



IIPA NEWSLETTER

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INSTITUTE NEWS

Programme on Financial Management in Scientific Organisations

Sponsored by the Department of Science and Technology, the programme was conducted at IIPA from December 7-11. It was designed to familiarise the participants with some critical financial issues like financial statements, sources of finance, cost control, budgeting, financial appraisal of projects, etc. The programme-content included: (i) financial information flows and financial reporting; (ii) analysis of financial statements; (iii) accounting depreciation; (iv) valuation of tangible assets; (v) planning for financial inflows; (vi) cost: allocation and control; (vii) budgeting: cash budgets and zero base budgeting; and (viii) project formulation and financial appraisal. Programme faculty comprised guest speakers and in-house faculty. Prof. Nand Dhameja coordinated it.

Programme on Higher Administration and Legal Matters

Sponsored by the Central Public Works Department, the programme was conducted at IIPA for executive engineers (civil and electrical) of CPWD from December 7-18. Besides comprehending the dynamics of public administration and understanding its changing nature, the programme was designed to enable the participants to: (i) integrate the various legal provisions applicable in administrative functioning; (ii) understand the limits that the law places on their decision-making powers; (iii) appreciate the intricacies of judicial procedure in general and the requirements of fairness and reasonableness in the functioning of administration; and (iv) develop effective

भारतीय लोक प्रशासन संस्थान
परिवार की ओर से आपको
नववर्ष की शुभ कामनाएँ

*The Entire IIPA Fraternity Wishes
You A Happy and Prosperous
New Year*

leadership for better administration. Programme faculty comprised guest speakers and in-house faculty. Prof. P.K. Chaubey and Dr. Sapna Chadah coordinated it.

US Ambassador Visits IIPA

As part of APPPA lecture series, a lecture-meeting was organised on December 2, in which Shri Richard Rahul Verma, American Ambassador to India, spoke on "Indo-US Relationship". Shri Verma narrated the contours of the larger and comprehensive Indo-American relationship since the days of Indian Independence. He highlighted the new facets of the relationship which include negotiations between the two nations on Intellectual property rights, the clubbing together of the Defense and Commercial dialogue along with the idea of Democracy which girdles the entire ambit of the relationship. He also narrated anecdotes with Indian leaders highlighting his Indian moorings. In his welcome

The IIPA fraternity extends greetings to all its readers for New Year's Day, Makar Sankranti, Pongal and Republic day



Shri Richard Verma addresses the APPPA participants. Sitting on his right is Director Dr. Chatterjee.

address, Dr. Tishyarakshit Chatterjee, Director of IIPA, mentioned the India American association since the days of Paul H. Appleby who had suggested the creation of IIPA as part of a Ford Foundation initiative to serve as a prominent public policy think tank for the nation and highlighted the opportunities available for collaboration between US and IIPA. Dr. Manan Dwivedi coordinated the programme.

Advanced Leadership Programme

The programme, third in the series, was organised at IIPA titled “Growth-oriented Leadership in the Emerging Global Environment” for senior executives of public sector enterprises from November 16 to December 15. In this one month programme 16 participants working at General Manager level from various Central and state enterprises participated. The programme covered four key areas of leadership: Business Environment, Emerging Role of SOEs, Corporate Governance and Strategic Management. The programme was organised in three phases. In the phase I, the participants were exposed to the core subjects and their relevance in the success of the enterprise, which involved classroom learning, interaction with experts from industry, government, and public life. In the phase II, the participants underwent an Overseas Learning Programme (OLP), which was organised in collaboration with the Shanghai Economic and Management College, The Fifth branch of Shanghai Administration Institute, China and Potsdam Centre for Policy and Management, University of Potsdam, Germany. In the phase III, the participants summarised, internalised their learning and developed their future leadership action plan.

Case Study Completed

The study entitled “Integrated Cooperative Development Projects (ICDP) in Salem District in Tamil Nadu” is a part of the national level evaluation carried out by the IIPA for the National Cooperative Development Corporation (NCDC), New Delhi. In consultation with NCDC, a two-member team of IIPA comprising of Prof. Vinod K. Sharma and Dr. Gadadhara Mohapatra conducted the impact evaluation study of ICDP in Salem district in Tamil Nadu in 2014. The findings of the draft report were presented before the Board Members of NCDC and the final report incorporating the suggestions were successfully submitted to NCDC in April 2015. The main purpose of the study was to examine to what extent the project has been able to achieve the objectives envisaged at the time of sanction of the projects in the selected district of Tamil Nadu. It also examined the major constraints of the project and suggested suitable changes in the scheme so that better results are obtained in other projects under implementation. It also documented the case studies and success stories of cooperatives in the study area.

The Integrated Cooperative Development Project (ICDP) was sanctioned in Salem District of Tamil Nadu during the year 2007-08 at a total cost of Rs.2651.58 lakh. The project ended with an expenditure of Rs.2482.189 lakh on creation of various infrastructure and providing margin money, share capital, training and incentive under agriculture and allied sector. The major interventions that were undertaken throughout the project period were development of Primary Agricultural Cooperative Societies (PACS), Primary Agri Marketing Societies (PAMS), Primary Agri Rural Development Bank (PARDBank), District Central Cooperative Bank (DCCB), Wholesale Consumer Bhandar, Consumer Stores and Women Cooperatives, Industrial Cooperative, Dairy and Fishery Cooperatives etc. The project has been implemented effectively on the ground and leads the expected benefits in terms of strengthening the cooperative credit societies while enabling them to provide sustainable and improved services to the farmers and members of the societies. Margin money without interest rate provided to the marketing cooperatives has helped in the business development and finally the project has strengthened the share capital base of DCCB. Training and incentives provided under ICDP has certainly motivated the personnel in cooperatives and the working capacity of the cooperatives has improved significantly.

The physical infrastructure created among the assisted societies under the project such as construction of godowns, mini bank counter-cum office space, consumer stores, construction of new godowns and repairing of old godowns in the marketing societies has enhanced the storage capacity of fertilizers, increase in consumer business activities, farm inputs distribution, disbursement of credits and other-agribusiness development activities. This has resulted in increased membership, share capital, deposit mobilization, business development and trust building. Margin money provided to the assisted cooperatives has certainly helped in increasing the capacity of the cooperatives to avail fund from the DCCBs and continue their business as well as loaning and other income generating activities. There is decline in the number of loss making societies in the district. The overall analysis of the project implemented in the district shows that ICDP has played a vital role in raising the level of income of the farmers by extending financial support for agricultural and allied activities as well as generating alternative livelihoods in a sustainable manner. The DCCB Salem as the project implementing agency (PIA) has played a vital role in agricultural and non-agricultural enterprise development and income generation which

finally leads to improve the economic condition of the farmer members. The project inculcated a sense of self dependency, self-help and economic discipline among the members of the assisted cooperative societies.

Following are some of the suggestions: (i) Need to reduce interest rates on loans and be a fixed rate for all over the project; (ii) Need to reduce interest rates for ICDP loan for infrastructure development from 11.25 per cent to 9.75 per cent; (iii) Need to engage a team of experienced field staff or particular district to do the project appraisal and report; (iv) Need to increase the amount allotted under the head 'incentive' to cover more number of societies who enter the scheme at a later stage; (v) Need to engage technical experts like civil engineers/architects, as part of project implementation team, to make construction and repair of buildings/godowns better and easier. This will also help in reduction of construction cost for the beneficiary societies; and (vi) Since the project commences one or two years after preparation of the project report, and is implemented over five years, the unit cost sanctioned is insufficient due to cost escalation during the period of implementation. So the unit cost may be fixed accordingly.

NEWS FROM BRANCHES

Howrah Local Branch

The branch jointly with Howrah Citizens' and rate Payers' Committee organised a seminar on "Beautification of Howrah" on November 28. Shri Subhas Dutta, Environmentalist, gave the key-note address. Prof. Asish Ray, Secretary of the branch, gave the inaugural address. He informed that the State Government and Howrah Municipal Corporation have taken the initiative for development of roads, drinking water, sewage system of Howrah and small industrial area in Belur with the Japanese technology. Rtn. D.K. Das, Chairman of the branch, presided over the programme.

Jammu and Kashmir Regional Branch

The branch organised the Sat Paul Memorial Lecture on "Kal-Aaj-Aur-Kal: India Story through Bollywood" on December 18. Prof. Ashok Ogra, Director of Apeejay Institute of Mass Communication, New Delhi delivered the key-note address. His presentation reflected on India's transformation through the lens of Indian cinema

citing various examples of Bollywood movies. He traced back various economic, social, political and cultural reforms happening spread over several decades since Independence. Jenab Naeem Akhtar, State Minister of Education, in his address stated that Jammu and Kashmir is the last and final bastion of God which reflects a multi-cultural, multi-religious society of different ethnic extractions. Prof. K.L. Bhatia while paying tribute to Shri Sat Paul Sahni mentioned that he was a perfectionist and an institution I itself. Earlier, Prof. Alka Sharma, Director (Seminars), gave the welcome address; and Dr. Komal Nagar, Joint Director (Seminars), conducted the proceedings. Earlier, the branch organised a training programme on "Management Competencies" on November 21. A large number of officers drawn from various state government departments attended the programme. Shri Gazzanfar Hussain, Commissioner/Secretary, GAD, J&K Government, was the Guest of Honour during the valedictory function. While introducing the theme of the training programme, Prof. Alka Sharma,

Director (Seminars) of the branch, emphasised the role of management competencies for good governance. Dr. Ashok Bhan, Patron of the branch, shared his experiences while delivering his talk on Leadership. He emphasised on the need to lead the change and be a catalyst for bringing transformation in the future workplace. Earlier, Dr. Neelika Arora, Assistant Professor, Central University of Jammu, spoke on the need and relevance of Positive Attitude at workplace. Dr. Komal Nagar, Joint Director (Seminars) of the branch, in her session on Lateral Thinking, highlighted the concept of left and right brain and the role of creativity in enhancing the performance at all levels. Dr. Anil Gupta, Joint Secretary of the branch, spoke on Service Orientation and emphasised the need for building various competencies including patience, tenacity, time management, attentiveness, etc in building this orientation among public servants.

Karnataka Regional Branch

The branch collaborated with the State Department of Food, Civil Supplies and Consumer Affairs in organising two workshops for Chief Functionaries of District Consumer Information Centres on August 6-7 and November 20. The first workshop was inaugurated by Shri Dinesh Gundurao, State Minister for Food, Civil Supplies and Consumer Affairs. He mentioned about the efforts made by the State to promote consumer awareness. He called upon the DCIC members to work for creating awareness among the rural consumers. Shri S. Ramanathan, Chairman of the branch, delivered the key-note address and informed the gathering about the activities of the branch/CCS and assured all support to the government for strengthening consumers. Shri Y.G. Muralidharan, Consultant to CCS of the branch; and Dr. Ashok Patil of NLSIU made presentations on DCIC and CPA respectively. In the second workshop, Shri Y.G. Muralidharan welcomed the participants and explained the objectives of the programme. Shri S. Ramanathan explained the need for information sharing and the

various activities that can be taken up by DCICs.

Kerala Regional Branch

The branch in association with the Post Graduate Department of Public Administration, St. John's College Anchal organised a seminar on "Local Body Elections and Beyond: Possibilities for Consensus and Development" on December 9. The seminar was inaugurated by Prof. Joseph K. Alexander, Chairman of the branch; and Prof. N. Remakantan, former Director of Kerala Institute of Local Administration, presented the theme paper. Other participants were Dr. R. Suresh, Associate Professor, Department of Political Science, University of Kerala; and Ms. Ronie Thomas, Assistant Professor, St. John's College Anchal. After elaborate discussions and deliberations, the meeting recommended an agenda for the betterment of local self governing institutions in the state. Among the participants, there were teachers of different faculties, members of IIPA, post graduate and graduate students of social science faculties. The meeting was presided by Prof. James Steephen Olikal, Principal; and Prof. Benny Thomas, HoD of Public Administration, welcomed the gathering.

Mysore Local Branch

The branch jointly with the Department of Studies in Political Science organised the following programmes: (i) Shri Jnana Prakash, IFS Officer of Punjab cadre, spoke on "Competitive Exams: Preparations and Opportunies" on November 2; (ii) Prof. K.C. Basavaraj, Chairman of the branch, spoke on "Agrarian Crises and Farmers' Suicide"; and (iii) Prof. Pa Mallesh, Socialist, spoke on "Socialism: Past and Present" on November 24.

Tirupati Local Branch

The branch organised a book release function of the book entitled *Development Scenario of Rayalaseema* by Prof. A. Ranga Reddy on December 15. Justice P. Lakshmana Reddy, former Judge of Andhra Pradesh High Court released the book.

NEWS FROM THE CENTRE

Learning on the Go

Gone are the days when one would have to wait to get textbooks or make do with the old ones due to short supply. And parents would wait for the half-yearly or annual exam results to know the progress of their wards. Now, everything is available on mobile application

e-pathshala, launched by the Ministry of Human Resource Development with the concept of 'learning on the go'. An app for all stakeholders students, teachers and parents, it not only provides all the textbooks of NCERT online which can be downloaded on the smart phone, one can also see recorded video lectures, and parents

can check the learning outcomes of the students as well. Even educators can log in to get access to periodicals and teachers too can access teaching instructions. E-pathshala, which is available through an especially developed mobile app interface on Android, IOS and windows platforms, is broadly divided into four segments-- students, teachers, parents and educators. The resources are available in three languages English, Hindi and Urdu. It will motivate students to log online and see the chapters. It will also be easier for parents, as well as for students who sometimes forget to bring the books to school. And the studious ones will make most of this application. The learning outcome based on such applications will not be far reaching right now, but soon it will be time when everything will be online. For students, they get to access the e-books, audio/video tutorials and can keep track of the books they accessed, hours spent on a certain subject/ book and even bookmark the chapters studied. Teachers can download teaching manuals and curricular resources which are listed class and subject wise. Parents too can access the e-resources and the additional feature in this section is the learning outcome. The final stakeholder, the educators too can log into this application and get access to additional periodicals. Right now tertiary educational periodicals are available for educators.

Significant Workforce with Low Educational Level

In freshly-released census data on literacy status and educational levels of various types of workers and non-workers in the country, Census 2011 has found nearly 130.2 million of the total 362.6 million main workers to be literate but below matric/secondary level. The census data gives the distribution of main workers by educational level and age groups - further shows that 104.3 million (28.8 per cent) main workers are illiterates and 71.5 million (19.7 per cent) matriculate/secondary but below graduate level. Of about 55.5 million marginal workers seeking/available for work in India, the majority of 21.9 million (39.4 per cent) are illiterates followed by 20.9 million (37.6 per cent) literates but below matric/secondary and eight million (14.5 per cent) matric/secondary but below graduate. However, among 60.7 million non-workers seeking/available for work in India, the major share is constituted by literates but below matric/secondary (33.6 per cent) followed by matric/secondary but below graduate (31.1 per cent) and illiterate (17.2 per cent). The decade 2001-11 exhibited 59.2 million increase in literate

main workers out of which maximum increase of 20.5 million was reported under the category matric/secondary but below graduate followed by 16.2 million as below matric/secondary and 11 million as graduate and above other than technical degree. As per overall data, only 4.5 per cent of the country's population is educated up to the level of graduate or above while a majority 32.6 per cent population is not even educated till the primary school level. Those educated till primary level are 25.2 per cent, middle school 15.7 per cent, matric 11.1 per cent, higher secondary 8.6 per cent and graduate and above 4.5 per cent. During the decade 2001-11, improvement was observed at middle and above educational levels even as there was decline in percentage share at lower levels (below-primary and primary). The improvements at higher educational levels are an indication of educational advancement in the country during the decade 2001-11.

Indians Still Walk to Work

According to recently released 2011 Census data on different modes of transport used by workers commuting to workplaces within 20km from their homes, more than one in five Indians walk to their work and less than 15 per cent take public transportation. Some 33 per cent use other modes of transport than buses and trains to reach their workplaces situated up to 20 km from their homes. Another 23 per cent walk while 30 per cent don't stir out of their houses but still work. Agricultural workers and domestic helps were not considered in the survey. Of the nearly 20 crore workers surveyed, 4.5 crore walked to their workplace. Most of those who work from home are in rural areas. In urban areas, a large number of people who walk to work are poor, who often walk long distances in spite of inconvenient and dangerous conditions because they cannot afford any other form of transport. Experts see these figures as yet another reason for planners to take into account facilities for pedestrians. The percentage of women who walk to work is even higher in urban areas. However, wide, continuous and shaded footpaths along with safe and frequent street-level crossings can entice higher-income people too to walk. In rural areas it is mainly lack of access to transport facilities that forces people to walk to work. Only 11.4 per cent of the workers in the country use buses and 3.5 per cent of the workers have access to train, which includes Metro and MRTS in cities like Chennai. After foot and bicycle, the most preferred transport is two-wheelers -- more than 2.5 crore or 12.7 per cent travel to their

workplace by two-wheelers. Of this, nearly 75 per cent are in urban areas. Only 2.7 per cent use car, jeep or van and three per cent take an auto-rickshaw or a taxi.

Cooling-off Period Curtailed

The cooling off period for bureaucrats seeking commercial employment after their retirement has been cut by half to one year. With new rules formed recently by the Ministry of Personnel, the officers of Indian Administrative Service (IAS) and Indian Police Service (IPS), among others, will have to take prior permission from the Centre only for the period of one year from the date of their superannuation to work in private firms. However, they need to declare clear service records

particularly with respect to integrity and dealings with non-government organisations (NGOs) and also mention that the proposed emoluments and pecuniary benefits being offered to them are in conformity with the industry standards. The reduction has been done on the demand made by officers who have been seeking cut in the time period from two years. Following which this period has been reduced to one year, as per the new rules. Pensioners need to affirm that they have not been privy to sensitive or strategic information in the last three years of service, which is directly related to the areas of interest or work of the organisation that they propose to join or to the areas in which they propose to practise or consult.

NEWS FROM STATES

HARYANA

Scheme for Girls Fails to Deliver

A five-year study on Haryana's conditional cash transfer scheme for girls has thrown up disappointing results, indicating that although the scheme increased the value of a daughter, it had little impact on delaying the girl's marriage or increasing her chances for secondary education. The study puts a question mark on the efficacy of conditional cash transfer schemes that are being run by both the Central and state governments. The International Centre for Research on Women (ICRW) surveyed 13,000 people in its evaluation of the State Government's scheme *Apni Beti Apna Dhan* (ABAD). There are 720 million child brides worldwide and India is home to one-third of them. The State Government's ABAD scheme is one among many initiated by the Central and state governments to tackle adverse child sex ratio and encourage couples to educate their daughters. The ABAD programme was among the first long-term conditional cash transfer (CCT) schemes in India intended to enhance the value of girls. Implemented by the State Government between 1994 and 1998, it provided a Rs 25,000 bond in the name of girls who were enrolled by their families at birth. The programme was specifically targeted at low-income and lower caste families where girls were likely to be married at younger ages. The girls could cash in the bond at age of 18 if they remained unmarried. Despite the programme's intent, the study showed that

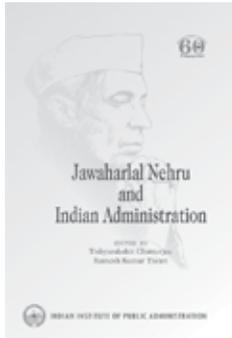
securing a good marriage remained families' highest priority for girls. While girls who participated in the programme were not less likely to be married by age 18, they were more likely to be married right at the age of 18. Many girls indicated that they used the cash benefit to pay for the wedding or to increase the dowry to the husband's family. ICRW's evaluation of the ABAD scheme highlighted challenges in implementation of the programme, including lack of effective communication about the intent of the programme (many families understood the scheme to be reinforcing the notion that girls were a financial burden). A lack of additional complementary programmes for enhancing girls' safety also limit the effectiveness of CCT programmes, as fears for girls' safety is a key factor in not sending girls to study beyond the VIII grade.

RAJASTHAN

Minerals to be e-Auctioned

The State Government will be conducting e-auction of major minerals, becoming the first state in the country to do so. The auction will be completed in 45-60 days from the day bidding starts. E-bidding has been chosen to have transparency in the allocation process in the wake of the recent cancellation of allocated mines after irregularities were found in the auctioning process. To ensure a level playing field and avoid last-minute glitches, the registered bidders will be educated on the e-auctioning process. Government-run MSTC has been selected to conduct the e-auction. The website for this

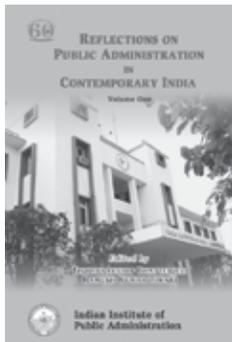
IIPA DIAMOND JUBILEE PUBLICATIONS



New

JAWAHARLAL NEHRU AND INDIAN ADMINISTRATION

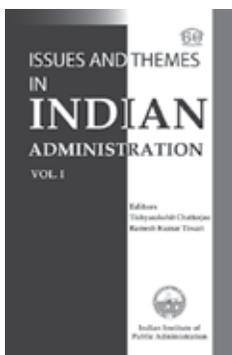
This monograph provides the most important speeches and observations of Jawaharlal Nehru on Indian Administration. It also provides a comprehensive Introduction, analyzing his views primarily, in the context of: administrative machinery, civil service rules, lower level functionaries, interference in administration, democracy and public administration, decentralized democracy, reshaping the public services, human touch, training of public personnel, public policy making, policy coordination, policy-programme implementation, administrative reform, etc. 2014/189pages/Rs. 450 Hard bound, ISBN 81-86641-73-4



New

REFLECTIONS ON PUBLIC ADMINISTRATION IN CONTEMPORARY INDIA, VOL. I

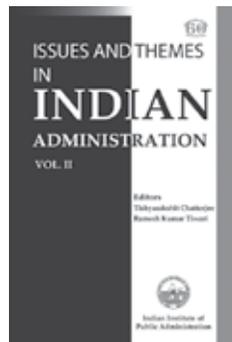
This volume brings together the presidential addresses delivered at the IIPA by some very distinguished persons from public life (1965-2014): Lal Bahadur Shastri, Gulzarilal Nanda, Yeshwantrao Balwantrao Chavan, Indira Gandhi, Gopal Swarup Pathak, Basappa Danappa Jatti, Mohammad Hidayatuallah, Ramaswami Venkataraman, Shankar Dayal Sharma, Kocheril Raman Narayanan, Krishan Kant, Bhairon Singh Shekhawat, and Mohammad Hamid Ansari. These addresses provide the reflections of the top leadership of the country on a number of issues and themes: the changing nature of Public Administration; Administrative Restructuring, Rules and Procedures; Public Order and National Integration; Democratic Decentralization; District Administration; Minister and Civil Servant in a Democracy; Training of Public Personnel, Functionaries at the lower level, Planning and Plan Implementation, Public Sector, etc. 2014/157 pages/Rs. 450 Hardbound, ISBN 81-86641-76-9



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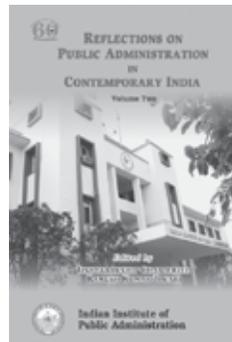
Policies and Public Administration; Organizational Issues in Rural Development; Democratic Decentralization; Women's Development; Administrative Problems of an Inflationary Economy; Public Distribution System; Consumerism; India's Population Policy; Disaster Management; New Directions in Planning; A Decade of Reforms: the Unfinished Agenda. 2015 Reprint/ 618 pages/ Rs. 500 Paperback, ISBN 81-86641-30-0



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This commemorative volume is a documentation of important speeches and observations by political leadership, jurists, academics and civil servants on Indian Administration (1946-2015): Jawaharlal Nehru, Sardar Vallabhbhai Patel, C. Rajagopalachari, Dr. Rajendra Prasad, Dr. Zakir Hussain, Morarji Desai, Dr S. Radhakrishnan, Govind Ballabh Pant, Jagjivan Ram, G.V. Mavalankar, N.V. Gadgil, Jayaprakash Narayan, John Matthai, V.T. Krishnamachari, C.D. Deshmukh, Atal Bihari Vajpayee, Rajiv Gandhi, D.R. Gadgil, A.P.J. Abdul Kalam, M. Hamid Ansari, Manmohan Singh, Pranab Mukherjee, K.L. Shrimali, Karan Singh, Asoka Mehta, Swami Ranganathananda, Balwantrao Mehta Justice P.B. Gajendragadkar, Justice J.S. Venna, A.D. Gorwala, N. Pillai, C.S. Venkatachari, B.K. Nehru, D.G. Karve, L.K. Jha, B. Sivaraman, L.P. Singh, B. Venkatappiah, P.C. Alexander, T.N. Chaturvedi, S. Lall, Tarlok Singh, S.G. Barve, V. Subramaniam, R.P. Khosla, B. Shiva Rao, Dharma Vira, V. Jagannadham, S.R. Maheshwari.

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Dreams are the touchstones of our character-- Henry David Thoreau

e-auction is already under the testing phase. The idea is that the bids are not cancelled later due to some extraneous reasons, as this causes significant loss to the exchequer. The State Government will also float a document for suggestions from probable bidders. The document will include a survey report of the Geological

Survey of India (GSI). In the first phase, 10-11 mines will be auctioned. Among these, one is of lead, copper and zinc, while rest others are of limestone (steel and cement). The area of each mine is around 10 sq. km, mostly located in Jaisalmer, Bhilwara, Nagaur and Pratapgarh.

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Quotable Quotes

- *Dignity does not consist in possessing honours, but in deserving them—Aristotle*
- *Unthinking respect for authority is the greatest enemy of truth—Albert Einstein*
- *Being ignorant is not so much a shame, as being unwilling to learn—Benjamin Franklin*
- *To go beyond the bounds of moderation is to outrage humanity—Blaise Pascal*
- *A superior man is modest in his speech, but exceeds in his actions—Confucius*
- *Hatred is the coward's revenge for being intimidated—George Bernard Shaw*

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