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INSTITUTE NEWS

Requiem for S.P. Verma



Prof. S.P. Verma, an esteemed Member of the Executive Council, former Treasurer and former Director of IIPA, passed away on July 31 at New Delhi. A condolence meeting to mourn the demise of the departed soul was solemnised at IIPA on August 1. A two-minute silence to pay homage to the departed soul was observed and a condolence resolution passed. The resolution read as follows: This meeting of the IIPA fraternity deeply mourns the sad demise of Prof. S.P. Verma, an esteemed Member of the Executive Council, former Treasurer and former Director, IIPA and a Life Member of the Institute on July 31 at New Delhi and places on record its profound sense of sorrow and grief on his sudden passing away.

Prof. S.P. Verma was born on May 8, 1926. He had his higher education at Nagpur capital of the then C.P. & Berar. A Fulbright Scholar (1962-65), he was awarded Ph. D. Degree of State University of Iowa, USA and had been a Visiting Professor, Augustana College, Illinois, USA. He served as a faculty member of IIPA from 1967 to 1987. He also served as Professor of Public Administration at the IGNOU (1988-91). From 1995 to 1997 Prof. Verma was the Senior Director and Dean of EMPI Business School, New Delhi. A renowned scholar of Political Science and Public Administration, Prof. Verma apart from innumerable research papers, has authored/edited nearly dozen-and-a-half books. He was also associated with several government committees and commissions, e.g. Administrative Reforms Commission, Third Pay Commission, NCERT, UGC, etc.

He has served a very long term as the Member of the Executive Council of the Institute since 1986 and served on various Committees and Sub-Committees of the Executive Council. He also officiated twice as Director of the Institute for brief spells. He was Editor of the IIPA from 1998 to 2002 and Hony. Treasurer of the Institute during 2008-2010. Prof. Verma was honoured in 2007 by the Institute for his distinguished services to the IIPA and to the cause of Public Administration. He has also been Vice Chairman of Delhi Regional Branch of IIPA. Prof. Verma always showed a keen interest in the activities of the Institute. He has contributed a lot with his valuable guidance and his services to the Institute will be long remembered.

The Institute offers its sincerest condolences to the members of the bereaved family.

May his noble soul rest in eternal peace!

Annual General Body Meeting

The fifty-seventh Annual Meeting of the General Body of the Institute will be held on Friday, October 21, 2011 in the IIPA Auditorium.

Members' Annual Conference

The fifty-fifth Members' Annual Conference will be held on Saturday, October 22, 2011 in the IIPA Auditorium. The theme of the Conference is "Role of Panchayat Bodies in Rural Development Since 1959".

Leadership Journey

IIPA has carved a niche in providing advanced training in emerging areas of knowledge in the

contemporary times. An innovative and customised skill enhancing programme entitled "Your Leadership Journey: Unleashing your Leadership Potential" for 25 executives of public/government organisations with key leadership responsibilities was conducted at IIPA from July 6-8. The programme was jointly organised by IIPA, the Department of Administrative Reforms and Public Grievances (DAR&PG) and Commonwealth Association for Public Administration and Management (CAPAM). Shri V. Narayansamy, Union Minister of State for Parliamentary Affairs, Personnel, Public Grievances and Pensions and Prime Minister's Office, inaugurated the programme and addressed the gathering. He

The IIPA fraternity extends its greetings to all its readers for Raksha Bandhan, Independence Day, Parsi New Year's Day, Janmashtami and Jamat-ul-Vida

observed that enhancing knowledge is necessary for developing leadership. He emphasised on the crucial role of quick decision-making process in management and leadership. He mentioned that to be a good leader one has to be transparent and ethical. Dr. Rakesh Hooja, Director of IIPA, in his welcome address emphasised on the practical requirements of administrative leadership for good governance and dynamic and effective public service. Mr. David Waung, CEO of CAPAM, highlighted his organisation's mission towards bringing out the leadership potential of the executives of commonwealth countries in facing the challenges in the present world. Shri R.C. Mishra, Secretary, DAR&PG, in his key-note address stated that leadership, a critical management skill, enables one to motivate self and others towards achieving efficacious results. He emphasised on spiritual quotient and said that a leader should be innovative, optimistic and have service motive in mind. Commenting on the international nature of the programme which was being conducted in collaboration with CAPAM, he said that the leaders should think globally and act locally. Dr. Amitabh Rajan, Additional Secretary, DAR&PG, proposed the vote of thanks. The



Shri Narayansamy delivers the inaugural address. Sitting on his left are Prof. Bharati Sharma, Dr. Rakesh Hooja, Shri R.C. Mishra, Dr. Amitabh Ranjan and Mr. David Waung.

resource persons were drawn from CAPAM, DAR&PG and IIPA. Prof. Bharati Sharma coordinated it.

Programme for the Presidents and Members of the District Forums

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution under the guidance of the National Consumer Disputes Redressal Commission, the programme was conducted at IIPA by its Centre for Consumer Studies from July 4-8. Apart from elaborating upon the various provisions of the Consumer Protection Act and other legislation having a bearing on consumer protection, the programme was designed to enable the participants to: (i) appreciate

the intricacies of judicial procedure in general and the requirements of fairness and reasonableness in the functioning of quasi-judicial bodies such as the consumer disputes redressal agencies in particular; (ii) effectively make use of the art of judgement-writing in delivering the orders of the consumer courts; (iii) appreciate the legal dimensions of the case laws developed in the area of consumer protection; and (iv) develop effective leadership for better administration of consumer justice. The faculty comprised guest speakers and the programme coordinators, Prof. Suresh Misra and Dr. Sapna Chadah.

Workshop on Consumer Protection and Consumer Welfare

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the programme was jointly conducted by the IIPA's Centre for Consumer Studies and Indian Law Institute (ILI) on July 14-15 at ILI. Justice D.P. Wadhwa, Chairperson,

MEMBERS' ANNUAL CONFERENCE

The fifty-fifth Members' Annual Conference will be held on October 22, 2011 in IIPA's Auditorium. The theme of the Conference is "Role of Panchayat Bodies in Rural Development Since 1959". All the members of the IIPA are eligible to submit their papers on the theme.

The length of the papers should be between 1500-3000 words in typescript. Papers exceeding this limit will be returned to the authors. All papers must be accompanied by a synopsis of about 300-400 words in typescript, which is intended to be a comprehensive summary of the paper giving in brief the most important issues being emphasised. The synopsis is intended to be read out at the Annual Conference. Papers without a synopsis will be returned to the authors.

Entries may be sent to the Director, IIPA or Research & Consultancy Unit at its email: rcunitiipa@gmail.com. The last date for receipt of entries is September 15, 2011. Papers received thereafter will not be considered.

The papers will be scrutinised by a committee of experts. Only those papers which are accepted for presentation will be circulated. However, synopses of all the papers will be circulated.

As already communicated, all regional/local branches may organise prelude conferences on the theme preceding the Annual Conference. The regional/local branches will make a presentation of synopses/summaries of reports of the regional conference during the Annual Conference.

Central Vigilance Committee on PDS, inaugurated the programme with an address. Besides enhancing the participants' knowledge and skill in the area of consumer protection and consumer welfare, the programme was designed to enable them to: (i) comprehend 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 legislation on consumer protection; (iv) discuss the legal dimensions of consumer protection in different service sectors such as healthcare, banking, insurance, electricity and housing. Prof. Suresh Misra, Dr. Sapna Chadah and Dr. Mamta Pathania coordinated it.

Programme on Computer Applications

Sponsored by the Department of Science and Technology, the captioned programme was conducted at IIPA for the administrative personnel of the DST and various scientific organisations from July 18-22. Besides understanding emerging ICT trends, such as grid, cloud and utility computing and their relevance for a scientific organisation, the programme was designed to enable the participants to: (i) know basics of information security, networking/web technologies, network security and cyber laws; (ii) comprehend the network and information security implementation, cyber and data audit norms at their respective workplaces; (iii) use independently office automation software for advanced word processing, effective digital presentations and spreadsheet manipulation; and (iv) have general awareness on the national e-governance programme and role of the scientific institutions. The faculty comprised guest speakers and in-

house faculty. Shri S.R. Das and Dr. Sujit Kumar Pruseth coordinated it.

Workshop on Effective Implementation of Section 4 of the RTI Act

Sponsored by the Department of Personnel and Training (DoPT), the captioned programme was conducted at IIPA on July 16-17. Presentations by the four sub-groups focused on: (i) the use of templates in the implementation of Section 4 of the RTI Act; (ii) pre-legislative consultations; (iii) expansion of certain provisions of Section 4 of the Act; and (iv) use of technology in the implementation of Section 4 of the Act. The suggestions of sub-groups would facilitate the task force, set up by the DoPT, to review the provisions regarding *suo motu* disclosure given in Section 4 of the RTI Act, 2005, in recommending measures for the better implementation and enforcement of the Act. Prof. Sujata Singh and Dr. Sheela Reddy coordinated it.

Visitor

Mr. Nam Jin, First Secretary, Embassy of the Republic of Korea, visited IIPA and met Dr. Rakesh Hooja, Director of IIPA, on July 15 to discuss IIPA's activities; and the salient features of Indian civil services. Consequently, the Director gave him a small briefing on both the subjects.

Lecture

Prof. Evan Berman, a distinguished scholar and academic from National Chengchi University, Taipei, spoke on "*Public Administration in East Asia: Korea and Taiwan*". He emphasised that public administration in the Asian countries could not be understood from Western perspectives. He observed that the historical and cultural context of these countries defined the scope for innovation and public service delivery. Prof. Berman is involved in bringing out a volume on Public Administration in South

Asia, to which Prof. Dolly Arora of IIPA is also contributing. Dr. Dolly Arora coordinated it.

Book Discussion Meet

The Institute organised the sixth book discussion meet on the book entitled *Universities at the Crossroads* by Prof. Andre Beteille, Professor Emeritus of Sociology, University of Delhi and National Research Professor, on July 22. The book deals with the predicament of the universities today, the objectives with which they were set up, and the extent to which they have remained true to those objectives. It traces the evolution of India's university system, and examine the diverse roles that this institution is expected to perform--to strive for academic excellence while creating social equality in a hierarchical society. In a lucid and deft style, the author argues that policies use the university as an agency of social change without considering the consequences, thus pushing the limits of the university's resources. This diverts it from its primary objective of scholarship. Engaging with education planners and administrators, the author comments that indiscriminately setting up more universities and producing more graduates will not ensure quality education and social equality and this awareness must inform educational policy planning. The discussion was moderated by Shri Pawan Agarwal, Advisor of Higher Education, Planning Commission, while the key speaker was Prof. R. Govinda, Vice-Chancellor of National University of Educational Planning and Administration, New Delhi. Prof. Beteille, author of the book, gave a broad overview of the book. Prof. Aasha Kapur Mehta of IIPA and Ms. Pratima Dikshit, Director (Higher Education), Ministry of Human Resource Development, were the discussants. Dr. Usha Mujoo Munshi, Librarian, coordinated it.

हिंदी निबंध प्रतियोगिता- वर्ष 2011

भारतीय लोक प्रशासन संस्थान लोक प्रशासन के क्षेत्र में हिंदी में मौलिक तथा सम-सामयिक लेखन को प्रोत्साहित करने के लिए हिंदी निबंध प्रतियोगिता का आयोजन विगत कई वर्षों से करता आ रहा है। इस वर्ष **शिक्षा का अधिकार** विषय पर प्रविष्टियाँ आमंत्रित हैं।

निबंध मूल रूप से हिंदी में लिखा जाना चाहिए। यह शुद्ध तथा अद्यतन तथ्यों पर आधारित एवं मौलिक विचारों को दर्शाने वाला होना चाहिए। निबंध का आकार 4,000 से 5,000 शब्दों के बीच होना चाहिए। प्रतियोगी को निबंध में प्रयुक्त कुल शब्दों की संख्या बतानी होगी। निबंध प्रत्येक पृष्ठ के एक ही तरफ दोहरे स्थान के साथ साफ साफ टाइप किया हुआ होना चाहिए। निबंध की तीन प्रतियाँ जमा करना आवश्यक है। इन प्रतियों पर लेखक का केवल कल्पित नाम लिखा होना चाहिए। प्रतियोगी का असली नाम तथा पता (दूरभाष सं. सहित) एक अलग कागज पर टाइप करके सीलबंद लिफाफे में अलग से रखा होना चाहिए जिस पर लेखक का कल्पित नाम तथा निम्न शब्द अंकित होने चाहिए: हिंदी निबंध प्रतियोगिता - वर्ष 2011, भारतीय लोक प्रशासन संस्थान, नई दिल्ली 110002

प्रतियोगिता के अंतर्गत प्रथम, द्वितीय तथा तृतीय पुरस्कार प्राप्त करने वाले निबंधों के लेखकों को क्रमशः 5,000/- रुपये, 3,000/- रुपये तथा 2,000/- रुपये के पुरस्कार प्रदान किए जाएंगे। पुरस्कृत निबंध संस्थान की संपत्ति होंगे। यदि निबंध आवश्यक मानक स्तर तक नहीं पहुँचते तो संस्थान को अधिकार है कि वह किसी भी निबंध को पुरस्कृत न करे। जिस प्रतियोगी को इस प्रतियोगिता में इससे पहले पुरस्कार प्राप्त हो चुका है वह प्रतियोगी दुबारा उसी श्रेणी का या उससे निम्न श्रेणी के किसी पुरस्कार का हकदार नहीं होगा। संयुक्त रूप से लेखकों द्वारा लिखित निबंध पर प्रतियोगिता के लिए विचार नहीं किया जाएगा। पूर्व में पुरस्कृत प्रतियोगी इस तथ्य से संस्थान को अवश्य अवगत कराएँ।

लिफाफे के ऊपर 'हिंदी निबंध प्रतियोगिता - 2011' अंकित होना आवश्यक है। निबंध निम्नानुसार संबोधित किया जाना चाहिए - निदेशक, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली-110002। निबंध स्वीकार करने की अंतिम तिथि 31 अगस्त, 2011 है। निर्धारित तिथि के बाद प्राप्त प्रविष्टियों पर विचार नहीं किया जाएगा। प्रतियोगिता से संबंधित किसी भी प्रकार के स्पष्टीकरण के लिए प्रो0 प्रमोद कुमार चौबे, संयोजक, राजभाषा कार्यान्वयन समिति, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली - 110002 से सम्पर्क करें।

IIPA's Annual Decision Making/Teaching Case Study Competition 2011

In order to build a body of knowledge through case studies to promote a deeper and wider understanding of the functioning of the Indian administration and governance, the IIPA organises Annual Decision Making/Teaching Case Study Competition every year. 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. Besides, the award winning case studies, if any case study is considered suitable for publication, the same may be given an honorarium of Rs. 2,000 each. The case studies must cover one or more facets of public administration and must fall within the specified broad areas and the prescribed format which is available on the website of the Institute. The last date for the receipt of the case study is August 31, 2011. The cover should be super scribed with "Annual Decision Making/Teaching Case Study Competition- 2011" and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002. Check out for more details on our website—iipa.org.in or contact Prof. Sushma Yadav, Member Secretary, Case Study Committee, IIPA, New Delhi, personally or telephonically on office tel # 011-23468337.

ANNUAL ESSAY PRIZE COMPETITION—2011

The Executive Council of IIPA has approved the following topics for IIPA's Annual Essay Competition for 2011: (i) **Role of Audit in Democratic India**, (ii) **Judicial Accountability and Democracy**, (iii) **Food Security, Food Inflation and Public Distribution System**, (iv) **What the Next Five Year Plan should Focus Upon—Five Priority Items**, and (v) **Information Technology for the Masses: Bridging the Digital Divide**.

The value of one first prize is Rs. 5000 and that of one second prize and one third prize are Rs. 3000 and Rs. 2000 respectively. There will be separate prizes for Hindi and English essays. The prizes will be awarded at the time of Annual General Meeting of the members in October 2011. 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 any one of the following aspects in their respective entries:

Role of Audit in Democratic India: Suggested Guidelines

Initially, the role of audit in democratic India was (erroneously) believed to be confined to the financial matters, aiming at curtailing wasteful governmental expenditure. On the whole, the domain of democratic audit has expanded over the years with growing awareness

among public at large. Lately, as a product of some event/movement, sometimes initiatives coming from ruling elite, several landmark legislations came to the fore, further widening the scope of audits of various hues. Included in all these, are the instruments of accountability, participation in governing processes and transparency, a la NREGA which has eventually ushered in the idea of social audit in the rural areas.

Against this backdrop, the following points should be covered in the essay:

- Inventory of various audit mechanisms, including financial audit, process audit, performance audit, social audit etc. their application, bottlenecks, and mapping of relative success and failures.
- The role of different stakeholders in invigorating audit process and expanding its arena, covering other arms of the State.
- Impact of CAG, PAC and Parliamentary Standing Committee reports on democratic governance.
- The road ahead – how audit should function in democratic India?

Judicial Accountability and Democracy

In democratic countries such as ours, judiciary like other organs of the state has to be accountable for their lapses. However, at present, there is no mechanism for dealing with complaints against the judges of the higher judiciary. Hence, the recent decision of the Government of India to bring the Judicial Standards and Accountability Bill providing for a mechanism to deal with complaints against judges of High Courts and the Supreme Court is being welcomed as a long awaited initiative to introduce accountability for judges of the higher judiciary. The “problem of judicial accountability”, observes Shri Prashant Bhushan, an eminent legal professional, “has been compounded by the Supreme Court’s judgement in the Veeraswami case, in which it declared that no judge of the High Court or the Supreme Court could be subjected to even investigation in any criminal offence of corruption or otherwise, unless one obtains the prior written consent of the Chief Justice of India. This has resulted in a situation whereby no sitting judge has been subjected to even investigation in the last 15 years since that judgement, despite public knowledge and complaints of widespread corruption in the judiciary”. Further, the system of impeachment provided under the Constitution for dealing with judicial misbehaviour is impractical and unworkable. The judiciary is even insulated from public criticism by the threat of contempt of court, which can be used in a very draconian manner by the very judges towards whom the criticism is directed. The weapon of contempt has enabled the judiciary to keep away from public scrutiny. The judiciary is even keen to keep itself away from the purview of the Right to Information Act. The Supreme Court has recommended for amendment of the Act so as to do away with the jurisdiction of the Central Information Commission over it under the Act. Nevertheless the proposed Judicial Accountability Bill mandates judges of the High Courts and the Supreme Court to declare their assets and liabilities, including those of their spouses and dependents and to file an annual return in this regard. The Bill mandates further that judges should not have close association with individual members of the Bar, nor should they allow any member of their immediate family to appear before them in courts. It also bars the judges to contest any election to any office of club, society or other association, except those associated with the law or any court.

The essay writers on this subject are expected to dwell upon, among others, the issues relating to:

- a. need for judicial accountability in democracy;
- b. the problems of ensuring judicial accountability in practice;
- c. significant features of the proposed Judicial Standards and Accountability Bill; and
- d. mechanism for making the proposed Bill effective.

Food Security, Food Inflation and the Public Distribution System

Catering to more than 330 million poor, with a network of about 4.99 lakh Fair Price Shops (FPS) the public distribution system in India is a significant instrument for providing food security to the poor. PDS is operated under the joint responsibility of the Central and the State Governments. The Central Government has taken the responsibility for procurement, storage, transportation and bulk allocation of food grains, etc. The responsibility for distributing the same to the consumers through the network of FPSs rests with the state governments. The operational responsibilities including allocation within the state, identification of families below poverty line, issue of ration cards, supervision and monitoring the functioning of FPSs rest with the state governments. Since 1997 Targeted Public Distribution System is being implemented. Despite the existence of public distribution system, reports of hunger and malnutrition have been pouring in from different parts of the country. The recent National Family Health Survey conducted in 2005-06 points out that in India 46 per cent of children below three are underweight, 33 per cent women and 28 per cent men have a below normal body mass index; 79 per cent of children aged 6-35 months, 56 per cent married women aged 15-49 and 24 per cent similar men have anaemia. Problems with identification of the poor have made targeting errors and leakages in distribution widely prevalent, raising the issue of introducing reforms in PDS. What kind of reforms is needed to ensure food availability to the poor and needy? How can we improve the existing delivery mechanisms? Can we afford to dispense with it? Suggestions are being made to expand the PDS coverage too. How the existing system can be reformed and whether it is feasible to expand the coverage of PDS is a serious question that needs to be looked into. There are additional challenges emerging on account of domestic and global pressures on agricultural lands and other inputs, impacting upon food production and food prices. The challenge of climate change for food production is also significant. Food inflation is likely to worsen in this context, making access even more difficult for the poor. How these challenges can be handled to prevent the worst scenario of growing food scarcity? While it is being considered to provide for the legal right to food, what conditions of food production and distribution need to be created to make it effective remains a significant issue. Can food security be enhanced through legislative measures? Do we need other institutional reforms to ensure delivery? How can we tackle the increasing food prices? How can we ensure food security for the people of India in the context of emerging challenges? These questions could be examined.

What the Next Five Year Plan should Focus Upon – Five Priority Items

In recent years the Indian economy has been growing at a rate which was surpassed only by China. This phenomenal rate of growth, which followed ten years of economic reforms, has brought with it new challenges. The increasing inequalities of income have already become an issue to merit government's attention and new concepts of inclusive development have become centre stage. Other issues like rural-urban disparities, land alienation and acquisition, infrastructure development, social infrastructure, acquisition of skills and employment are emerging as major areas of concern. Finally, the issues of governance, especially reduction of corruption, are critical concerns for the next plan other priority items could also be suggested.

Information Technology for the Masses: Bridging the Digital Divide

Understanding Digital Divide: The glaring reality hampering the use of ICTs for development (ICT4D) is the reality of 'digital divide'. It refers to the unequal access and capacities of people between developed and developing countries, between rural and urban population, between male and female population, between rich and poor, between literate and illiterate, between employed and unemployed sections and/or between marginalised and privileged communities of the same region. Various global statistics point towards inequalities identified as digital divide such as the broadband penetration, Internet Usage by Region of the World, GDP growth, Telecom Business Environment Rankings, ICT Indicators related to Research and Development expenditure in ICT Industries.

Classification and Reasons of Digital Divide: Before understanding the mechanisms and strategies to overcome the chasm between the 'digital haves' and 'havenots', it is important to first understand the various kinds of digital divide, the main ones are:

- 'Economic Divide': This kind of divide occurs when people do not have sufficient money to purchase a tool such as computers to access the digital information.
- 'Usability Divide': It emerges when people are not literate enough or are confronted with linguistic or related skills barriers to use computers or internet.
- 'Empowerment Divide': It occurs due to social-contextual constraints of an area/nation.

The digital divide is getting wider every year in developing countries due to several reasons like demography, inappropriateness of implementation strategies aped from the Western models, lack of appropriate content and the high infrastructure cost involved.

Converting 'Digital Divide' to 'Digital Unite': To ensure that the technology ameliorates the plight of the marginalised and the rural poor, technology has to be customised to the local context. Leaders from government, business and academia must collaborate and design novel technology based solutions for the masses. The Government should ensure that all citizens are able to avail technology for receiving diverse content relevant to their local reality. This also requires formulation of newer policies and practices to spearhead innovations of ICT/e-governance in rural areas to reduce the digital divide. Indeed, surmounting the digital divide is the biggest challenge for ICT4D and if accomplished, it could prove to be an essential pre-requisite to achieve a more sustainable and equitable global economy.

The essay may therefore, critically address questions such as

1. Whether the movement to bridge the digital divide is required especially in the context of developing countries like India?
2. How must all the stakeholders involved in ICT4D jointly strive for designing innovation in technology, processes and policies to ensure that technology could catalyse development for the masses?
3. The essay must also emphasise the important concerns for bridging digital divide to ensure that the prosperity of new digital era spreads to the rest of the society, without creating an increasingly elite, knowledge-based, closed society.

A competitor may attempt a comprehensive survey of all these factors or may opt for focusing only on problems of a specific sector. These are flexible guidelines, illustrative rather than comprehensive. The competitors may not feel in any way rigidly bound with them. 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 will not be accepted. The contestants must indicate the total number of words, 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 can 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-2011, 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, 2011. The envelope should be marked "Annual Essay Prize Competition 2011". The entries received after the due date may not be entertained.

The essays will be adjudged by a body of judges selected by the Executive Council of the institute 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.

Happiness does not lie in happiness, but in the achievement of it — Fyodor Dostoevsky

Re-scheduled Library Timings

The Library timings of the Institute have been re-scheduled as under with effect from November 25, 2011.

Existing timings	Future timings
9.00 am. to 7.00 p.m. on all working days (Mondays to Fridays) and 9.00 a.m. to 5.30. p.m. on (Saturdays and holidays)	During the Winter November 25 to February 28 9.00 a.m. to 6.00 p.m. (Mondays to Fridays) 9.00. a.m. to 5.30 p.m. (Saturdays and Holidays)
	During the Summer March 1 to November 24 9.00 am. to 7.00 p.m. (Mondays to Fridays) 9.00 a.m. to 5.30 p.m. (Saturdays and holidays)
	<i>(Library will remain shut on Sundays, Holi, Dussehra, Diwali, August 15, October 2 and January 26)</i>

NEWS FROM THE BRANCHES

Bihar Regional Branch

The branch organised a seminar on "Corruption and Proposed Lokpal Bill" on July 3 under the chairmanship of Prof. L.N. Sharma, former HoD of Political Science, Patna University. Prof. N.P. Yadav, Member of State Commission for Backward Classes, Bihar. In his key-note address Prof. Rash Bihari Prasad Singh of Patna University emphasised on encompassing high officials including Prime Minister under the ambit of anti-corruption institutions and strongly recommended the creation of Lok Pal at the earliest. Dr. Navanit Sinha, Secretary of the branch, gave vote of thanks; and Shri A.V. Sinha, Advisor, Bihar State Planning Board, coordinated it.

Cuddalore Local Branch

The branch jointly with Nehru

Yuvak Kendra, Cuddalore organised a workshop on "Youth against Corruption" on June 26. Prof. R. Natarajan, Vice-Chairman of the branch, gave the key-note address; and Shri N. Rangaramanujam, Chairman of the branch, presided.

Howrah Local Branch

The branch teamed up with the Department of Political Science, Shibpur Dinabundhoo College in organising a seminar on "Challenges in Education in View of Tagore's Ideas" on June 10. Prof. Asish Ray, Secretary of the branch, gave the introductory address. Dr. Ajay Kr. Roy, Vice-Chancellor of Bengal Engineering and Science University, Shibpur, gave the key-note address. He stated that real education removes differences between man and man and enlightens the scope and horizon of knowledge.

Shri Sankar Sanyal, Vice-Chairman of the branch, presided over the programme.

Karnataka Regional Branch

In a public function held on April 26 in Malleswaram, Bangalore organised by Dr. C.N. Ashwathnarayan, MLA of the Malleswaram constituency and Dr. Shiva Prasad, Corporator of the Aramanengara Ward to celebrate the 500th Anniversary of Nadaprabhu Kempegowda, Shri S. Ramanathan, Chairman of the branch, was honoured and felicitated in recognition of the services rendered by him to the Sadashivanagar Community and outstanding services in diverse fields of public administration and his pioneering role in making out a strong case for a new international airport at a new site in Bangalore and selection of the Devanahalli site for the new airport by the committee headed by him.

NEWS FROM THE CENTRE

Mission to Enhance Skills of Rural Workers

The Union Government has launched the National Rural

Livelihoods Mission (NRLM) to enhance the skill of rural manual workers. The mission would allow the self-help groups (SHGs) to access the

training and subsidised bank loans for consolidating business activities. Through NRLM, the government intends to extend a subsidised loan

Courage is resistance to fear, mastery of fear, not absence of fear — Mark Twain

of more than Rs. 9,000 crore to SHGs for improving marketing and enhancing training needs of the rural poor during the current fiscal. The Union Budget also made a provision of around Rs. 3,000 crore for the current financial year. The support of the rural development ministry for NRLM is part of the government's plan to push an estimated seven crore BPL families above the poverty line by scaling up an existing scheme called Swarnajayanti Gram Swarozgar

Yojana (SGSY) on a 'mission mode' basis by imparting technical skills to rural people. The scheme had aimed to augment poor families' income by giving technical training to one member in each family. SGSY, which was launched in 1999, aims at ensuring self-employment opportunities covering all aspects including provision of income generating assets, training and capacity building, credit, technology, infrastructure and marketing support. The new

programme will have special focus on the poorest household who are currently dependent on MGNREGA, and these families will be supported to broaden their livelihood through asset and skill acquisition. Strengthening the SHGs movement, the NRLM has proposed universal social mobilisation through such institutions and forming SHG federations at the level of villages, cluster of villages, blocks and districts.

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Quotable Quotes

- *By giving us the opinions of the uneducated, journalism keeps us in touch with the ignorance of the community* — Oscar Wilde
- *Wit is the epitaph of an emotion* — Friedrich Nietzsche
- *Faith consists in believing when it is beyond the power of reason to believe* — Voltaire
- *A man's accomplishments in life are the cumulative effect of his attention to detail* — John Foster Dulles
- *Knowledge without education is but armed injustice* — Horace
- *Failure is the condiment that gives success its flavour* — Truman Capote

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