 2024** issue of our **Virtual Newsletter**. This is our **47th issue,** since we began this initiative.

Our **Lead Article** is by three Fourth Year students of the Department of Industrial Engineering and Management at RV College of Engineering, Bengaluru, guided by **Dr. C. K. Nagendra Guptha**, Associate Professor & Head there. Titled, ***Strategic Planning of EV Charging Infrastructure in Bengaluru: Accelerating the Transition***, they examine the current state of EV infrastructure in Bengaluru, identifying critical issues such as uneven distribution, limited grid capacity, land acquisition hurdles, and low public awareness. They make out a case for **establishing a dedicated EV Infrastructure Task Force which will streamline efforts and promote coordinated actions among stakeholders.**

In our ***Gender Matters*** column titled, ***Exploring the Interplay of Education, Poverty, and Gender***, **Mr. Gautam Rajesh**, Faculty at the **Centre for Research in Social Sciences and Education of Jain University** undertakes an analysis from personal experience in Karnataka. In his view, a concerted effort is required to

challenge and change the deep-rooted cultural perceptions that undervalue girls' education. By improving the quality and accessibility of public education and promoting English language proficiency, Karnataka can make significant strides towards educational equity.

In our ***Communication Pulse*** column, **Dr. Annapoorna Ravichander** asks and answers the question, "***What is Public Policy Implementation?***"

In our section on ***Branch Events,*** we report on:

(1) The collaborative **National Seminar** held at MAHE-BLR on ***SUSTAINITI-2024***.

(2) The launch of the **website** of our Branch: http://www.iipa-krb.org.in; and

(3) The signing of a **Memorandum of Understanding** with MAHE-BLR.

In our section on ***Branch Members' Writings in the Popular Media,*** we carry the links to two thought-provoking articles penned by **Smt. Uma Mahadevan,** IAS and **Mr. Gurucharan Gollerkeri** in the media recently**.**

In our section on ***Books by Branch Members,*** we are delighted to report on the release of **Dr. A. Ravindra's** latest book, ***Governing Urban India – Policy and Practice.***

We end the issue with our columns on ***Miscellany*** and ***Food for Thought,***

I wish to add a disclaimer here that the views expressed by the contributors in this issue of the Virtual 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.

Strategic Planning of EV Charging Infrastructure in Bengaluru

Accelerating the Transition

Rishabh Patawri, Fourth Year, Department of Industrial Engineering and Management, RV College of Engineering, Bengaluru, Karnataka, India.

Samadrito Mukherjee, Fourth Year, Department of Industrial Engineering and Management, RV College of Engineering, Bengaluru, Karnataka, India.

Satyam Kumar, Fourth Year, Department of Industrial Engineering and Management, RV College of Engineering, Bengaluru, Karnataka, India.

Dr. C. K. Nagendra Guptha, Associate Professor & Head, Department of Industrial Engineering and Management, RV College of Engineering, Bengaluru, Karnataka, India.

1. Introduction

Electric Vehicles (EVs) are poised to revolutionize the transportation sector by offering a sustainable alternative to fossil fuel-powered vehicles. With their potential to significantly reduce greenhouse gas emissions and dependence on non-renewable energy sources, EVs are becoming increasingly popular worldwide. As a major technology and innovation hub, Bengaluru is at the forefront of this transition in India. This paper examines the current status of EV charging infrastructure in Bengaluru, compares it with global standards, and provides insights from optimization techniques used to allocate EV charging stations efficiently.

2. Current Status of EV Charging Infrastructure in Bengaluru

Lack of Regulation and Data Transparency

One of the primary issues is the lack of regulation in the setup of private EV charging stations. While public charging stations established by BESCOM are relatively well-documented, private operators don't share much data with nodal bodies. This regulatory gap results in insufficient data on the availability and location of private charging stations, making it difficult for end users to plan their charging needs effectively.

Google Maps Visibility

End users typically rely on Google Maps to locate nearby EV charging stations. However, a search for "EV charging stations" on Google Maps predominantly shows private operators, while public charging stations set up by BESCOM are not as visible. This discrepancy not only limits user access to available resources but also skews the perception of the charging network's comprehensiveness.

Geographical Concentration

Another significant issue is the concentration of EV charging stations in Bengaluru. The majority of Karnataka's charging infrastructure is centred in the city,

exacerbating the problem of range anxiety for EV users who travel outside Bengaluru. This geographical disparity limits the usability of EVs for long-distance travel and hinders broader adoption across the state.

3. Challenges

Power Supply Limitations

The growing number of EVs and the corresponding demand for charging facilities put immense pressure on the city's power grid. The current grid infrastructure may not be equipped to handle the increased load, especially during peak hours. This could lead to power outages or reduced efficiency of charging stations, deterring potential EV users from making the switch from conventional vehicles.

High Real Estate Costs

Bengaluru's booming real estate market presents a significant barrier to acquiring land for new EV charging stations. The high cost of land in urban areas makes it difficult for both public and private entities to establish new charging facilities, limiting the expansion of the charging network.

Education and Outreach

There is a need for comprehensive education and outreach programs to inform potential and current EV users about the available charging infrastructure and the benefits of using public charging stations. Increased awareness can drive higher usage of public facilities, supporting the overall sustainability of the EV ecosystem.

4. Comparison to Global Standards

To understand Bengaluru's position in the global context, it is essential to compare its EV charging infrastructure with that of leading cities worldwide. Successful EV ecosystems share certain characteristics that Bengaluru can aspire to emulate:
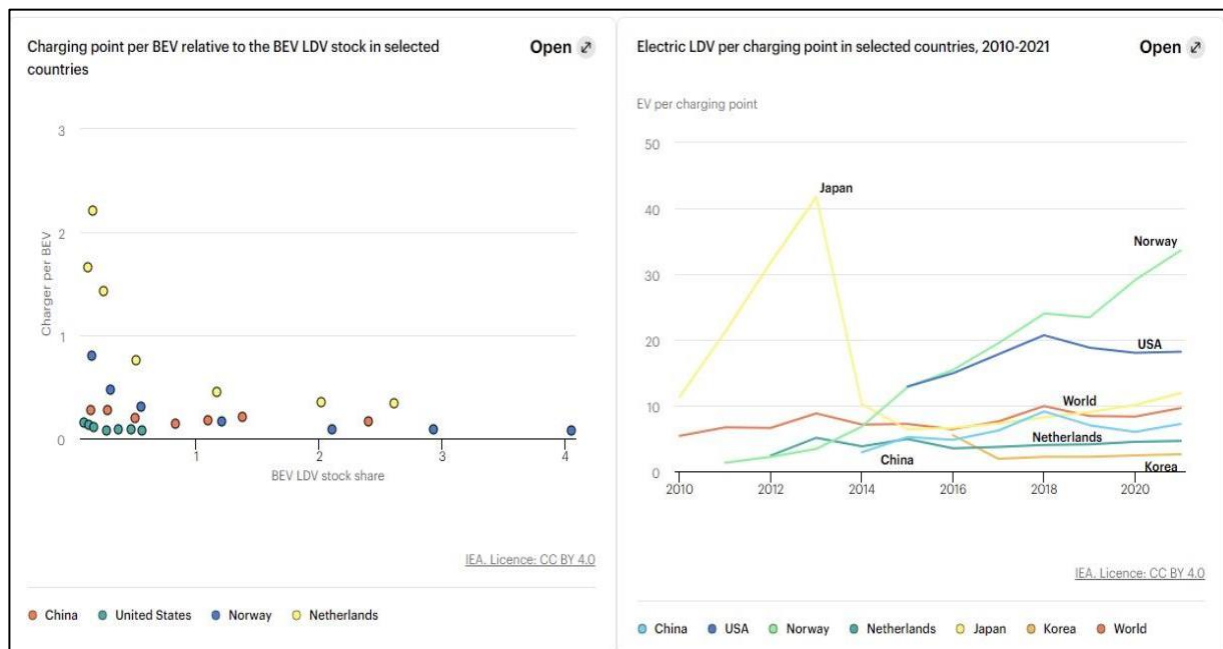

Fig. 1: EV per Charging point

Regulatory Frameworks

Effective regulation is crucial for ensuring uniformity and reliability in the availability of charging stations. Cities like Oslo,

Amsterdam, and San Francisco have robust regulatory frameworks that govern the

5. Strategic Measures for Optimal Allocation of EV Charging Stations

Fig. 2: Exiting EV Charging Stations Data

installation, operation, and maintenance of EV charging stations. These regulations ensure that both public and private charging points meet certain standards and provide reliable service to users.

Data Integration and Visibility

In leading EV markets, comprehensive data integration on public platforms is standard practice. For example, in Norway, all public and private charging stations are integrated into widely-used navigation apps like Google Maps, making it easy for users to locate and access charging points. This transparency enhances user experience and confidence in the EV infrastructure.

Distributed Infrastructure

Cities like Amsterdam and San Francisco have a well-distributed network of charging stations, minimizing range anxiety and encouraging wider adoption of EVs. These cities ensure that charging points are available not only in urban centres but also in suburban and rural areas, providing comprehensive coverage and convenience for EV users.

Geographic Information Systems (GIS)

Utilize GIS technology to map and visualize data, helping to identify optimal locations for new charging stations. GIS can also analyze accessibility, proximity to major roads, and integration with existing infrastructure.

Joint Ventures and Funding Models

Explore joint venture models and funding mechanisms that facilitate the establishment of charging stations on both public and private lands. This can include leasing arrangements, revenue-sharing models, and grants for infrastructure development.

Standardize Installation and Operation

Develop and enforce regulations that standardize the installation, operation, and maintenance of EV charging stations. This ensures consistency, safety, and reliability across the network, fostering user confidence.

6. Models and Insights

In our particular research to optimize the allocation of EV charging stations in

Bengaluru, three optimization techniques were employed by us: the Set Coverage Algorithm, Hybrid Optimization Algorithm, and Particle Swarm Optimization (PSO) Algorithm. With our limited research and limited data sources, the hybrid model, which combines k-means clustering and regression, emerged as the most efficient.

(Fig. 2: Existing charging stations data, private EVCS operators only, collected for our research)

Conclusion

The strategic allocation of EV charging stations in Bengaluru is essential for the city's burgeoning electric vehicle market and its broader sustainable urban development goals. **This paper has examined the current state of EV infrastructure in Bengaluru, identifying critical issues such as uneven distribution, limited grid capacity, land acquisition hurdles, and low public awareness.**

To address these challenges, Bengaluru should adopt a data-driven approach to site selection, incentivize private sector involvement, enhance grid infrastructure, and integrate EV infrastructure planning with urban development. Implementing smart charging technologies, streamlining regulatory processes, and conducting public awareness campaigns will ensure a more equitable and efficient distribution of charging stations across the city.

Drawing lessons from successful global implementations like those in Amsterdam, Bengaluru can establish a roadmap prioritizing short- and long-term goals, investment needs, and key performance indicators. Establishing a dedicated EV Infrastructure Task Force will streamline efforts and promote coordinated actions among stakeholders.
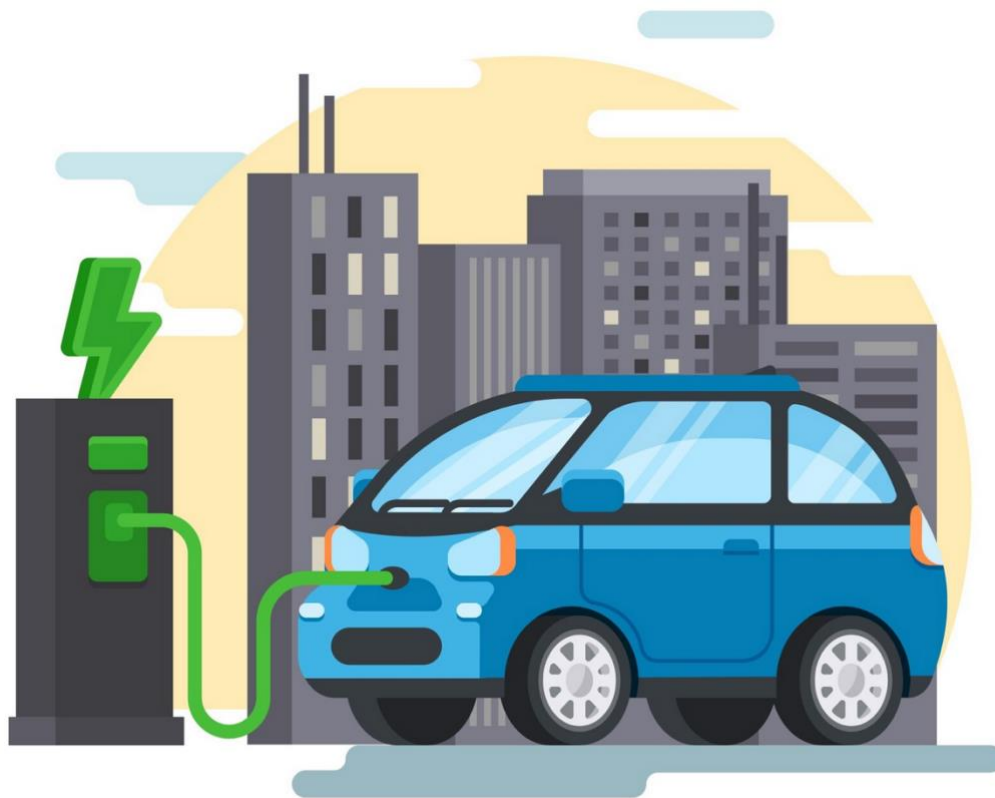
Exploring the Interplay of Education, Poverty, and Gender

An Analysis from Personal Experience in Karnataka

Gautam K. Rajesh
Assistant Professor, CeRSSE,
JAIN (Deemed-to-be) University, Bengaluru

Introduction

Approximately 15 years ago, a domestic worker employed by the author's household in Bangalore refused to send her daughter to school. As a migrant from northern India living in poverty, she frequently questioned the necessity of investing in her daughter's education. Her rationale was rooted in the belief that her daughter would eventually marry into another family, and she would have to spend a fortune on her dowry. Lacking financial resources, she saw education for girls as a luxury affordable only by the affluent. Consequently, her daughter was expected to contribute to household chores from a young age to justify her upkeep. In contrast, the mother was more inclined to educate her sons, anticipating they would support her in her old age. Despite persistent efforts to persuade her otherwise, the author's family was unable to alter her views. This experience highlighted the deeply ingrained cultural and economic barriers to girls' education in lower-income families.

The Age-Old Argument about Girls' Education

The reluctance to educate girls is a recurring theme among many domestic workers in Bangalore, regardless of their age or place of origin. Most are poor migrants, with limited or no education, residing in slums or impoverished neighbourhoods, mostly as renters. Typically, both spouses work, although the husbands often lack steady employment. These families usually have three to four children, with the girl child often being undervalued. Girls are frequently enrolled in public Kannada-medium schools, whereas boys are sent to more costly private, English-medium schools.

Living in neighbourhoods where health and safety are concerns, and with poor-quality local schools that are also expensive, families have a strong incentive to marry off girls shortly after completing their schooling or even earlier, rather than allowing them to pursue further education. Many parents do not believe that educating their children will improve their lives or their children's lives, though this attitude has been slowly changing. When parents do value education, they often see greater benefits in educating boys. This perspective is not limited to domestic workers but is also shared by rickshaw drivers, cab drivers, cleaning staff, and other lower-income individuals in the service and manufacturing industries. Both men and women have expressed similar views over the years, though there has been a gradual shift towards enrolling girls in public schools.

The Data

Beyond personal and anecdotal evidence, the official data also speaks about the dire

situation in Karnataka regarding the status of girls and their education among lower-income families. According to the '*Participation and Expenditure on Education in Karnataka 2014'* report, the literacy rate among females in rural areas stands at 59.3%, significantly lower than their male counterparts at 78.1%. (Directorate of Economics and Statistics, Karnataka, 2019) The report highlights that while there has been a gradual increase in school enrolment rates, girls from economically disadvantaged backgrounds still face significant barriers. For instance, the dropout rate among girls in secondary education is considerably higher than boys, primarily due to socio-economic factors and cultural norms that prioritise male education.

The **GoK Education Report 2018-19** further elaborates on these disparities. It points out that while there has been some improvement in the enrolment of girls in primary education, the transition rate to higher secondary education remains low. (Government of Karnataka, Department of Primary and Secondary Education, 2019) The report indicates that only 50% of girls who complete primary education continue to higher secondary levels. Financial constraints, early marriages, and the perceived low return on investment in girls' education contribute to this trend.

Additionally, the quality of education in public schools, where most of these girls are enrolled, remains a significant concern. The infrastructure is often inadequate, with a lack of basic facilities such as clean drinking water, toilets, and proper classrooms, which further discourages attendance.

Moreover, data from the Central Government indicates that while the government has implemented several schemes to promote girls' education, such as the "***Beti Bachao, Beti Padhao"*** initiative, their impact at the grassroots level has been limited. (Nikore, 2019) The '***Participation***

and Expenditure on Education in Karnataka 2014' report also reveals that in Karnataka, the average expenditure on a boy's education is higher than that of a girl's education, especially in rural areas. (Directorate of Economics and Statistics, Karnataka, 2019) This financial disparity reflects deep-rooted gender biases and the undervaluing of girls' education among lower-income families.

Recommendations and Conclusion

As highlighted previously, both Union and State governments have launched several schemes in Karnataka aimed at promoting girls' education, resulting in a noticeable increase in school enrolment among girls. However, significant challenges persist in addressing traditional cultural attitudes that prioritise boys' education over girls. These challenges are multifaceted, arising from the interplay of cultural, economic, and traditional factors.

To overcome these barriers and promote gender equity in education, several measures can be recommended. ***Firstly***, there should be a focus on increasing the availability of English-medium education in public schools. Proficiency in English is a significant advantage in the job market (Bhattacharya, 2022) and better access to English education could greatly benefit girls.

Secondly, long-term efforts must focus on improving the overall quality of public education. This includes expanding the number of government schools, enhancing their infrastructure, and ensuring they remain cost-effective. Adequate facilities such as clean drinking water, toilets, and proper classrooms are essential to encourage school attendance and reduce dropout rates.

Furthermore, increasing the budget allocation for primary education in Karnataka is crucial to support these initiatives. Enhancing the quality and

accessibility of education can help uplift not only individual girls but also contribute to broader socio-economic development.

In conclusion, **while progress has been made, much work remains to achieve gender parity in education among lower-income families in Karnataka. A concerted effort is required to challenge and change the deep-rooted cultural perceptions that undervalue girls'** **education. By improving the quality and accessibility of public education and promoting English language proficiency, Karnataka can make significant strides towards educational equity. This policy direction holds the promise of substantial benefits, from improved human development indicators to sustained economic growth, underscoring the need for its expedited implementation.**

GENDER EQUALITY

What is Policy Implementation?

Annapoorna Ravichander

Freelance Consultant, Trainer, Communicator and Strategist
annaravi.consultant@gmail.com

Introduction
Simply put, implementing a policy means a process to translate decisions made by policymakers into concrete actions. It includes floating these decisions into programmes, projects and activities. It also includes monitoring and evaluating the success and failure of the same. One should bear in mind that successful policy implementation goes beyond mere enactment—it requires thoughtful execution and ongoing assessment.

I was a Panellist at an event and the Chairperson was a policy maker who had held high offices and was a doer during his tenure as a Civil Servant. During the session, he mentioned that organizations, academic institutions and researchers provide policy recommendations through their research but what they need to stress on is the implementation aspect too. This set me thinking and I started reading on what could be the key challenges and possible solutions in implementing a policy/programme?

Challenges and Possible Solutions

It is a well-known fact that implementing policies often involves addressing several challenges. Some of the key challenges and possible solutions include:

Challenge 1: Constraints on Resources

1. Shortage of skilled personnel to execute the policies
2. Insufficient funding

Possible Solutions:

Challenge 2: Resistance from Stakeholders

1. Changes within bureaucratic structures often slows down the process
2. Opposition and resistance stalls implementation

Possible Solutions

1. Include change management strategies to address resistance, including incentives for compliance and performance
2. Involve relevant stakeholders early in the policy-making process to build support.

Challenge 3: Complexity in Implementation

1. Delay in complying with official procedures
2. Difficulty in coordinating among various agencies and stakeholders

Possible Solutions

1. Define and convey roles and responsibilities to all stakeholders
2. Develop simple administrative procedures to reduce delays and improve efficiency.

Challenge 4: Monitoring and Evaluation Challenges

1. Unplanned monitoring and evaluation strategy.
2. Insufficient data to track progress to measure the impact of a policy.

Possible Solutions

1. Conduct regular monitoring and evaluation to assess progress, identify challenges, and make required changes to the policy

2. Establish robust data collection systems to gather accurate and timely information

Challenge 5: Cultural and Social Barriers

1. Policies may clash with local customs and traditions
2. Policies may not adequately address existing social inequalities

Possible Solutions

1. Introduce and design policies that are culturally sensitive and take into account local customs and traditions
2. Ensure policies are inclusive and equitable, addressing the needs of marginalized and vulnerable groups.

Checklist to understand what Policymakers want while Implementing a Policy/Programme

- Feedback/Inputs
- Participation in Decision-Making Process
- Cooperation
- Sharing Data
- Conforming and Participation in Programmes
- Communication and Trust

Conclusion

By addressing these challenges with targeted solutions, Policymakers can improve the likelihood of successful Policy Implementation and achieve the desired outcomes more effectively.

Policy Implementation Strategies: Create Public Awareness; Conduct Training Programmes for Government Officials; Allocate Resources Appropriately; Introduce Monitoring and Evaluation Processes; Engage and Collaborate with Stakeholders

Localising SDGs: Learning from Others

Adopting best practices can ensure global goals translate into tangible local actions and outcomes, writes **Dr. Annapoorna Ravichander.**

Read more at:

https://meghalayamonitor.com/localising-sdgs-learning-from-others/#google_vignette<

National Seminar
SUSTAINITI-2024
Sustainable Development in an Unequal World
– Public Policy Paths

The **Karnataka Regional Branch** of the Indian Institute of Public Administration, in collaboration with the **Manipal Academy of Higher Education (MAHE-Bengaluru)** and the **Institute for Social and Economic Change** organized a two-day National Seminar on "*SUSTAINITI-2024*: **Sustainable Development in an Unequal World – Public Policy Paths"** on 5-6 June 2024 at the MAHE-Bengaluru campus.

The **Inaugural Address** was delivered by **Prof. Madhu Veeraraghavan**, Pro-Vice-Chancellor, MAHE-BLR. The **Keynote Address** was delivered by **Prof. M.V. Nadkarni,** Hon. Visiting Professor, ISEC, Bengaluru. The **Chief Guest** was **Prof. D. Rajasekhar**, Director, ISEC. **Mr. S. Ramanathan**, IAS (Retd.), Chairman-Emeritus of IIPA-KRB released three books on the occasion. A **Memorandum of Understanding** between **MAHE-BLR** and the **Karnataka Regional Branch of IIPA** was signed on the occasion, **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Chairman of the Branch presided over the inaugural session. **Prof. Anil Kumar**, Head of the Centre for Study of Political Institutions, Governance and Development, ISEC presented an overview of the seminar.

*Pic shows (R to L) **Prof. D. Rajasekhar**, Director, ISEC; **Prof. Madhu Veeraraghavan**, Pro-Vice-Chancellor, MAHE-BLR; **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Chairman, Karnataka Regional Branch, IIPA; **Prof. M.V. Nadkarni,** Hon. Visiting Professor, ISEC and **Dr. Harini Santhanam**, Head, Dept. of Public Policy, MAHE-BLR, lighting the ceremonial lamp at the Inauguration of the seminar*

Highlights of the two-day **National Seminar** were the following:

1. **Panel Discussions** were held on (1) *Sustainability from Different Perspectives* and (2) *Interlinking Data and Communication in Public Policy – Making for Sustainable Development'.*

2. About **35 papers** were presented in **ten Technical Sessions** dealing with different dimensions of sustainability and Sustainable Development.

3. A '**Sustainiti Oath**" was taken on World Environment Day (5th June 2024); and

4. A **Campus Walk** was coordinated by the Rewilding Team which highlighted the various initiatives being taken to making the MAHE-BLR campus a green and eco-friendly one.

The **Valedictory Address** was delivered by **Dr. A. Ravindra,** IAS (Retd.), Chairman, Centre for Sustainable Development, Bengaluru. **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Chairman of IIPA-KRB presided over the valedictory session. **Dr. Harini Santhanam**, Head, Department of Public Policy, MAHE-BLR proposed a Vote of Thanks.

Launch of Website

The **Karnataka Regional Branch** of the **IIPA** is pleased to announce the launch of its own website: http://www.iipa-krb.org.in/

The website was formally launched by its **Chairman-Emeritus, Mr. S. Ramanathan**, IAS (Retd.) on 5th June 2024 at the inauguration of the collaborative National Seminar titled, "*SUSTAINITI-2024: Sustainable Development in an Unequal World – Public Policy Paths*".

.

*Pic shows **Mr. S. Ramanathan** launching the website. To his left is **Mr. T.M. Vijay Bhaskar,** IAS (Retd.), Chairman of the Branch. At extreme right is **Dr. Harini Santhanam**, Head of the Department of Public Policy at MAHE-BLR. At extreme left is **Prof. M.V. Nadkarni**, Hon. Visiting Professor at ISEC, Bengaluru*

The website of the Branch provides details of its activities, including its publications. Each of its monthly Virtual Newsletters, brought out regularly since August 2020, can be accessed online.

Readers are requested to go through the website of the Branch and give suggestions for its improvement.

Memorandum of Understanding with MAHE-BLR

The Karnataka Regional Branch of IIPA has signed a **Memorandum of Understanding** with MAHE-Bengaluru. The document was signed during the inauguration of the collaborative National Seminar titled, "***SUSTAINITI-2024: Sustainable Development in an Unequal World – Public Policy Paths***" on 5th June 2024.

*Pic shows (R to L) **Mr. T.M. Vijay Bhaskar**, IAS (Retd.), Chairman of the Branch, **Dr. D. Jeevan Kumar**, Secretary of the Branch and **Dr. Harini Santhanam**, Head, Department of Public Policy, MAHE-BLR holding the document.*

This MoU seeks to explore the holding of collaborative programs, preparation of papers, publications, conducting courses, exchanges and cooperative activities.

This is the 12th MoU entered into by the Branch with leading educational and research institutions.

Civil Servants as Change-Makers

Based on years of fieldwork, Akshay Mangla's book shows how bureaucrats influence outcomes by enabling community participation and local ownership.

Book Review in *Frontline* dt. June 12, 2024

"Will it work on the ground? What do you think?" is a question any senior bureaucrat designing a policy intervention should ask field-level stakeholders. Researchers have often pointed out that in developing countries institutions are too weak to implement policies effectively. India is a diverse country with wide variations in its implementation of policies, across not only geography but also policy areas.

Read more at:
Civil Servants as Change-Makers - *Frontline - The Hindu*

………

What the Mandate Means

Gurucharan Gollerkeri, IAS (Retd.)
Director, School of Social Sciences
M.S. Ramaiah University of Applied Sciences (MSRUAS), Bengaluru.

in *Deccan Herald* dt. 12th June 2024

To the ruling NDA: Democracy is about consensus-building, not brute majority; to the I.N.D.I.A bloc: Be a vigilant, constructive Opposition

Read more at:
https://www.deccanherald.com/opinion/what-the-mandate-means-3062754

Report of Book Release

'Governing Urban India - Policy and Practice'
authored by **Dr. A. Ravindra**, IAS (Retd.)

Deepak Srinivasa

The Indian Institute for Human Settlements (IIHS), Bengaluru arranged for a Book Launch of *'Governing Urban India - Policy and Practice'* authored by **Dr. A. Ravindra**, IAS (Retd.), former Chief Secretary of Karnataka on 14th June 2024. Dr. Ravindra holds a Ph.D. in Urban Studies. The book was released by economist and academic, Padma Vibhushan **Dr. Vijay Kelkar.** The book launch was followed by a conversation between the author and Dr. Kelkar. **Mr. Aromar Ravi**, Director. IIHS was the interlocutor. The event was well attended by former civil servants, researchers, the media and the public.

Some of the major urban issues raised by the author in the discussion were water supply, housing, land, mobility and environment. **Dr. Ravindra** suggested an '*Integrated Approach'* to address these challenges with collaborative efforts from the state, market and civil society, using technology as the integrating force which would result in better governance. The author feels there is a need for further decentralization in the nation. The **74th Constitutional Amendment needs to be taken to the next level,** by a thorough revision of the 74th CA. Dr. Ravindra also pointed out the need for political will and transfer of power to prop up local heroes to champion the cause of local governance. He also suggested **integrating rural and urban policies as a regional policy and the sharing of rural and urban resources**.

Dr. Vijay Kelkar gave his insights through the lens of an economist as to how to have better governance in terms of demand and supply. He felt it is the duty of every citizen to demand Good Governance (demand side) holding the government accountable for Good Governance (supply side). Dr Kelkar also suggested some measures like **improving the finances of municipal governance, building capacity of the human element in internal governance and resolving issues in a holistic manner,** by citing examples of Indian states like Karnataka, and Kerala.

Responding to one of the comments from the audience that these urban issues are the same as what we had 20-30 years ago, Dr. Ravindra stated that issues were the same and could remain the same in the future, and that our duty is to find '*New Answers'* to the same old questions.

Empowered people, integrated growth improve urban governance, says former CS

BENGALURU, DHNS

The importance of enabling urban citizens to demand better governance formed the central theme of discussions around the release of *Governing Urban India: Policy and Practice*, the new book by former chief secretary A Ravindra, here on Friday.

In an interactive session that followed the release of the book, at the Indian Institute for Human Settlements (IIHS), the author, along with economist Vijay Kelkar and IIHS founding director Aromar Ravi, discussed the challenges in realising decentralisation of power and true autonomy for India's urban local bodies.

Ravindra noted that the emerging, multi-sectoral nature of urbanisation called for an integrated approach to governance that factored in linkages between cities and their largely ignored peripheries.

"We've been treating these two as separate compartments. In practice, this is an agglomeration, where the rural comes into the urban fold. This situation

Economist Vijay Kelkar (right) releases the book 'Governing Urban India: Policy and Practice', authored by former chief secretary A Ravindra (centre), at IIHS, Bengaluru, on Friday. IIHS Director Aromar Ravi is also seen. DH PHOTO

requires an integrated development process," he said.

Poor political representation and the absence of true champions for urban development have consistently slowed down efforts to bring in reforms to India's cities. The lack of accountability at the administrative level is central to the "conundrum of urban governance," Ravindra said.

Kelkar underlined the potential of getting the private sector,

with its resources and access to power, to demand better governance in cities.

In the book, priced Rs 1,000, Ravindra explores the challenges posed by India's urbanisation on governance and policy. It traces evolving patterns of urban governance in the country since the 1960s and addresses issues including land management, housing, and environmental sustainability.

DECCAN HERALD 01/06/24

RIGHT IN THE MIDDLE

The High Command

I marvelled at the efficiency of the New Delhi post office

L K ATHEEQ

Back in 1993-94, when I was the Assistant Commissioner (AC) of the Mangalore sub-division, I received a letter mysteriously addressed to the "High Command, New Delhi." This letter had been forwarded to me from the office of the President of India, New Delhi. It was a petition written by James D'Souza (name changed) from a small village in Mangalore Taluk.

Typically, when a petition is written to either the Prime Minister or the President of India, it is sent to the Chief Secretary of the concerned state for action, who then forwards it to the Deputy Commissioner (DC) of the relevant district if it pertains to land disputes. The DC passes it to the AC, who sends it to the Tahsildar. The Tahsildar then sends it to the Revenue Inspector, who finally forwards it to the Village Accountant. Ironically, a petition written by someone in a village travels for months between Delhi, Bengaluru, district, and taluk offices, only to come back to the same village.

However, this particular petition wasn't even addressed to the President of India. It was addressed to the "High Command, New Delhi." I wondered how a letter addressed to the High Command ended up in the office of the President of India. The letter I received had the envelope pinned to it, a practice sometimes followed in the government, should the envelope be needed for an inquiry. The envelope only had this address: "The High Command, New Delhi." I marvelled at the resourcefulness of the New Delhi post office in deciding to send the letter to the President of India!

As a young AC enthusiastic about my first job after joining the IAS, I didn't want to push the petition down the routine bureaucratic channel. I read the petition, which was a complaint against the village accountant. I saw no point in sending it to the same village accountant for inquiry—he couldn't be expected to investigate his own misdeeds, if any. So, I decided to visit Mr D'Souza myself. I took the Tahsildar of Mangalore and travelled to the village.

On reaching the village, my conversation with Mr D'Souza went something like this:

"Mr D'Souza, you have sent a petition to the President of India. What is your grievance?"

"My wife has been cheated out of her land by powerful people; you have to get the sale cancelled."

I turned to his wife. She explained that the land was in her name and she sold it after consulting with the family because they needed the money, and there was nothing suspicious about the deal. Mr. D'Souza didn't like that his wife had decided to sell the land, but there was nothing anyone could do about it. I tried to explain to Mr. D'Souza that his wife and the rest of the family had supported the deal and that the land was her property, inherited from her father.

Mr D'Souza was not convinced. He told me grandly, "*Neevu yenta maaduvudu beda. Nanu High Command ge bardiddene. Avaru parihara kodtaare.*" (You don't worry about it. I have written to the High Command, and they will solve the problem!)

Peace comes from within.
Do not seek it without.
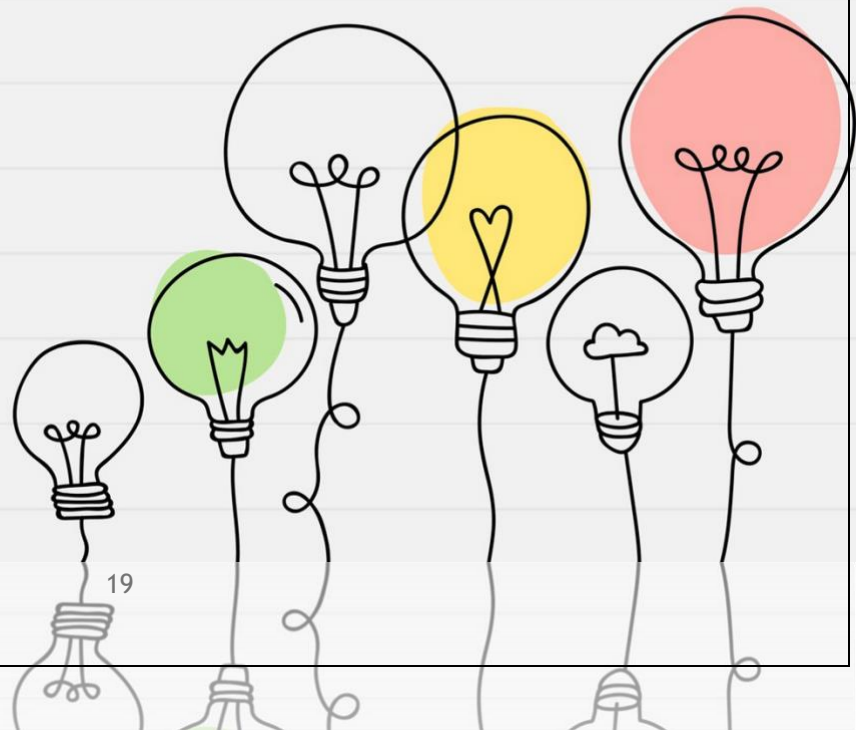
IIPA-KRB Virtual Newsletter

ವಿದ್ಯುನ್ಮಾನ ಸುದ್ಧಿಪತ್ರ

Editorial Board

Chief Editor
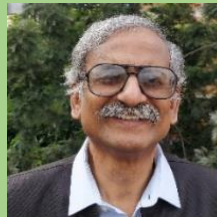**Shri T.M. Vijay Bhaskar**, IAS (Retd.)

Shri S. Ramanathan
IAS (Retd.)

Shri S.V. Ranganath
IAS (Retd.)

Dr. A. Ravindra
IAS (Retd.)

Shri T. Sethumadhavan
IAAS (Retd.)

Editor
Dr. D. Jeevan Kumar

Dr. Priyanca Mathur

Feedback/Contributions/Ideas/Book Reviews/Report Summaries may kindly be mailed to
iipakrb.bangalore@gmail.com   with a copy to   jeeves0607@yahoo.com

Designed by annaravi.consultant@gmail.com