



IIPA NEWSLETTER

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INSTITUTE NEWS

APPPA Inauguration

The forty-second Advanced Professional Programme in Public Administration (APPPA)—the customised 10-month long M.Phil. programme for senior officers of the All India and Central Services including the Armed Forces—commenced on July 1 at IIPA. Sponsored by the Ministry of Personnel, Public Grievances and Pensions, it is scheduled to conclude on April 30, 2017. Shri T.N. Chaturvedi, Chairman of IIPA, delivered the inaugural address. In his insightful address he stressed on the need for collective thinking, holistic approach and mental resilience to tackle the emerging challenges in administration and governance. He observed that public administration being a complex human task needs a qualitative environment and empathy for better citizen-government interface, the pre-requisite for efficient and effective service delivery. In his presidential address Shri U.C. Agarwal, former Central Vigilance Commissioner, highlighted the importance and role of bureaucracy in administration and the way a responsible bureaucracy can be a change agent. Earlier, in his welcome address, Dr. Tishyarakshit Chatterjee, Director of IIPA, pointed out the uniqueness of the APPPA programme as it offers an opportunity to innovate in policy areas as also a break into academic life. Participants were invited to pursue even Ph. D. as a sequel to APPPA. Prof. Sushma Yadav, Programme Director, presented a broad outline and details of the course. Dr. C. Sheela Reddy, Programme Co-Director, proposed vote of thanks. The programme seeks to prepare the participants to make greater contribution to better governance, develop attitudes that focus on citizen-centric delivery of services and also



Shri T.N. Chaturvedi delivers the inaugural address. He is flanked by the Director and Prof. Sushma Yadav on his right and by Shri U.C. Agarwal on his left.

to strengthen leadership qualities in the civil service. Apart from learning recent developments in the social sciences and their application in administration, the programme has been designed to provide opportunities to the participants to: (i) analyse major contemporary issues in governance; (ii) study the factors that impact the formulation and application of policies and improve implementation of governmental programmes; (iii) apply relevant concepts, skills and techniques relating to policy, behavioural and administrative sciences; (iv) review their experiences by making a critical analysis of environmental and other factors; and (v) demonstrate creative and analytical abilities individually and in groups and function as proficient, ethical, responsive and result-oriented administrators/managers.

Programme on Accountability Practices in Urban Governance

Sponsored by the Ministry of Urban Development,

the captioned programme was conducted at IIPA by its Centre for Urban Studies from June 6-10. The programme was designed to enable the participants to: (i) understand the significance of accountability in urban governance; (ii) explain the importance of value-oriented public dealings; (iii) apply accountability mechanism in municipal governance; and (iv) appreciate accountability best practices in urban governance. Programme faculty comprised guest speakers and in-house faculty. Dr. Manan Dwivedi coordinated it.

Programme on Public Administration

Sponsored by the National Institute of Communication Finance, Ministry of Communication and IT and Department of Telecommunication, the programme was conducted at IIPA for the probationers of the Indian Post and Telecommunication Accounts and Finance Service from June 6-10. Apart from familiarising the participants with the basic concepts and theories of public administration, the programme was designed to enable them to: (i) understand the basic government structure and administration at the Centre, state and local levels; and (ii) identify and analyse the major governance issues, reform initiatives in administration. Programme faculty comprised guest speakers and in-house faculty. Dr C. Sheela Reddy and Dr. Mamta Pathania coordinated it.

Programme on Consumer Protection and Welfare

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the programme was conducted at IIPA by its Centre for Consumer Studies for the coordinators and advisors of state consumer helplines and *grahak suvidha kendras* during June 7-9. Apart from enhancing the participants' knowledge and skill in the area of consumer protection and consumer welfare, the programme was designed to enable them to: (i) understand the need and importance of consumer protection and welfare; (ii) acquaint them with the national and international dimensions of consumer protection and the role of various stakeholders; (iii) explain the various provisions of the Consumer Protection Act and other legislations having a bearing on consumer protection; (iv) discuss the legal dimensions of consumer protection in different service sectors such as medical, telecom, etc; and (v) develop training skills. Programme faculty comprised guest speakers and in-house faculty. Dr. Mamta Pathania, Shri G.N. Sreekumaran and Shri S.K. Virmani coordinated it.

Programme on Higher Administration and Legal Matters

Sponsored by the Central Public Works Department, the programme was conducted at IIPA for the executive engineers (civil and electrical) and directors (horticulture) of CPWD from June 20-30. The programme was designed to enable the participants to: (i) comprehend the dynamics of public administration and understand its changing nature; (ii) integrate various legal provisions applicable in administrative functioning; (iii) understand limits that the law places on their decision-making powers; (iv) appreciate intricacies of judicial procedure in general and requirements of fairness and reasonableness in the functioning of administration; and (v) develop effective leadership for better administration. Programme faculty comprised guest speakers and in-house faculty. Prof. P.K. Chaubey and Dr. Sapna Chadah coordinated it.

Programme on High Impact Change through e-Governance

Sponsored by the Delhi Jal Board, the programme was conducted at IIPA for DJB engineers from June 20-July 2. Apart from understanding the intricacies in human resource management for credible image building of the organisation, the programme was designed to enable the participants to: (i) comprehend the ways and means through which flexible management system is operated in the broader context of generating higher revenue; (ii) understand the legal mechanism before entering into a contract so as to avoid liquidated damages; (iii) apply vigilance guidelines for better contract management; (iv) learn the application of e-communication for robust and transparent communication system in the organisational environment; (v) acquire skills to use paperless communication through web portal; (vi) learn principle of natural justice to establish a good connect with judicial pronouncements on misconduct and charge sheet; (vii) explain national and international commercial contracts to handle different contracts; (viii) use the description related 'letter of intent' and 'letter of acceptance'; and (ix) apply and appreciate best practices in contract management, e-procurement and preventive vigilance investigation. Programme faculty comprised guest speakers and in-house faculty. Dr. Kusum Lata and Dr. Saket Bihari coordinated it.

Faculty News

- Dr. Charu Malhotra, Associate Professor of e-

Governance and ICT: (i) was invited to represent IIPA in DoPT's "National Symposium on Excellence in Training (NSET): Represented IIPA at the behest of the Department of Personnel and Training (DoPT) in a two-day 2nd NSET event at Vigyan Bhawan, New Delhi on May 27-28; (ii) bagged New e-Governance/ ICT Training programmes sponsored by NeGD: Attained work order totaling to Rs. 45,00,000 to conduct ICT/ e-Governance trainings for this financial year 2016-17 for "e-Governance Capacity Building Scheme (Phase II) under National e-Governance Plan 2.0 and Digital India" in which seven e-governance programmes for senior / middle level officers nominated by Central Line Ministries are to be funded by NeGD for the participants (totaling to Rs. 28,80,000) and four programmes are to be funded directly by respective participating States/UTs (totaling to Rs. 16,20,000); (iii) Member, Working Group on "IT for Masses Programme", IIPA Representation in Working Group Meeting of IT for Masses by Department of Electronics & Information Technology (DeitY) on May 20; (iv) Member, Working Group, DeitY (Gol) to examine the "e-Vidhan, Bihar Legislative Assembly" proposal under World Bank assisted "India: e-Delivery of Public Services DPL"

project meeting on June 21; (v) Subject expert for Delhi University on the Seminar on "Cyber Campaign on Gender Issues in India" at Lady Irwin College, Delhi University on May 9; (vi) Key Panelist on "Technology-driven Smartness: Need for Capacity Building and Structural Reforms in ULB for Sustainability" at 2nd Smart Cities India 2016, on May 11; (vii) Lead speaker on "Social Media and Governance: Issues and Opportunities" at 'Digital Outreach & Convergence Summit 2016' conducted at IIT-Delhi on May 28, 2016; (viii) as Chief Examiner for B. Tech. and M. Tech. viva of computer sciences at G.G. Singh Technical University, Dwarka, May 10; (ix) as External Evaluator for ICT-based educational videos created for nationwide broadcasting on Delhi Doordarshan by Vigyan Prasar, on the topics of "ICT in Law and Order" and "ICT in Governance"; (x) as External Evaluator for ICT based educational videos created for nationwide broadcasting on Delhi Doordarshan, Vigyan Prasar, on the topics of "ICT in Observing Weather" and "ICT in Transport"; and (xi) was invited to be the guest editor by Prof. Sam Hoffmeister for the *International Journal of Strategic Information Technology and Applications*-Special Issue for the IGI Global Journal.

NEWS FROM BRANCHES

Howrah Local Branch

The branch felicitated Shri Arup Roy, Minister of Cooperatives; and Shri Lakshmi Rattan Shukla, Minister of State for Youth Welfare and Sports on June 25. Shri Roy spoke on the role of cooperatives in West Bengal and assured all types of assistance to the branch. Shri Shukla spoke on the importance of sports in schools, colleges and universities of West Bengal and also promised to provide necessary assistance to the branch. Shri Asish Ray, Secretary of the branch, narrated the origin, purpose and objectives of IIPA and its present position. Rtn. D.K. Das, Chairman of the branch, presided over the programme.

Karnataka Regional Branch

The branch teamed up with the Institute for Social and Economic Change, Bangalore in organising a panel discussion on "Union and Karnataka State Budgets 2016-17" on April 28. The programme was moderated by Dr. A. Ravindra, Chairman of ISEC. Shri S. Ramanathan, Chairman of the branch, presided over the programme. Earlier, the Centre for Consumer Studies of the branch organised "Strategy Planning Workshop" on April 22 to implement a project to train voluntary consumer

organisations and other NGOs in Karnataka. The objective was to acquaint the participants with the details of the project, methodology of implementation, the outcome expected, etc. Shri S. Ramanathan explained the activities of IIPA and also about the project.

Jammu and Kashmir Regional Branch

The branch organised a training programme on "Ethics and Morality in Public Administration" on May 7. Dr. Pawan Kotwal, Divisional Commissioner, Jammu stated that the public servants should be the role model and set high ethical standards while discharging their duties. Dr. Ashok Bhan, former DGP, Jammu and Kashmir stressed that the actions of a public servant should be citizen-centric and the transparency should be reflected in the actions while performing the duty. Shri Amit Sharma, KAS M.D., SIDCO while speaking on the role of e-governance for efficiency and transparency observed that the future of governance lies in creating open systems where the human interactions are minimised with an objective to eliminate bias. Prof. Alka Sharma, Director (Seminars), stressed upon basic principles of democratic accountability, participative procedures and high personal integrity.

Members' Annual Conference

The Sixtieth Members' Annual Conference will be held in October 2016 in the IIPA Auditorium. The theme of the Conference is "Strengthening of Ethical and Moral Values in Governance". (Date will be intimated in due course.) The Executive Council in its 301st meeting, held on April 11, has approved: (i) *Decentralisation and Public Service Delivery*; (ii) *The Sustainable Development Goals (SDGs) adopted by UN General Assembly in September 2015*; and (iii) *The Agrarian Crises* as the topics for the **Annual Essay Prize Competition 2016**; (II) *Issues in Governance and Politics in North East India* as the topic for **Special Issue of IJPA (July-September 2016)**; and (III) *Soochna ke Adhikar ki Sarthakta* as the topic for **Special Issue of Lok Prashasan (July- December 2016)**.

Annual Decision Making/Teaching Case Study Competition – 2016

The objective of IIPA's Case Study Programme is to build a body of knowledge in governance through case studies with a view to promote a deeper and wider understanding of the functioning of Indian Administration in its specific environmental and institutional framework and also to broaden our knowledge and understanding of global and national best practices. In order to develop relevant case studies for use in the learning process, IIPA has renamed its annual case study competition as the Annual Decision Making/Teaching Case Study Competition.

A case study submitted for this competition should aim to facilitate the development of conceptual, behavioural and analytical skills, highlight areas for reform and promote sensitivity towards important issues, problems and challenges of public administration and governance.

The Case study may cover one or more of the following facets of public administration and governance:

- Public policy issues and processes: conceptualisation; planning; implementation; monitoring; evaluation and review of plans; programmes; schemes and projects with special reference to a specific State;
- Rural Development, Urban Development, Area based development policies, programmes, projects and schemes such as MNREGA, Consumer Awareness, Gender Sensitisation, Social Empowerment and Social Inclusion, e-Governance, Human Rights, Elections and Electoral reforms; Law & Order; Government-to- Citizen and Citizen- to- Government interaction; Swachh Bharat; and
- Service sectors including physical, social and economic infrastructure development, social services, voluntary organisations, cooperatives, non-governmental organisations (NGOs) and Public Private Partnership (PPP).

The case study must be in two parts.

Part I is to comprise 5-10 A4 size pages typed in double space using size 12 of Times New Roman font and keeping one and half inches margin on each side of the page. **It should consist of a description of an official organisational context concluding with an important decision to be made.** The following information could be provided: the decision to be made – what, why and who has to make it; a brief history of the organisation, its vision/mission/values, goals/objectives; the present scenario; key strengths and weaknesses of the organisation; challenges, threats and opportunities; influential personalities/groups relevant to the focal decision – their feelings/ views (given in quotations) as obtained through interviews or accurately paraphrased; socio-political, economic, technological and cultural pressures; group and personality factors-- values, attitudes, needs and expectations; skills; organisational reward systems; behaviour modeling and example setting by the organisation's leadership and other factors relevant to the focal decision; visualised options/alternatives that seem to be available and their immediate, short, medium and long term consequences--the pros and cons thereof. Finally, instead of merely calling this part of the case study as Part I, it should be given a title based upon either one of the following:-

- i. focal organisation / department / division / unit/section, programme / project /, scheme;
- ii. focal decision to be made.

Part II is to comprise 1 – 3 A4 size page(s) typed in double space using size 12 of Times New Roman font and keeping one and a half inches margin on each side of the page. **It should consist of the case writer(s) perceptions of what actually happened** – the decision that was actually made, why, with what expectations, the actual consequences that occurred and any views that the case writer wished to share *vis-à-vis* the case and the important learning – problems/concepts/insights and or skills – that the case may be utilised for imparting in

the teaching/training process. Finally, instead of calling this part of the case study as part II, it should be entitled: **Perceptions of the Case Writer (s).**

An executive summary of the case study is to comprise 1 – 2 A 4 size page(s) and typed in the same way as Parts I and II mentioned earlier. Three copies each of the case study (i.e., Parts I and II) and the executive summary are to be submitted.

Each case study should be accompanied by the following information: title of the case study; name of the case writer (s); address and telephone(s) of the case writer(s) and fax/email where available. The case writer(s) should also state whether the case study has been approved for publication by the concerned organisation or whether approval is yet to be taken; and, finally, the signature(s) of the case writer(s). The competition has a first prize of Rs. 10, 000, a second prize of Rs. 6,000 and a third prize of Rs. 4,000. Excluding the award winning case studies, any other case studies that are considered suitable for publication shall be given an honorarium of Rs. 2,000 each. Any individual or group of individuals may submit a case study to the Institute for the competition. In case of joint authorship, the award will be equally distributed. However, each individual may submit only one entry for the competition, either individually or as part of a group. A case study submitted for the competition must fall within the broad areas specified and be in the format prescribed above. The case study should not have been published elsewhere as the copyright will vest with the Institute and the writer, if the case study is selected for award/publication.

The last date for the receipt of the case study is August 31, 2016. The cover should be super- scribed with “**Annual Decision Making/Teaching Case Study Competition – 2016**” and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002.

Attn. Members!

As per the decision taken by the Executive Council in its 301st meeting held on April 11, 2016 and in partial modification of the notification dated October 10, 2014, all concerned are hereby informed that:

(A) The members over the age of 70 years may be allowed one attendant to accompany him/her at the rates as applicable for accompanying spouse provided that: (i) the member is not accompanied by the spouse; (ii) the attendant is of the same gender as that of the member subject to the condition that this gender restriction would not be applicable if the member is accompanied by own son or daughter as attendant; and (iii) the member is willing to adjust the attendant in his/her own room. This facility will be only for the first five days of the stay.

(B) In case separate room is demanded for the attendant, the member has to pay the applicable rent for the attendant meaning thereby that if the attendant is a member, rate applicable will be as for member and if the attendant is non member, the member shall pay non member rate.

ANNUAL ESSAY PRIZE COMPETITION-2016

The Executive Council of IIPA has approved the following topics for IIPA's Annual Essay Competition for 2016; (i) Decentralisation and Public Service Delivery; (ii) The Sustainable Development Goals (SDGs) adopted by UN General Assembly in September 2015; and (iii) The Agrarian Crisis. The value of one first prize is Rs. 10000 and that of one second prize and one third prize are Rs. 7000 and Rs. 5000 respectively. There will be separate prizes for Hindi and English. The prizes will be awarded at the time of Annual General Meeting of the members in October 2016.

Any competitor who has got a prize on one occasion will not, on any subsequent occasion, be eligible for an equivalent or lower prize. The joint authorship of essays shall not be allowed and any essay under joint authorship shall not be considered for competition.

The essay writers are expected to cover the following aspects in their respective entries:

Decentralisation and Public Service Delivery

Properly designed and implemented decentralisation may effectively address the service delivery needs of local communities by more accurately reflecting local priorities for services and preferences for delivery systems and content. The design of administrative decentralisation in India hinges on the “three Fs”: funds, functions,

and functionaries. India's experience with decentralisation can be characterised as unbalanced, with political decentralisation (Panchayat elections) running ahead of administrative decentralisation. Functions have been devolved but PRIs have little control over funds (which come to PRIs tied to specific items) or functionaries (who remain appendages of the state government). This limited and unbalanced decentralisation is unlikely to improve services, significantly because it does not improve the delegation, financing, information, and enforcing elements of system accountability— and in some ways could make them weaker.

The 73rd and 74th amendments to the Indian Constitution provide the legal framework for decentralisation. The amendments mandated state governments to transfer some powers and responsibilities to Panchayats at the rural level and to urban local bodies (ULBs) so they could function as autonomous institutions of self-government. The amendments also provided for regular elections to these local bodies and reserved one-third of the seats for women and a proportional number for Scheduled Castes/Scheduled Tribes (SC/ST) populations. Elections have been held in most states, resulting in the inclusion of more than three million people in the formal political system. However, few states have moved much beyond political decentralisation to devolve funds, functions, and functionaries to local governments. A well-designed decentralised system of governance requires that functions are clearly delegated to individual activities consistent with a budgeting system; finances follow functions; performance is judged through well-designed monitoring and evaluation mechanisms and information flows down to citizens; and citizens can enforce accountability both with policy-makers and between policy-makers and providers. The strength of decentralisation through PRIs lies in the fact that they are the legally grounded representative institution at the grassroots. However, in the absence of effective checks and balances, these institutions are susceptible to elite capture, political exclusion, and corruption. The user group approach is advantageous because it encourages an inclusive decision-making process at the local level by directly targeting the poor.

The Sustainable Development Goals (SDGs) adopted by UN General Assembly in September 2015

The concept of the SDGs was born at the United Nations Conference on Sustainable Development, Rio+20, in 2012. The objective was to produce a set of universally applicable goals that balances the three dimensions of sustainable development: environmental, social, and economic. The SDGs replace the Millennium Development Goals (MDGs), which in September 2000 rallied the world around a common 15-year agenda to tackle the indignity of poverty. Seventeen of the 2030 Agenda for Sustainable Development adopted by world leaders in September 2015 at a historic UN Summit — officially came into force on January 1, 2016. Over the next fifteen years, with these new goals that universally apply to all, countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change, ensuring that no one is left behind.

The SDGs build on the success of the Millennium Development Goals (MDGs) and aim to go further to end all forms of poverty. The new goals are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. While the SDGs are not legally binding, governments are expected to take ownership and establish national frameworks for the achievement of the seventeen goals. Countries have the primary responsibility for follow-up and review of the progress made in implementing the goals, which will require quality, accessible and timely data collection. Regional follow-up and review will be based on national-level analyses and contribute to follow-up and review at the global level. In this context, the proposed theme of the essay may emphasise upon the niche area and may facilitate the solutions to specific issues such as; India's framework of action plan with respect to the SDGs, What would be India's strategy to achieve the global goals of action on climate change and the environment, improved access to health and education? What support should be extended to government to reflect the new global agenda in national development plans and policies? How would the challenges of financial resources meet the global development challenges? What would be the national indicators for the framed SDGs? How adequate and reliable is the existing data to frame a policy on the related issues. What are the challenges as a nation to meet the SDGs in the present context?

The Agrarian Crisis

Agrarian crisis presently raging in India is a culmination of a series of crises: agrarian, economic, technological, environmental, and ecological. As an agrarian crisis, it reflects the non-viability of increasingly fragmented small

landholdings that are unable to sustain even subsistent farming. As an economic crisis, it draws attention to macro and micro factors adversely affecting agriculture from the neoliberal economic reforms accelerated since 1991. As a technological crisis, it indicates the endless and still unsettled debate and policy ambivalence around the issue of the use of genetically modified seeds among the Union and state governments. As an environmental crisis it refers to the fact that heavy uses of chemical fertilizers and multi-cropping have made the land overtly saline, hard, deficient in soil organic carbon (SOC), fatigued, weedy, and resistant to pest-control. As an ecological crisis, it is marked by symptoms of loss of biodiversity, percolation of chemicals used in farming to ground waters and their contamination, the going down and drying up of underground water tables due to lack of water-harvesting systems and pulling up of water for our use from 300 to 400ft. depth which was 40 to 50ft earlier. It ultimately merges with global warming and climate change threatening the very survival of species on the planet earth, much like the spectre, of nuclear holocaust. For example, many thriving ancient agrarian and urban civilizations in the world were destroyed by gradual loss of forest cover and creeping desertification or by decimation of ice caps and glaciers and all-enveloping inundation.

The colonial era in India was afflicted by frequent famines and appointment of Royal Famine Commission to remedially deal with them. The colonial state was primarily an extractive instrument and only incidentally developmental to subserve its own imperial interests. The growth rate in food production between 1900-1947 was barely 0.1 per cent. The notable achievements of post-Independence India were the Green Revolution and the White Revolution. The annual foodgrains production growth rate in 1950-2012 was 3.2 per cent. Not a big deal, but India grew from 'ship-to-mouth' imports to being not only self-sufficient but also an exporter. The turn of the century witnessed a slow-down in agricultural growth and in fact decline. It did not happen overnight. A sharp fall in agricultural growth rate is evident in the figure of 3.3 per cent during 1950-51/1964-65 and a mere 0.6 per cent during 1994-95/2004-05. The result is that 40 per cent of those who live in and on the farm sector want to quit farming, given the availability of option. Even grimmer is the tragic high incidence of suicides of farmers in sizeable parts of the country. It is supposed to be caused by 'unbearable burden of debt and increased competition from the 'imports' following economic liberalisation. This policy shift from Indian socialism to business liberalism is also accompanied by growing economic disparities between agricultural and urban sectors of the economy and class and regional disparities in general.

The phenomenon of agrarian crisis must, however, be closely examined in a nuanced way. As A. Vaidyanathan aptly remarks, the farm suicides are not occurring everywhere nor is its cause equally intense in the totality of the economic indicators. 'In 2002, less than 30 per cent of rural households in the country had outstanding debt and this constituted barely 2-3 per cent of the total value of assets held by them. The incidence of indebtedness in the states where suicides are high (Maharashtra and Andhra Pradesh) or have been affected by import liberalisation (Kerala) though higher than average is still no more than a fifth' (*The Hindu*, November 8, 2006). The human dimension of the tragedy is still quite poignant and the crisis of the Indian agriculture and the related multiple crises sketched above appear to be too sticky to be amenable to an easy and speedy solution. Even the agricultural crisis alone needs to be dissected into *agrarian crisis* and *agricultural development* crisis for addressing in terms of short-term and long-term measures (D. Narasimha Reddy and Srijit Mishra, *Agrarian Crisis in India*, New Delhi: Oxford University Press, 2010).

A competitor may attempt a comprehensive survey of all these factors or may opt for focusing only on problems of a specific sector. Essay should be original and creative in content selection and presentation. The effectiveness and clarity in communicating ideas should be an integral part of the essay. These are flexible guidelines, illustrative rather than comprehensive. The competitors may not feel in any way rigidly bound by these guidelines. Essay should be based on personal research or experience of the competitors and show evidence of original thinking and scholarship as well as a critical analysis of the subject. Broad generalisations should be avoided.

The essay should be in English or Hindi. The length of an essay should approximately be 5000 words. Essay exceeding 5500 words shall not be accepted. The contestants must indicate the total number of words of the essay, failing which it will not be accepted. All essays must be typed in double space on one side of the paper only

and those entries which do not adhere to the stipulation may be rejected. It should be submitted in triplicate under a “nom-de-plume” or “alias.” The full name and address of the competitor should be given on a separate sheet and enclosed in a sealed envelope bearing the nom-de-plume on the outer cover with the following inscription.

Annual Essay Prize Competition-2016, Indian Institute of Public Administration, New Delhi.

All essays should be sent to the Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002, by Registered Post, so as to reach him not later than August 31, 2016. The envelope should be marked “Annual Essay Prize Competition

2016”. The entries received after the due date may not be entertained.

The essays will be adjudged by a body of judges and the award of the judges shall be final. The institute reserves the right not to make any award if none of the essays submitted meets the necessary standard. Any essay which receives an award shall become the joint intellectual property of the author and IIPA.

N.B.: Intending competitors who wish to seek any further clarification may write to The Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002.

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