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60
IIPA Inspiring Excellence

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION J&K REGIONAL BRANCH

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EDITORIAL

The Centre-State relations were dented in the coalition era with some powerful regional Satraps posing challenge to the authority of the Union Government. The Constitution mandates a centralised federal structure. The nature of the party system at the time of independence and for many decades further resulted in tilting the balance of power in favour of the Centre. It will be interesting to watch whether the relations between the Centre and the states will become any smoother with a decisive mandate for a single party Government.

India needs a strong Centre and cohesiveness in the Centre-State relations. The Centre must have the capacity and mandate to bind and weave individual flowers (States of the Union) into a presentable bouquet called Bharat. That is the essence of the concept of Union of States as envisaged by Article 1 of the Constitution which states, "India, that is Bharat, shall be a Union of States".

Let us take some examples of how powerful regional Satraps were able to influence important issues related to relations with neighbours and our fight against terrorism.

The agreement on Teesta Water with Bangladesh had to be put on hold due to opposition from the West Bengal Chief Minister Mamta Banerjee. Prime Minister had to skip attending CHOGM in Colombo on strong opposition from Tamil parties and the Government of Tamil Nadu. These last minute policy alterations did put India in a very awkward situation.

The fight against terrorism needs a joint strategy between the Centre and the States. Terrorism involves actors from outside the country and it has inter-State ramifications. Therefore, opposition to the UPAs proposal for setting up a National Counter Terrorism Center has greatly impaired our preparedness to fight Terrorism. Most of the State Governments have failed to set up effective machinery to fight terrorism. The NCTC would have been an umbrella organisation to coordinate at the national level collection of intelligence, operations in the event of terror strike and investigations into terrorism related cases. The issue of arrest and search as well as reporting by NCTC to a body other than IB could have been sorted out. A very effective institutional mechanism to fight terrorism became victim to States' exclusive claim over law and order.

With the Indian electorate giving a decisive mandate in favor of one political party, the writ of the Union Government in the broader national interest in Defence, security, foreign affairs and similar fields must prevail. Simultaneously, Centre must not appear authoritarian and will have to watch the interests of each State. We will have to wait and watch how things shape up.

PAUL H. APPLEBY AWARD CONFERRED ON SH. N. VOHRA

Shri N.N. Vohra, Governor, Jammu & Kashmir was conferred with the Paul H. Appleby Lifetime Achievement Award in Public Administration by Indian Institute of Public Administration (IIPA), New Delhi on October 10, 2014.

Shri N. N. Vohra, who is also a Padma Vibhushan awardee, was given the Paul H. Appleby Award for his contribution in public administration and service to the nation by the IIPA Chairman, T. N. Chatturved, Former Governor of Karnataka. Shri Vohra was educated at Panjab University and Oxford University and served in the IAS between 1959 and 1994. He served as union Home Secretary, Defence Secretary and Secretary for Defence Production and became the Governor of J&K in 2008.



Hon'ble Governor J&K Sh. N. N. Vohra receiving Paul H Appleby Lifetime achievement award at New Delhi

He also served as the Principal Secretary to former Prime Minister IK Gujral in 1997-98 and was a member of the National Security Advisory Board from 1998 to 2001 when the NDA government was in power. Shri Vohra headed the National Task Force on Internal Security and co-chaired the India-European Union Round Table in 2001. Since February, 2003, until he became the Governor of J&K, he was the government's interlocutor on Kashmir. In recognition of his services to the nation, he was awarded the Padma Vibhushan in 2007.

SEMINAR ON 'E-GOVERNANCE AND EFFICIENT PUBLIC SERVICES'

The J&K Regional Branch of Indian Institute of Public Administration organized a workshop-cum-seminar on efficient delivery of Public Services through e-Governance on May 1, 2014. In his keynote address Sh. Amit Sharma, Special Secretary to Government, Animal/Sheep Husbandry Department, proposed various e-Governance solutions for different departments of J&K Government. Some of the key highlights of the seminar include:



L to R : Dr. Suparn Sharma, Sh. Amit Sharma, Dr. Ashok Bhan, Sh. Dara Singh Bali and Sh. Shafqat Bashir

- Creation of e-PRC, e-PDS Smart Card, Aadhaar-enabling of state residents, computerization of land records, automation and RSBY solutions for labour and employment department, MIS in health department and excise department, online examination for technical education department, etc.
- It was suggested that the future of e-Governance is mobile governance models (m-Governance) which will help government departments to reach out to the last mile users and provide maximum services through mobile phones.
- Dr Suparn Sharma, Director School of Business, SMVDU presented a case study regarding successful implementation of MIS in Sugarcane Industry in Uttar Pradesh, highlighting the benefits accrued to the farmers because of successful implementation of the MIS system.
- Mr. D.S Bali, Additional CEO, JKeGA, shared his experiences about introduction of e-Governance through IT Department and various e-Governance projects which are being successfully implemented in J&K. Mr. Shafqat Bashir, Principal Consultant, SeMT IT Department demonstrated the latest initiative- JK Pulse, an application developed for mobiles in which a real-time snapshot with GPS tags can be uploaded for assessing the real situation in far flung areas.
- Dr. Ashok Bhan, Chairperson, IIPA J&K Regional Branch in his opening remarks, brought to light the significance of e-Governance in taking administration to

the doorsteps of the common citizen and emphasized that the departments should come forward and proactively adopt e-governance initiatives to improve the public service delivery mechanisms.

Dr. Anil Gupta, Joint Secretary, IIPA J&K Regional Branch conducted the proceedings and Sh. J B S Johar, Honorary Secretary, J&K Regional Branch presented the formal vote of thanks.

LECTURE ON 'SECURITY GOVERNANCE - CHALLENGES FOR THE NEW GOVERNMENT'

A lecture on "Security Governance- Challenges for the New Government" by Prof. Gopalji Malviya, Dean, School of National Security Studies at the Central University of Jammu was organized by J&K Regional Branch of Indian Institute of Public Administration on May 12, 2014.

Some key observation made by Prof. Malviya during his lecture included



L to R : Er. J B S Johar, Dr. Ashok Bhan, Dr. S. S. Bloeria, Prof. Gopalji Malviya, Dr. Anil Gupta

- A need for a shift of security paradigm both at internal and external level and need for a stable central government for robust security architecture.
- A view that the real enemies of the state are from within and the external actors are only the potential adversaries.
- In the last 26 years, the coalition dharma has undermined the 'National Dharma' in India. If it continues, then anarchy is imminent.
- Lack of consensus between Centre and the states on NCTC, neglect of coastal security, poor infrastructure of police forces and inadequate coordination between intelligence agencies are results of lack of focus on fighting terrorism and left wing extremism.
- There is need for improvement in civil-military relations and revisiting the procurement processes for modernization of defence forces.

Dr S. S. Bloeria, Vice Chancellor of the Central University of Jammu, who was the Chief Guest on the occasion, cautioned

that Pakistan may test the waters by some provocative action to see the reflexes and response of the new Government and advocated strict vigil during the transition phase. His



Professor Gopalji Malviya delivering his lecture

suggestions included a comprehensive review of Armed Forces Special Powers Act (AFSPA), weighing the options of covert operations as part of anti-terrorism strategy, a need to build political consensus on National Security issues, closely monitoring the situation in Afghanistan, revisiting Nuclear Doctrine of 2003 and enhancing coordination between various intelligence agencies for effective functioning.

Earlier, Dr. Ashok Bhan, former DGP and Chairman, IIPA, J&K Regional Branch introduced the guest speaker and the subject to set the tone for a very lively discussion. Dr. Bhan explained that how, the proxy war that the country faces from across its borders has obliterated the distinction between external security and internal security necessitating cooperation between the Union Government and the states and added that National Security today can't be seen purely from a traditional military angle and even from the military view point there are new challenges of cyber security, nuclear security and indigenous development of armaments. Sh. JBS Johar, Hony Secretary, presented a vote of thanks and Dr. Anil Gupta conducted the proceedings of the seminar which was attended by Army officers, CPMFs, Police, academia and members of the IIPA and civil society.

TRAINING PROGRAMME ON LEADERSHIP

Indian Institute of Public Administration (IIPA), J&K Regional Branch organized one day training programme on "Leadership: Carving the Path towards Organisational Effectiveness" in collaboration with School of Business, Shri Mata Vaishno Devi University on June 23, 2014. The training programme was attended by 105 participants from 20 different government departments / private sector organizations including Traffic Police, PHE, Information, CAPD, Animal Husbandry, CID, Special Bureau, RBI, PHQ, National Garage, Jankash, Horticulture, Drugs and Food Control, State Information Commissioner, J&K Bank, Central University of Jammu, SMVDU and members of IIPA. The training programme was

organized with a focus to enlighten the role and relevance of effective leadership in organizational excellence. Diverse facets of effective leadership were discussed across five sessions during the training programme.



L to R : Dr. Suparn Sharma, Prof. S. K. Jain, Prof. Alka Sharma

Prof. Alka Sharma, from the Business School in her introductory address discussed various facets of leadership highlighting the characteristics of a good leader. She said it is important for a leader to be visionary, confident and decisive. Prof. S K Jain, Vice-Chancellor, SMVDU in his address focused on the Role of Leaders in Team Building. He highlighted the process of team formation and stressed upon creativity, innovation and problem solving approach.

Dr. Suparn Sharma, Director, School of Business, SMVDU in his session discussed various leadership styles and decision making. Dr. Anil Gupta, The Business School through an activity highlighted the importance of collaboration and synergy in making high performance teams.



Participants during the training programme

Dr. Ashok Bhan, Chairman, IIPA (J&K) shared his own experiences while speaking on "Experience Driven Leadership". He said that leader should take initiative and engineer change within an organization and innovate in public interest. He emphasized that leaders should give specific directions or set targets for ensuring timely and effective performance.

PANEL DISCUSSION ON 'MEDIA AND ELECTORAL VERDICT'

A Panel Discussion on "Media and Electoral Verdict" was organized by J&K Regional Branch of Indian Institute of Public Administration (IIPA) on June 28, 2014. The panelists included Sh. Zafar Choudhary, Senior Journalist and Policy Analyst, Sh. Pradeep Dutta, Bureau Chief, Times Now, Prof Nirlape Kour, Govt. MAM College with Prof. Rekha Choudhary, ICSSR National fellow as the chairperson. The discussion, attended by prominent citizens of Jammu, members of Consumer Welfare Association, members of IIPA and scholars from University of Jammu included the following highlights.



L to R : Prof. Nirlape Kour, Sh. Pradeep Dutta, Prof. Rekha Choudhary, Sh. Zafar Choudhary

- It was opined that the political strategy and not undue media hype paid dividends during the recent Lok Sabha elections. There was consensus on the need for giving a closer look at "paid news" and influence of poll-predictions and huge investment in the media by politicians and political parties on the outcome of any elections.



Dr. Ashok Bhan introducing the subject during the panel discussion

- Dr. Ashok Bhan, Chairman, IIPA (J&K) in his introductory remarks argued that media in India as the fourth pillar of democracy enjoys a credibility next only to Judiciary. Therefore the media having been placed at a

high pedestal by the citizens must reciprocate this trust by objective reporting of news and views particularly during the important democratic exercise of elections.

- In her remarks, Prof. Rekha Choudhary said that the 2014 Lok Sabha elections were centered around personalities and not on issues. Reflecting her concern for the emerging relationship between media, politics and corporate sector, she said that today's news reporting is more focused on entertainment / sensational value rather than focusing on content.
- While making a presentation, Prof. Nirlape Kour highlighted the linkage between media and democracy. She said that the media played a critical role in the recent elections by creating voter awareness, shaping public opinion, acting as a watchdog and helping voters to make informed political choices. She said that social media played a critical role in shaping the electoral verdict in the recent Lok Sabha elections.
- Sh. Pradeep Dutta, while contrasting the recent Lok Sabha elections with the US Presidential elections, highlighted the role of PR agencies in shaping the electoral verdict. He said that youth played a decisive role in the 2014 Lok Sabha elections. He said media is



The panelist during the discussion

just like a mirror and mirror shows it all and therefore it reflects the society.

- Sh. Zafar Choudhary while highlighting the issues in J&K said that it is the political strategy that influences the newsroom decision making process. He said that our society in J&K is yet to evolve to effectively use the new forms of social media as the culture of civility in political communication is missing.

Dr. Anil Gupta, Joint Secretary, IIPA (J&K) conducted the proceedings of the function.

**The 36th Annual General Meeting
of the branch is scheduled for
January 10, 2015 (Saturday)
at IIPA Complex, Jammu.**

PANEL DISCUSSION ON 'MINIMIZING ADJOURNMENTS- MYTH OF REALITY'

Indian Institute of Public Administration, J&K Regional Branch in collaboration with Criminologists Society of Jammu & Kashmir organized a Panel discussion on "Minimizing Adjudgments: Myth or Reality" on August 2, 2014. Hon'ble Justice (Retd) Shri J P Singh chaired the session and panelists included Sh. U K Jalali, Sr Advocate and Former Advocate General (J&K), noted academician Prof. V K Kapoor and Sh. B R Gupta, former Director Prosecution of J&K Police.



L to R : Sh. Rameshwar Singh Jamwal, Sh. U K Jalali, Justice (Retd.) J P Singh, Prof. V K Kapoor, Sh. B R Gupta

Some of the major observations made during the discussion included

- Minimizing adjournments in courts will remain a myth until procedural law is amended and made more stringent, strictly implemented and presiding Judges held accountable.
- Strikes and closure of court work for similar reasons must also be minimized as these lead to avoidable adjournments and cause huge inconvenience to the people.
- Liberal adjournments are an impediment to speedy trial and delivery of justice.
- There is a need to have a relook into the age old judicial institutional framework and align it with the changing societal needs, thinking and technological advancements.
- There is an urgent need to increase the accountability of the members of the judicial fraternity to ensure timely and speedy justice.
- The issues confronting the judicial system also include adequate infrastructure, staff and adequate number of judges.

Initiating the discussion, Justice J P Singh said that justice is a changing expression and is for the welfare of an individual. Sh. U. K. Jalali while sharing his experiences as Chief Law Officer of the state said that the adjournment doctrine is an

unwritten one and there is need for change in the mindset of both the seekers and givers of adjournments. Prof. V. K. Kapoor in his address stressed upon the equitable distribution of work load among judges and the ethics in administration of justice. He argued that repeated strikes must be avoided. He also emphasized on need for adequate initial and in-service training of the judges. Sh B R Gupta in his remarks said that proper monitoring and the implementation of mandate of law in letter and spirit can ensure timely delivery of justice and avoiding adjournments. Sh. Rameshwar Singh Jamwal, President, Criminologists Society of J& K in his introductory note said that the justice delivery system is under tremendous strain and requires support of all organs of state and civil society.



Justice (Retd.) J P Singh delivering his address during the function

Earlier Dr. Ashok Bhan, Chairman, IIPA J&K Regional Branch introduced the panelists and the subject of discussion. Dr. Anil Gupta, Joint Secretary, IIPA (J&K) conducted the proceedings of the function.

SEMINAR ON 'NEW VISTAS IN TOURISM'

Indian Institute of Public Administration, J&K Regional Branch in collaboration with Department of Tourism, J&K and Central University of Jammu organized a seminar on "New Vistas in Tourism". The seminar was attended by various stakeholders of the tourism industry, officers of tourism development authorities, members of various



L to R : Prof. Deepak Raj Gupta, Dr. Ashok Bhan, Prof. Sandeep Kulsheshta, Dr. C. M. Seth

tourism associations, faculty members and research scholars of various Universities, members of IIPA and civil society. Following are the key takeaways of the seminar:



Prof. Sandeep Kulsheshtra delivering the keynote address

- Professor Sandeep Kulsheshtra, Director, Indian Institute of Travel and Tourism Management, Gwalior (Under Ministry of Tourism, Government of India) in his key note address highlighted the importance of good governance in the development of tourism in the region.
- Highlighting the emerging trends at the international and national level, he said that it is important to involve all the stakeholders in the tourism development process. He emphasized the role of training in developing the skilled manpower and said that Jammu & Kashmir can have a competitive edge by organizing such capacity building programmes.
- Mr. Soujanya Sharma, Director (Tourism) in his address said that tourism is the backbone of our economy and highlighted various new initiatives sanctioned for the Jammu region including proposed sound and light show, developing Mantalai, developing way side amenities and other such initiatives. Inviting the participation of key stakeholders in the process, he said that tourism trade should ensure that the tourists go back with positive experiences which will help in building the destination image of Jammu.



Sh. Soujanya Sharma addressing the participants during the valedictory function

- Earlier Dr. C M Seth in his presentation highlighted the potential of eco-tourism in the state. Citing examples from China and reflecting upon rich tourism resources of Jammu & Kashmir, he said that it is important to come up with the eco-tourism policy for the state and engage the communities in the tourism process.
- Captain Anil Gour presented the industry perspective and discussed the challenges faced by the tourism industry in the state. He said that the tourism industry should be recognized as a job creator, organize tours and also rationalize tax structure.
- Professor Deepak Raj Gupta, Head and Dean, Department of Travel and Tourism, Central University of Jammu introduced the concept of Volunteer tourism for developing community based tourism. Citing both national and international examples, he said that volunteer tourism can help in engaging, educating and empowering communities.



Various tourism stakeholders during the seminar

Proceedings of the function were conducted by Dr. Anil Gupta, Joint Secretary, IIPA (J&K).

LECTURE ON 'TRENDS IN CENTRE- STATE RELATIONS'

The J&K Regional Branch of Indian Institute of Public Administration (IIPA) organized a lecture at Jammu as a prelude conference on the theme 'Trends in Centre-state Relations' on October 4, 2014. Dr. Ashok Bhan, Chairman of the Regional Branch presided over the lecture. Prof Rekha Chowdhary, ICSSR National Fellow, in her lecture gave a brief introduction to the constitutional provisions related to Centre-State relations and discussed the reasons for a centralised federal structure as it was adopted in the Indian Constitution. Some of the key discussion points of the lecture were:

- Besides the constitutional provisions, it was the nature of political processes, particularly the nature of the party system which resulted in tilting the balance of power in favour of the Centre.
- It was in the post-1989 period that there was a shift in the nature of centre-state relations. What significantly

contributed to this change was the change in the party system. The one party dominant system was replaced by the multiparty system giving rise to the emergence of coalition politics in the centre and led to increasing significance of the regional parties and leadership.



L to R : Er. J. B. S. Johar, Dr. Ashok Bhan, Prof. Rekha Choudhary, Dr. Komal Nagar

- Also there was a change in the economic system from a regimented and regulated economy to the liberalised economy which resulted in greater economic initiative to the states.
- The 73rd and 74th Constitutional amendments meanwhile resulted in creating a third tier to the federal system of India by dividing powers between the states and the Panchayats.
- In her concluding remarks, Prof Rekha Chowdhary argued that 2014 Parliamentary elections which resulted in an end, atleast for some time, to the era of coalition politics at the level of the Central government, is bound to create some change in the Centre-state relations.



Prof. Rekha Choudhary delivering the lecture

The lecture was followed by a lively question-answer session. Following the discussion Dr. Ashok Bhan delivered his presidential address in which he highlighted the problems related to security and foreign policy issues due to the pressures coming from the state level leadership. Dr. Bhan

made the following observations:

- The 2014 mandate was for a strong Centre and one could hope that the issues related to foreign policy and security would be effectively dealt with by the Centre without undue pressure from the states. Though he also cautioned that over-centralisation was not a solution for all matters.
- He cited the example of the intervention of West Bengal Chief Minister on the issue of Teesta water agreement and that of Tamil Nadu leadership on the issue of CHOGM meeting. He also explained as to how the opposition coming from various state governments stalled the very much needed National Counter-Terrorism Centre.

The lecture was conducted by Dr. Komal Nagar, Jt Director Seminars while the vote of thanks was delivered by Prof Alka Sharma, Director Seminars. The lecture was organised under the supervision of Er JBS Johar, Hony Secretary.

TRAINING PROGRAMME ON 'ETHICS IN PUBLIC ADMINISTRATION'

Indian Institute of Public Administration (IIPA) J&K Regional Branch organized a one day training program on "Ethics in Public Administration" on October 18, 2014. Prof Neelu Rohmetra, Course Director presented the welcome address and introduced the theme of the training program and the speakers of the sessions to the participants. In his inaugural address, Dr. S S Bloeria, former Chief Secretary, Jammu and Kashmir said that corruption is a top down approach and that moral authority is very a potent factor which can move the entire nation. He also advised the officers that a public servant should always consider himself to be in a glass house in full public view and learn the art of being contented to operate for the good of the public.



L to R : Prof. Alka Sharma, Dr. Ashok Bhan, Dr. S. S. Bloeria, Prof. Neelu Rohmetra

Dr. Ashok Bhan, Chairman IIPA and Former DGP, J&K, while speaking at the program said that systems fail due to unethical behavior and that purchaseability of criminal justice must go for good effect on polity. He also emphasized that one must work to change the system rather than punish people and therefore we must have electoral reforms in which

technology can be an enabler for prevention of unethical behavior.

- The key theme areas of deliberations throughout the day long program included 'Ethics in Public Administration', 'E-governance for efficiency and transparency', 'Right to Information and J&K Accountability Act' and 'Prevention of Corruption Act', and a panel discussion on 'Legitimacy and Accountability of State System-New Challenges' along with exercise session for the participants.
- In the session on e-governance for efficiency and transparency, Mr. D S Oberoi, Scientist, NIELIT, J&K



L to R : Justice (Retd.) O. P. Sharma, Dr. S. K. Sharma, Sh. D. C. Raina during the training programme

highlighted the benefits of ICT for the reduction of corruption in our country while Prof Indu Aima, Formerly Professor IMPA conducted a hands on exercise session for the participants.

- In the post lunch session, Mr. Sheikh Shakoel, Sr. Advocate and Mr. D C Raina, Sr. Advocate and Former Advocate General, J&K high court spoke on RTI, J&K State Accountability Act and Prevention of Corruption Act respectively where they focused on RTI and urged the participants to act ethically to make the laws workable and effective. The last session was a panel discussion in which Justice (Retd) O P Sharma, Dr. S K Sharma, Information Commissioner and Prof. Sunita Zalpuri Kaul, IMPA & RD, J&K highlighted key issues related to new challenges facing the system with respect to accountability of state systems.

A total of 96 participants of 21 departments of J&K government including Police, Horticulture, Accountant General, Central University Of Jammu, Engineering Department, ICDS, Legal Metrology, Industries And Commerce, Revenue, Sheep Husbandry, Agriculture, Employment, Rural Development, Cooperatives, Drugs And Food Control Org., Handicraft, Excise And Taxation, LSDA attended the training program. Mr J B S Johar, Honorary Secretary, IIPA was the organizer of the training program while Prof Neelu Rohmetra and Prof Alka Sharma were the Course Directors. Dr Komal Nagar, Joint Director Seminars coordinated the session and Dr Anil Gupta, Joint Secretary presented a formal vote of thanks.

WEBSITE OF IIPA J&K REGIONAL BRANCH www.iipajkbranch.com

IIPA J&K Regional Branch proudly announces the launch of its website by Sh. N. N. Vohra, Hon'ble Governor J&K on November 29, 2014. All the members are requested to keep a track of various activities of the branch through this website.

Forthcoming Events :

IIPA Diamond Jubilee Lecture on "Governor"



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UPDATION OF IIPA MEMBERSHIP RECORD

IIPA New Delhi is in the process of updating its records of all the members across India. Members of IIPA J&K Regional Branch are requested to ensure that their details are updated as per the prescribed Performa. The detail of the members whose information is still not updated is available on the website of IIPA New Delhi along with prescribed Performa to be submitted (www.iipa.org.in). You can also contact the office of J&K Regional Branch for more details.

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