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## INSTITUTE NEWS

### Workshop on Consumer Protection and Consumer Welfare

IIPA's Centre for Consumer Studies in collaboration with TPIP&RD, Nimora in Chhattisgarh organised the captioned programme on June 24-25 at Aamadob, Chhattisgarh. The Department of Consumer Affairs sponsored the programme. Dr. B. P. Nonhare, Director of Thakur Pyare Lal Institute of Panchayat and Rural Development, inaugurated the programme; and Prof. Suresh Misra delivered the key-note address. Besides enhancing the knowledge and skill of the participants 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 and the role of various stakeholders; and (ii) discuss the legal dimensions of consumer protection in different service sectors. It was divided into various sessions covering Consumer Protection: Law and Policy; Consumer Empowerment: Education and Awareness; Consumer Problems in Rural Chhattisgarh and Working of Redressal Agencies; Service Sector and Consumer Problems; Media and Consumer; Food Safety and the Consumer; Food Adulteration and its impact (Film Based Discussion); and a Panel Discussion on Road Map to Consumer Welfare. Prof. Suresh Misra and Dr. Mamta Pathania coordinated it.

### Training Programme on Urban Land Management

The programme was part of a series of programmes approved for capacity building of officials of the Government of Mizoram engaged in the urban sector. It was conducted at ATI, Aizawl in collaboration with ATI, Aizawl from July 1-5. The objective of the programme was to understand critical issues relating to use land as

a resource and have planned urban development in the State with optimal land utilisation. It was attended by 16 participants from various state government departments including Urban Development and Poverty Alleviation (UD&PA), Aizawl Municipal Council, etc. The inaugural address was delivered by Shri K. Lalthawmmawia, Director, UD&PA Government of Mizoram. The topics covered included Concepts in Urban Land Management, Land and Infrastructure Development, Planning and Financing the Land Management, PPP in the Delivery of Serviced Land in Urban Areas, New Land Use Policy in Mizoram, Utility Mapping by GIS, etc. among several other important topics. The participants also went on a field visit to a land acquired for the purpose of common cemetery. The valedictory address for the programme was given by Shri Ashutosh Kumar, Director, ATI. It was coordinated by Dr. Sachin Chowdhry and Prof. K.K. Pandey from IIPA and Ms. Golda Dell Zohmangaihi from ATI.

### Training Programme on Project Management

IIPA teamed up with ATI, Aizawl in organising the captioned programme, which was a part of a series of programmes approved for capacity building of officials of the Government of Mizoram engaged in the urban sector, from July 8-12 at ATI, Aizawl. The objective of the programme was to understand project life cycle and its various components to make best use of the opportunity provided by JNNURM and also other governmental programmes. It was attended by 17 participants from various state government departments including Urban Development and Poverty Alleviation (UD&PA), Aizawl Municipal Council, PWD, PHED, etc. The inaugural address was delivered by Shri R.L. Rinawma, Principal

Secretary, UD&PA, Government of Mizoram. The topics covered included Project Planning; Resource Planning and Optimisation; Project Appraisal; Project Cost Management; Cash Flows, Scheduling, Quality Management, Risk Management, Leadership, Financial Resources for Urban Infrastructure Projects, etc. The participants also went on a field visit to a water supply plant on the outskirts of the city. The valedictory address for the programme was given by Shri Vanlalawia, Joint Director (A), UD&PA. It was coordinated by Dr. Sachin Chowdhry from IIPA and Ms. Golda Dell Zohmangaihi from ATI.

#### **Programme on Essential Behavioural Skills**

Sponsored by the Navodaya Vidyalaya Samiti, the programme was conducted at IIPA for the principals of Navodaya Vidyalaya from July 8-12. The programme was designed to enable the participants to develop essential behavioural skills such as motivation, leadership, team building and interpersonal communication skills for enhanced performance. Programme faculty comprised guest speakers and in-house faculty. Prof. Rajesh Singh coordinated it.

#### **Programme on Planning, Provision and Management of Urban Infrastructure**

Sponsored by the Ministry of Urban Development, the programme was conducted for the officers drawn from various urban bodies from July 15-19. The programme was designed to: (i) assimilate the present system of planning, provision and management of urban infrastructure in the participating organisations like ULBs, UDAs and utility boards; (ii) disseminate the best practices thereby giving opportunity to the participants in adoption and replication of these

best practices; and encourage networking of the participants from the respective organisation in knowledge sharing and opportunity to utilise the knowledge. Programme faculty comprised guest faculty and in-house faculty. Dr. Kusum Lata and Dr. Lokendra Malik coordinated it.

#### **Programme on Consumer Complaint Redressal and Mediation**

Sponsored by the Consumer Coordination Council, the programme was organised by IIPA's Centre for Consumer Studies from July 15-19. Apart from understanding the need and importance of consumer protection and welfare, the programme was designed to enable the participants to: (i) explain the various provisions of the Consumer Protection Act and other legislations having a bearing on consumer protection; (ii) understand the need and importance of mediation process; (iii) understand the role of communication as an important prerequisite for the mediation process; (iv) enhance knowledge and skill in the area of mediation as a dispute resolution process; (v) help examine the skills, constraints and dynamics of the negotiation process in the context of consumer protection; and (vi) develop skill and techniques that mediators use to aid parties in overcoming barriers to dispute resolution. Programme faculty comprised guest speakers and in-house faculty. Prof. Suresh Misra and Dr. Mamta Pathania coordinated it.

#### **Programme on Values in Administration**

Sponsored by the Navodaya Vidyalaya Samiti, the programme was conducted at IIPA for the principals of Navodaya Vidyalaya from July 15-19. The programme aimed at sensitising the participants on significance of

values in school administration with a focus on the role of the principal in school management; and also attempted to familiarise the school administration and various functionaries of the school with current problems and the remedial measures therefor in the broader context of education and society. Programme faculty comprised guest speakers and in-house faculty. Dr. Saket Bihari coordinated it.

#### **Brainstorming Session on Reconstruction of Uttarakhand on Sustainable Lines**

In an effort to make workable recommendations to NDMA for speedy restoration of Uttarakhand, the Institute organised the captioned programme on July 7. The session had participants from the deluged State itself who were grounded and were in sync with the inexorable situation. Referring to apocalyptic Himalayan tsunami, Dr. Tishyarakshit Chatterjee, Director of IIPA, observed that the current Uttarakhand disaster highlight the anthropogenic reasons which have contributed towards increasing its impact many fold. In his presidential address, Shri T.N. Chaturvedi, Chairman of IIPA, emphasised that the reason for Uttarakhand disaster is the total failure of governance. He also stated that unabated expansion of development activities is the major cause for this disaster. The lynchpins of the session were three pivotal focus groups: (i) Administrative aspects; (ii) Environmental aspects; and (iii) Socio-economic Aspects. Prof. Sujata Singh of IIPA and Shri Rajendra Singh, Water Conservation Activist coordinated the programme.

#### **Programme for the Presidents and Members of the District Consumer 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 22-26. Apart from elaborating and integrating 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 forums; (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

#### **Programme on Communication and Presentation Skills**

Sponsored by the National Academy of Statistical Administration, the captioned programme was conducted at IIPA, for the ISS probationers, from July 22-26. Coordinated by Prof. Sushma Yadav, the programme was designed to enable the participants to: (i) identify the essential elements of communication; (ii) analyse the effectiveness of his/her current style of communication; (iii) discuss barriers to communication and strategies to deal with difficult people; (iv) develop skills of presentation at seminars, meetings,

etc; (v) provide skills in preparing and designing presentation materials; and (vi) improve communication by using feedback tools.

#### **Workshops on Municipal Infrastructure Potential**

The Institute organised three town level workshops on the captioned topic at Sehore, Mandideep and Bhopal in Madhya Pradesh on July 15, 16 and 17 to get feedback from town-based stakeholders on the projects that are realistic, the bottlenecks and possible solution. The workshops therefore deliberated on: (i) typology of project that can be taken in the selected town; (ii) barriers in the initiation of such project; and (iii) corrective measure thereon. The three programmes reiterated that potential for investment in the municipal infrastructure is fairly high in every city/town. The main barriers include lack of planning at town level, inadequate asset management and gaps in the capacity building and political and other functionaries' exposure. It was suggested to reorient municipal finance along with bottom-up and participatory planning as well as sharing of experience and expertise through exposure visits, exchange visits, training, and optimum resource mobilisation from existing municipal taxes and non-tax instruments. Prof. K.K. Pandey coordinated the programmes.

#### **Programme on Time Management**

Sponsored by the Navodaya Vidyalaya Samiti, the programme was conducted for the principals of Navodaya Vidyalayas from July 29-August 2. Apart from acquainting the participants with principles of time management required in every sphere of life, the programme was designed to enable them to: (i) comprehend the importance of planning for success; (ii) familiarise themselves with the

range of techniques to organise oneself for peak efficiency; (iii) identify the techniques for analysing, setting and achieving goals; (iv) design and use time planners; and (v) think positively and take control of factors that derail workplace productivity. Dr. Shyamli Singh and Dr. Roma Mitra Debnath coordinated it.

#### **H.R. Khanna Memorial Lecture**

The Institute organised the lecture in the Indian Law Institute on July 3. Shri Fali Sam Nariman, Senior Advocate in the Supreme Court of India delivered the lecture on "Remembering Justice H.R. Khanna on His 101st Birthday." Shri Nariman elucidated that Justice Khanna delivered his dissenting opinion in the ADM Jabalpur case which was a path breaking judgment in the pantheon of Indian jurisprudence. He observed that Justice Khanna was a great savoir of human rights and the hallowed independence of Indian Judiciary. He further reiterated that Justice Khanna's dissenting judgement has made him immortal. In his presidential address, Shri T.N. Chaturvedi eulogised Justice Khanna's contribution in Indian judiciary and recalled his experiences with Justice Khanna as a person and a juridical laureate. On this occasion, Shri Nariman released a book entitled *Selected Writings of Justice H.R. Khanna* edited by Lokendra Malik. He called it an imminent and worthy addition to the literature on activist justice delivery which is very much the need of the day as far as the Indian democratic scenario is concerned. Dr. Lokendra Malik and Dr. Manan Dwivedi coordinated it.

#### **Vietnamese Delegation Visits IIPA**

A seven-member delegation led by Mr. Ngyen Quoc Dung, Vice

Rector of the Ho Chi Minh National Administration and Politics Institute of Can Tho City, Vietnam, visited IIPA on July 26. They had an interactive session with the Director and faculty members, in which they evinced interest in developing synergy between the two institutions by exploring collaborative agreements for promoting fruitful cooperation. Prof. Vinod K. Sharma coordinated it.

### Faculty News

- Dr. Nupur Tiwari, Assistant Professor of Political Science and Rural Development, spoke on "Role of Panchayati Raj Institution in Women's Empowerment" and "Gender Equity

and MGNREGS" in a National Training Programme on "Gender Mainstreaming in Rural Development" for block and district level officials, organised by the National Institute of Rural Development (Ministry of Rural Development) from June 17-20. Earlier, she presented a paper on "Inclusive Growth through Inclusive Governance in North Eastern Region" in an ICSSR-sponsored Multi-disciplinary National Seminar on "Development in North East India: Problems and Prospects" organised by the Department of Education, Mizoram University on June 6-7.

- Dr. Manan Dwivedi, Assistant Professor of International Relations and International Organisations,

delivered a lecture in a programme on "International Relations and Diplomacy" in the Indian Society of International Law, wherein he dwelt upon the notion of public diplomacy in the context of Middle East May 17. He delivered a lecture, as a faculty trainer as part of the faculty development programme in the Amity University, on "US Foreign Policy: The Stress and Strain betwixt the Isolationists and the Interventionists" on May 24. Dr Dwivedi was also invited as an expert in Hindi TV channels to hold forth as an expert on several occasions on the theme of the "Naxal Attacks in Chattisgarh" and "Elections in Pakistan" during the month of May.

## हिंदी निबंध प्रतियोगिता- वर्ष 2013

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 "उत्तराखण्ड आपदा-प्राकृतिक एवं प्रशासनिक आयाम" 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 सं० सहित) एक अलग कागज़ 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 2013, 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। पूर्व में पुरस्कृत प्रतियोगी इस तथ्य से संस्थान को अवश्य अवगत कराएँ। संयुक्त रूप से लेखकों द्वारा लिखित निबंध पर प्रतियोगिता के लिए विचार नहीं किया जाएगा।

लिफाफे के ऊपर 'हिंदी निबंध प्रतियोगिता - 2013' 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 16 सितम्बर, 2013 है। निर्धारित तिथि के बाद प्राप्त प्रविष्टियों पर विचार नहीं किया जाएगा।

प्रतियोगिता से संबंधित किसी भी प्रकार के स्पटीकरण के लिए प्रो० सुशमा यादव, संयोजक, राजभाषा कार्यान्वयन समिति, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली - 110002 से सम्पर्क करें।

### ANNUAL ESSAY PRIZE COMPETITION - 2013

The Executive Council of IIPA has approved the following topics for IIPA's Annual Essay Competition for 2013: (i) **Public Services Delivery System—Its weaknesses and suggestions for improvement**, (ii) **Violence against Women—Causes and how to combat the menace**, and (iii) **National Rural Health Mission—Policy and Implementation**.

The value of one first prize is Rs. 5000 and that of one second and one third prize are Rs. 3000 and Rs. 2000 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 2013.

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 the competition.

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

#### **Public Services Delivery System – Its weaknesses and suggestions for Improvement**

In spite a decade of impressive economic growth policy makers in India admit that this growth has not been inclusive and shared by a vast majority of society. The inability to provide a high quality of basic public services for all citizens seems to be at the root of this non-inclusiveness. The effective provisioning as well as access to basic public services are not only ends in themselves but also play a critical role in enhancing individual capabilities to equitably participate in the growth process. Widespread dissatisfaction with basic public services lead to a high degree distrust and cynicism among the citizenry who increasingly tend to discount the promises made governments. The callousness and lack of accountability, which is now observed to be rampant in many public offices points to the fact that leaders in government are unable to cleanse the system of public service delivery.

Before going into the major factors explaining the crisis in public services one needs to highlight the context in which they operate. In most developing countries including India, the State has been the dominant if not the sole provider of public services. Though there has been some private participation, the strong public interest in infrastructure has induced most governments to invest in a big way in public services. Technological compulsions, the large scale of operations and the need for vital resources has reinforced the dominant role of the government as the major provider of public services. The second important contextual feature in the provision of public services is the wide range and magnitude of functions governments have taken upon themselves. In addition to the onerous task of providing effective services they also have taken on the responsibilities of managing numerous commercial and development enterprises placing severe burdens on the government, which has significant implications for the present sorry state of the public services. The overextension or overload of the functions that governments have taken upon themselves compromises the focus that is needed in improving basic public services.

Individual public services encounter many specific constraints and problems unique to them. However to get a broader perspective on what ails our public services it is necessary to clearly highlight some common factors that adversely affect all or most public services. The most important among these that need to be looked into and discussed are: (a) Resource Constraints – Are they real or a mere cover for the inability to mobilise the needed resources; (b) The Competence and Motivation of Service Providers. The adequacy of equipment, professional training, and the sustained maintenance of facilities; (c) The malaise of corruption in public services and the role of the whistle-blower; (d) The weaknesses of civil society, and thus its role as an ineffective watch dog in the provision of public services; and (e) The lack of priority placed on productivity in public services. A critical discussion on the factors listed above should enable one to clearly identify measures to improve our public services.

#### **Violence against Women – Causes and how to combat the menace**

India witnessed the most vocal public expression of anger and disapproval of violence against women in the wake of gang rape of a student in a public transport vehicle in December 2012. While the victim struggled for survival, women and men flooded public spaces across the country to express solidarity with the victim, demand stringent punishment for the perpetrators and to demand measures to ensure security for the women in India. The victim succumbed to injuries; but left the nation thinking of how such and other forms of violence against women can be prevented and women are able to have a dignified and secure existence.

The Constitution of India is committed to equal protection for all citizens, men and women, and India is a signatory to several international Conventions that protect the rights of women. Numerous laws have been passed to ensure conditions that address the rights of women as equal beings; and several legislative interventions to deal with the special crimes against women have also been framed over the years. However, statistics reveal that the issue of violence against women persists to trouble the lives of most women, who also suffer the constant fear of multiple forms of violence in public and domestic spheres. Despite the creation of institutional mechanisms like National and State Commissions for Women and the existence of a strong women's movement, women's movement, women's encounter with violence has increased. This is evident in the growing number of crimes like molestation, rape, torture and murder for dowry, sexual harassment at workplace, trafficking and child abuse over the years. Domestic violence and collective forms of violence, like communal or caste violence, targeting

women have also been acknowledged as serious crimes that call for remedies. Further, new forms of violence have appeared with technological advances, as evident in case of female foeticide, reflecting in the adverse sex ratio even in the most economically developed regions. While all this manifests the persisting gender bias in the society, this also poses questions regarding the political, administrative and economic structures and mechanisms which have failed to alter these situations for a more gender just society.

Justice Verma Committee formed recently to examine the issue of possible amendments to criminal law to provide for quicker trial and enhanced punishment for criminals committing sexual assault of extreme nature against women examined many dimensions of violence. It generated public debate on the possible legal and non-legal remedies that need to be considered to provide security to women faced with the fear of violence as well as to ensure justice in case they become victims of violence. The civil society and media also debated the issue intensely. However, the issue defies simple solutions and requires intervention and action at multiple levels- by state, society and individuals in public and private capacities. It is important therefore to examine the issue and possible solutions in the light of differences made in some contexts and what really works to combat the menace of violence against women.

### **National Rural Health Mission – Policy and Implementation**

The National Rural Health Mission (NRHM) seeks to provide effective healthcare to rural population throughout the country with special focus on 18 states, which have weak public health indicators and/or weak infrastructure i.e. Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Himachal Pradesh, Jharkhand, Jammu and Kashmir, Manipur, Mizoram, Meghalaya, Madhya Pradesh, Nagaland, Orissa, Rajasthan, Sikkim, Tripura, Uttaranchal and Uttar Pradesh. The Mission is an articulation of the commitment of the Government to rise public spending on Health from 0.9 per cent of GDP to 2-3 per cent of GDP. It aims to undertake architectural correction of the health system to enable it to effectively handle increased allocations as promised under the National Common Minimum Programme and promote policies that strengthen public health management and service delivery in the country.

The National Rural Health Mission (NRHM), indeed the most ambitious programme, has been attributed with many accomplishments. It seeks to provide universal access to health care, which is inexpensive, equitable, and of high-quality. It has increased health finance, improved infrastructure for health delivery, established institutional standards, and trained health care staff and has provided technical support. It has facilitated financial management, assisted in computerisation of health data, suggested centralised procurement of drugs, equipment and supplies, mandated the formation of village health and hospital committees and community monitoring of services. It has revived and revitalised a neglected public health care delivery system. This programme has put rural public health care firmly on the agenda, and is on the right track with the institutional changes it has created within the health system. However, NRHM continues to face diverse challenges, which needs to be addressed as on date a huge gap is clearly visible between demand and supply of health centres, and facilities. The current health conditions are one of the reasons for India's poor rank in Human Development Index. NRHM has completed phase I from 2005-12 and with the inception of the 12th Plan period (2012-17) the Mission is further strengthening its strategies and approach.

To achieve its target NRHM has adopted a set of core strategies including: (i) Decentralisation of village and district level health planning and management; (ii) Appointment of ASHA( Accredited Social Health Activist) for facilitating the access to health services; (iii) Strengthening public health delivery services at primary and secondary level; (iv) Mainstreaming AYUSH: Ayurvedic, Yoga, Unani, Siddha, and Homeopathy Systems of Health; (v) Improve management capacity to organise health systems and services; (vi) Improve inter sectoral coordination; (vii) Private partnership to meet national public health goals-public private partnership; and (viii) Social insurance to raise the health security of poor.

Against this backdrop , the proposed essay can be attempted by addressing the issues relating to the following: (a) Critical review of progress and performance of NRHM against its goals, objectives and expected outcomes; (b) NRHM and healthcare infrastructure, human resources and provision of health services, specifically to women, children and the rural population of the country; (c) National Rural Health Mission: An analysis of strategies and mechanisms for improving services for rural poor; (d) NRHM and Improved quality (availability, cost-effectiveness and efficiency) of public health and sanitation services; (e) NRHM and achievement of population stabilisation with gender balance; (f) NRHM and involvement of private sector and strengthening Public Private Partnerships; (g) NRHM and 12<sup>th</sup> Five Year Plan: Strategic challenges; and (h) Integrating Urban Health under National Health Mission

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 generalizations should be avoided.

***It's easy to see, hard to foresee — Benjamin Franklin***

The essay should be in English or Hindi. The length of an essay should approximately be 5000 words and the competitors must indicate the total number of words of the essay contributed by them. Essay exceeding 5500 words will 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 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-2013, 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 the **August 30, 2013**. The envelope should be marked "Annual Essay Prize Competition 2013". 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.

### Annual Decision Making/Teaching Case Study Competition–2013

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 international 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, etc; 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)*.

**Whatever is begun in anger ends in shame — Seneca**

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, 2013.* The cover should be superscribed with "Annual Decision Making/Teaching Case Study Competition – 2013" and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi–110002.

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### Quotable Quotes

- *Rather go to bed supperless than rise in debt* — Benjamin Franklin
- *Learning without thought is labour lost; thought without learning is perilous* — Confucius
- *Modesty is that feeling by which honorable shame acquires a valuable and lasting authority* — Cicero
- *Equality may perhaps be a right, but no power on earth can ever turn it into a fact* — Honore de Balzac
- *The key to growth is the introduction of higher dimensions of consciousness into our awareness* — Lao Tzu
- *Adversity has the effect of eliciting talents, which in prosperous circumstances would have lain dormant* — Horace
- *Count not him among your friends who will retail your privacies to the world* — Publilius Syrus

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