



INDIAN INSTITUTE OF
PUBLIC ADMINISTRATION

**IIPA
NEWSLETTER**



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INSTITUTE NEWS

Annual General Body Meeting

The fifty-eighth Annual Meeting of the General Body of the Institute will be held on Friday, October 12, 2012 at 4.00 p.m. in the IIPA Auditorium.

Members' Annual Conference

The fifty-sixth Members' Annual Conference will be held on Saturday, October 13, 2012 at 10.00 a.m. in the IIPA Auditorium. The theme of the Conference is "Administration of Urban Development and Urban Service Delivery".

Workshop on Consumer Protection and Welfare

Sponsored by the Department of Consumer Affairs, IIPA's Centre for Consumer Studies collaborated with Assam Regional Branch in organising the captioned programme on June 22-23 at Guwahati. Justice Asok Potsangbam, President of Assam State Consumer Disputes Redressal Commission, inaugurated the programme. Shri Jatin Hazarika, Chairman of the branch, delivered the welcome address; and Prof. Suresh Misra of IIPA delivered the introductory remarks. The main objectives of the workshop were to: (a) enhance the knowledge and skill of the participants in the area of consumer protection and consumer welfare; (b) understand the need and importance of consumer protection and welfare and the role of various stakeholders; and (c) discuss the legal dimensions of consumer protection in different service sectors. The workshop was divided into various sessions covering: (i) Consumer Protection: An Overview; (ii) Consumer Protection Act/Rules; (iii) Motivating Consumers for Rational Decision-making; (iv) Consumer Education and Awareness; (v) Insurance and the Consumer;

ELECTION SCHEDULE 2012

(As per the Election Bye-laws)

The Executive Council in its meeting held on March 28, 2012, has finalised the following schedule of election for 2012:

	Date	Events
1.	17 September 2012 (Monday up to 5.30 p.m.)	Last Date for receipt of Ballot Papers
2.	20 September 2012 (Thursday, 10.00 a.m.)	Counting of Votes and declaration of results

As per Election Bye-laws and as approved by the Executive Council the information relating to the election was communicated through May issue of the Newsletter (**see Page 5 onwards**). It included Election Notice, Nomination Paper, Authorisation slip, list of elected Members of E.C. as at present for the term 2008-2012, extracts from IIPA Rules and Election Byelaws having a bearing on the ensuing EC Election and list of the Hony. Secretaries of IIPA Regional & Local Branches along with their addresses, available telephone/mobile numbers, e-mail address, etc. This information can also be found in IIPA's website: www.iipa.org.in.

(vi) Medical Negligence and Consumer; (vii) Food Safety and the Consumer; and (viii) Misleading Advertisement and Consumer. Prof. Suresh Misra and Dr. Mamta Pathania coordinated it.

Course on Direct Training Skills

Sponsored by the Navodaya Vidyalaya Samiti, the caption course was conducted at IIPA for the officials of Navodaya Vidyalaya Samiti from July 9-13. Besides distinguishing between education, training and learning, the course was designed to enable the participants to: (i) describe the four stages in systemic approach to training; (ii) review the role of a trainer within systematic approach to training; (iii) apply the concept of learning unit to training activities; (iv) write training objectives;

The IIPA fraternity extends greetings to all its readers for Janamashtami, Independence Day, Jamat-ul-Vida, Parsi New Year's Day, Idu'l Fitr and Vinayaka Chaturthi

and (v) plan training activities, using the four ways of learning. Dr. C. Giri coordinated it.

Programme for Presidents and Members of 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 9-13. Shri B.K. Taimni, former Member of NCDRC, inaugurated the programme. He observed that members of district forums have been entrusted with very challenging and at the same time very interesting and satisfying job. It gives an opportunity to do something for the welfare of the people and the society. 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 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 in-house faculty. Prof. Suresh Misra and Ms. Sapna Chadah coordinated it.

Programme on Vigilance in Urban Governance

Sponsored by the Ministry of Urban Development, the programme was conducted at IIPA by its Centre for Urban Studies from June 16-20. Besides describing fundamentals of adjudicative and procedural norms applicable in urban governance, the programme was designed to enable the participants to: (i) state the law relating to vigilance in India; (ii) demonstrate judicial approach about the vigilance system in the country; and (iii) explain other legal issues relating to urban governance in the country. The faculty comprised guest speakers and in-house faculty. Dr. Lokendra Malik, Dr. Kusum Lata and Shri Saket Bihari coordinated it.

Programmes for Bangladeshi Officers

Four different stints of training for the foreign delegates from Bangladesh were organised on June 12, 18, 21 and 28. On an average, each of these had about 50 senior/middle level officials drawn from various departments/ministries of Bangladesh. This was under arrangement with APSA and BPATC for foundation training course (ACAD), under the project "Strengthening of BPATC" being implemented under the Ministry of Public Administration and sponsored by Japan Debt Cancellation Fund (JDCF). The programmes were designed to provide insights into: (i) ICT policy and practices in India, (ii) protecting environmental degradation, (iii) transparency and Right to Information: India context, (iv) overview of local government system and administrative structures in India, (v) e-governance experiences in India, and (vi) environmental management in India Prof. Sushma Yadav and Dr.

Charru Malhotra coordinated them.

Programme on Knowledge Management and Knowledge Sharing in Organisations

Sponsored by the Department of Science and Technology, the captioned programme was conducted at IIPA for scientists and technologists from July 23-29. Dr. Inderjit Singh, Joint Secretary, Department of Science and Technology, inaugurated the programme with an address. Besides familiarising the participants with basic concepts and practices of knowledge management (KM) and its linkage with the effectiveness of their organisations, the programme was designed to facilitate them to: (i) build relationships and organisational structure, processes and opportunities to encourage a knowledge culture; (ii) highlight the importance of human and cultural factors in successful implementation of KM systems in the organisations; (iii) facilitate collecting, creating, organising and disseminating scientific knowledge including methods of data, information and knowledge exchange; (iv) provide forum for sharing the experiences from leading public, private and corporate sector organisations who have used KM at various stages; (v) suggest broad approaches for designing and implementing KM system in their respective organisations; (vi) demonstrate select KM tools which have been found useful in implementing KM systems; (vii) explain an integrated framework of assessing performance of KM system; and (viii) focus on legal and ethical issues of KM in S&T organisations. The programme faculty comprised guest speakers and in-house faculty. Dr. Usha Mujoo Munshi and Dr. Roma Mitra Debnath coordinated it.

Faculty News

• The Department of Administrative Reforms and Removal of Public Grievances, Government of India asked Dr. Rakesh Hooja, Director of IIPA, to write a paper on "The Role of District Collectors in the Changing Times" which was printed and circulated as the background paper for a panel discussion during the fourth National Conference of Secretaries (Administrative Reforms) of States/Union Territories on July 16 at Vigyan Bhawan, New Delhi.

• World Bank has invited Prof. Aasha Kapur Mehta to be a member of the Peer Advisory Group that will advise the Bank on the technical contents and processes and provide comments on the analytical papers and reports of the India: Gender and Economic Development Report that is being prepared by World Bank and the National Mission for Empowerment of Women, Government of India. She participated in the International Association of Feminist Economists (IAFFE) Conference held at Barcelona Spain from June 27-29; and in a Roundtable and Meeting of Economists from China and India on June 30 for "Exploring the Pathways for Women's Economic Empowerment". At the request of the Performance Management Division,

Cabinet Secretariat, Prof. Mehta visited Guwahati from July 22-24 as a member of the Core Group of the Adhoc Task Force to work with the Government of Assam on the draft Results Framework Documents. On the invitation from UN Women, Prof. Mehta spoke on "Gender Responsive Budgeting: The Indian Experience" at a High Level Sensitization Workshop on "Gender Responsive Budgeting" on July 18; and on "What is Gender Responsive Budgeting" at a Gender Responsive Budgeting Training Workshop on July 19-20 in Thimphu, Bhutan.

• Dr V N Alok made the theme presentation on "Intergovernmental Fiscal Transfers in India: An Overview" in the Seminar on "Issues before the Third State Finance Commission of Gujarat", organized by the Third State Finance Commission of Gujarat and IRMA, on 21 July at IRMA. He also chaired a session on "Financial Devolution: Experience and Lessons from other States".

• Dr. Lokendra Malik, Assistant Professor of Laws in Urban Governance, attended a two-day workshop on "Law of Taxation" at National Law University, Delhi on July 21-22 organised by the NLU and Ambedkar Law University, Chennai.

• Dr. Shyamli Singh, Assistant

Professor of Environment and Climate Change, attended a five-day training programme on "Understanding EIA: From Screening to Decision Making" organised by Centre for Science and Environment, New Delhi from July 23-27.

• Prof. K.K. Pandey, Professor of Urban Management, has been nominated as Member of the Study Group on Economic Activity and Fiscal Policy, constituted by National Capital Region (NCR) Planning Board, to carry out review and revision of Regional Plan-2012 for NCR and suggest modifications or alterations in the Plan.

Staff News

• Dr. Usha Mujoo Munshi, Librarian (i) was invited by the Director, Indian Statistical Institute to review the activities of DRTC offering MS programme in L&IS which is a unit under ISI at its Bangalore during June 13-15; (ii) delivered a lecture on "Knowledge Management" in the workshop on "Capacity Building for the NGOs" from June 25-29 sponsored by the Dr. Ambedkar Foundation, Ministry of Social Justice and Empowerment; and (iii) delivered a lecture on "Enabling Open Scholarship: Policies, Issues and Resources" at JNU on June 29.

NEWS FROM BRANCHES

Budaun Local Branch

The branch organised a meeting on "Women Empowerment and Development by Organising Social Awareness and Motivation Programme" on July 15. Presiding over the meeting Dr. Pratibha Mishra, President of Parvati Girls Inter College, stressed that the prevailing

mindset of discrimination between boys and girls should be changed in the broader interest of social, cultural and economic development of Indian society. Dr. Madhuri Lata Singh, former Principal of the College, convened the meeting.

Delhi Regional Branch

The branch organised a lecture-

meeting on July 27, in which Ms. Susan Sikaneta, High Commissioner of the Republic of Zambia to India, spoke on "India-Zambia Relations: Emerging Areas of Cooperation". She stated that India and Zambia are one and invited all to visit Zambia as it provides a lot of scope for business, trade more so in the field of agriculture.

Haryana Regional Branch

The branch collaborated with Haryana Institute of Public Administration in organising a seminar on “Electoral Reforms –Challenges before the Nation” on July 19. Dr. S.Y. Quraishi, former Chief Election Commissioner who was the Chief Guest, while giving account of the concept of Election Commission for conducting the elections very fair without any favour to any party and despite the multicasts, vast population and vast geographical areas of India, he said that the Commission provides polling booth even if there is one person to vote. Shri M.C. Gupta, Chairman of the branch, gave a brief account of the purpose and need of organising this seminar. Shri H.R. Bangia, Secretary of the branch, coordinated the programme.

Jammu and Kashmir Regional Branch

The branch organised a workshop on “Right to Information Act-2009” on June 16 to discuss various difficulties faced by PIOs and controlling officers in the implementation of this Act. Shri G.R. Sufi, State Chief Information Commissioner, was the Chief Guest; and Justice B.A. Khan, former Chief Justice of Jammu and Kashmir, was the Guest of Honour. Shri Sufi impressed upon the PIOs/ Controlling Officers that they have a vital role in bringing transparency in the governance of the State and called upon them to discharge their duty sincerely and faithfully. Justice Khan explained that if the provisions of the Act are taken in its real spirit by both the information seeker and information giver the entire State machinery will gear up to deliver in the best possible way with transparency. In his presidential address, Shri A.M. Watali, Vice-Chairman of the branch, emphasised the need to comply with

the provisions of the RTI Act in letter and spirit. Shri G.M. Andrabi, Joint Secretary of the branch, coordinated it.

Odisha Regional Branch

The branch organised a symposium on “Financial Inclusion in Indian Economy”. Shri Sanjib Chandra Hota, Chairman of the branch, presided over the seminar and gave the introductory talk on the subject. Shri Harun Rashid Khan, Deputy Governor of Reserve Bank of India, addressed the members on the subject. Senior officers of RBI and SBI had participated in the symposium. On this occasion, Shri Khan released the annual journal Prashasan-2012, which chronicles the talks of esteemed speakers in different seminars held during the year 2011-2012. The branch also organised a symposium on “Judicial Accountability and Social Responsibility” in on July 20. Shri Sanjib Chandra Hota, Chairman of the branch, presided over the symposium. Panelists of speakers were Shri Jayant Das, President of Bar Association, Odisha High Court; and Shri Pitambar Acharya, Senior Counsel of Odisha High Court, Standing counsel of State Election Commission. A paper prepared by Shri N. K. Panda, former Chairman of the branch, was circulated among the members. Both the speakers dwelt upon the subject highlighting on transparency in judiciary. While appreciating the necessity on judicial activism, they also explained the necessity of a self discipline by the judiciary at different levels to put a limit to judicial over reach. In the presidential address, Shri Hota stressed on interrelated responsibility of all the organs of the state.

Tamil Nadu Regional Branch

The branch organised a

discussion-meeting on “Inclusive Education” on July 7. Captain D.V.P. Raja, Chairman of Madurai Local Branch, was the Chief Guest. He stated that Sarva Shiksha Abhiyan ensures that every child with special needs, irrespective of the kind, category and degree of disability are provided meaningful and quality education. He felt that the capacity building of the parents is extremely essential for effective care for disabled children. Shri M. Krishnan, Vice-President of the branch, welcomed the gathering and the dignitaries. Dr. V.N. Viswanathan, Secretary of the branch, presided over the function. He traced the history of inclusive education in India and explained it through different models such as medical model, social model and socio-psychological model. He added that the Tamil Nadu Government is in the forefront in the execution of Centrally-sponsored schemes such as Inclusive Education of the Disabled at the Secondary Stage (IEDSS) and Sarva Shiksha Abhiyan (SSA). In his special address, Dr. K. Malaisamy, Patron of the branch, explained the concept of inclusive education as accessibility, adoptability and flexibility for the differently-abled school children. He observed that there is an absence of consistent data on the magnitude and educational status of children with disabilities and the disparities between regions and types of disability which makes it difficult to understand the nature of the problem, and to make realistic interventions. It was followed by interaction by Prof. A. Ranga Reddy, Chairman of Tirupati Local Branch; Shri R. Jeyakodi, Secretary of Madurai Local Branch; Prof. M. Muthiah, Secretary of Tirunelveli Local Branch; Shri K.M. Subramanian, Chairman of Tirupattur Local Branch; Shri

R. Narayanaswamy, Secretary of Vellore Local Branch; and Shri. Palaniswamy, Member of Salem Local Branch.

Uttar Pradesh Regional Branch

The branch jointly with SHERPA organised a workshop on "Governance: Systems, Institutions and Role of Civil Services" on June 8. Shri T.N. Dhar, Secretary of the branch, gave the introductory address. He stated that though India was able to negotiate the difficult course of economic decline in a better and less negative way on account of its systematic checks and cautious policy responses, the problems of political, economic and social governance have assumed much greater dimensions and challenges. In his presidential address, Shri R. Ramani, Chairman of the branch, emphasised that good governance needs four boundary conditions, namely, (a) protect the honest, (b) avoid too much concentration of power in individuals, (c) de-emphasise over-insulation of institutions, and

(d) promote openness, clarity and accountability of institutions and offices. Among others who spoke on the occasion were Shri I.C. Dwivedi, Shri K.N. Srivastava, Prof. N.M.P. Verma, Shri Shishir Jindal, Shri G.N. Pandey, Shri Akhilesh Rai, Shri B.B. Jindal, Shri S.C. Rastogi, Dr. Padma Iyer, Shri A.C. Bagchi, Shri K.N. Trivedi and Dr. Mithilesh Mishra.

Reddy, Prof. D. Krishna Moorthy, Prof. M.A. Hussain, Prof. V.L.N. Reddy of Venkateswara University also spoke on the occasion. Prof. A. Ranga Reddy, Chairman of the branch, presided over both the programmes.

West Bengal Regional Branch

The branch organised an interactive session on "Unit Area Assessment Scheme" on January 27. Dr. D.N. Banerjee, former Principal Secretary to West Bengal Government, discussed the relevance of the unit area assessment in the light of the experience in some states of India and in several foreign countries. Shri B. Bhattacharyya,

a senior official directly associated with this scheme, analysed different stages to be followed in unit area scheme. Dr. Syamal Kumar Ray presided over the programme. Earlier, the branch jointly with Basanti Devi College organised a seminar on "Problems of Urbanisation and Good Governance: From Environmentalists' Perspective" on December 23. Dr. S. Sarkar, Vice-Chancellor of Netaji Subhash Open University, inaugurated the programme. Dr. Sibranjana Chatterjee, Secretary of the branch; and Dr. Maitreyee Bardhan Roy, Principal of the College, welcomed the delegates. The seminar was divided into four sessions: (i) Urbanisation and Problems of Solid and E-waste Management; (ii) Role of Urban Local Bodies in Combating Climate Change; (iii) Urbanisation and Clean Development Mechanism: impact on health; and (iv) Urbanisation, Municipal Laws and Good Governance. Shri Suryya Ray, Chairman of the branch, delivered the valedictory address.

NEWS FROM CENTRE

Move to Weed Out Officials

After a recent move to hand out pink slips to non-performing IAS and IPS officers, the Union Government came out with norms to seize ill-gotten wealth of corrupt officers even after retirement. Various departments have now been empowered to attach properties and wealth of corrupt employees after retirement. This measure came close on the heels of an house cleansing notification that stripped IAS and IPS officers of job security, as it empowered the government to issue pink slips to all-India services officers if not up to the mark on completion of service of 15 and 25 years. Recently, Bihar

government confiscated the palatial house of a suspended IAS officer S.S. Verma and opened a school for poor students in it. In Madhya Pradesh, raids were conducted in the premises of IAS couple Arvind Joshi and Tinu Joshi where wealth allegedly running into crores of rupees was seized during the raid. As per the notification to strip job security for all India services follow recommendations of the Administrative Reforms Commission that non-performing officers should be weeded out. The anti-corruption steps are part of measures suggested by the group of ministers (GoM) on corruption headed by the Finance Minister and accepted by the government for implementation.

The GoM has suggested that 10 per cent cut of pension for minor cases of corruption and a 20 per cent cut for major infringements that lead to compulsory retirement from service. It also recommended that cases of public servants accused of graft will be fast tracked by speeding up the process of approvals. There is also a proposal to ensure that disciplinary action is decided within a year of a complaint being received.

Boost for Higher Education

To make higher education more accessible, the Union Government has decided to roll out a new centrally-sponsored scheme (CSS) in conjunction with the 12th Plan period. The scheme

looks to incentivise states to invest in new institutes and in the expansion of existing ones, so that the supply-side bottlenecks in higher education are eased. The scheme is also aimed at increasing the gross enrollment ratio (GER) in higher education to 30 per cent by 2020, which currently stands near 15 per cent. GER is an indicator of the actual number of students enrolled in higher education as against potential students. For general category states, the proposed CSS for higher education would involve funds from the Centre and the respective state government in a 75:25 ratio. For special category states, the Centre's share will be at 90 per cent. Further, the states would be free to mobilise a part of their share from private partners by means of innovative PPP schemes. The Centre would also dole out incentives, in the form of soft loans or grants, to states that take up the project on a priority basis. According to the Planning Commission, the process of setting up new institutions and expanding existing ones would be incentivised for states. The list includes state universities, general degree colleges and professional and technical educational institutions. Private sector participation in higher education has been on the government's agenda since last year when it mulled new financing schemes whereby private parties could help in setting up institutes. The HRD Ministry has already mooted the idea of setting up 14 Innovation Universities (IUs) in the PPP mode in which private parties will promote ideas and the government will finance them. In fact, it has already zeroed in on five such universities for the IUs, which will have the freedom to formulate their own policies on admission to programmes, and offer scholarships to the top 20 per cent of the students at the undergraduate and post-graduate levels. The proposed

CSS would help the sector which is looking for investments of Rs. 10 lakh crore by 2020 to create an additional capacity of 25 million seats. The private sector, which accounts for 52 per cent of the total enrollment, would be investing Rs.50,000 crore this per year.

Legal Aid Programmes for the Poor

Article 39A of the Constitution of India provides for free legal aid to the poor and weaker sections of the society and ensures justice for all. Articles 14 and 22 (1) of the Constitution also make it obligatory for the State to ensure equality before law and a legal system which promotes justice on the basis of equal opportunity to all. In 1987, the Legal Services Authorities Act was enacted which came into force on November 09, 1995 with an object to establish a nationwide uniform network for providing free and competent legal services to the weaker sections of the society on the basis of equal opportunity. The National Legal Services Authority (NALSA) has been constituted under this to monitor and evaluate implementation of legal aid programmes and to lay down policies and principles for making legal services available under the Act.

In every State, a State Legal Services Authority and in every High Court, High Court Legal Services Committees have been constituted. District Legal Services Authorities and Taluk Legal Services Committees have been constituted in 598 Districts and 2136 Taluks in order to give effect to the policies and directions of the NALSA and to provide free legal services to the people along with conducting Lok Adalats. The State Legal Services Authorities are chaired by a senior judge of the respective High Courts, the District Legal Services Authorities are chaired by the District Judges of the respective Districts and

the Taluka Legal Services Committees are chaired by the senior most Judicial officers at the Taluka Level.

For the financial year 2011-12, NALSA has been sanctioned a sum of Rs. 3.95 crore for administrative expenses and grant-in-aid to the tune of Rs. 45 crore for implementation of legal services programmes throughout the country.

Primarily, the State Legal Services Authorities, District Legal Services Authorities, Taluka Legal Services Committees, etc., have been asked to discharge the two main functions on regular basis • (i) to provide free legal services to the eligible persons; and (ii) to organise Lok Adalats for amicable settlement of disputes.

The free legal services include: (1) payment of court fee, process fees and all other charges payable or incurred in connection with any legal proceedings in appropriate cases; (2) providing Advocate in legal proceedings; (3) obtaining certified copies of orders and other documents in legal proceedings; (4) preparation of appeal, paper book including printing and translation of documents in legal proceedings; (5) providing other legal services like rendering legal advice; (6) legal aid clinics to be set up in all villages or for a cluster of villages to be manned by para-legal volunteers (PLVs).

Eligible persons for getting free legal services include: (1) women «and children; (2) members of Scheduled Castes / Scheduled Tribes; (3) industrial workers; (4) victims of mass disaster, violence, flood, drought, earthquake, industrial disaster; (5) disabled persons; (6) persons in custody; (7) persons whose annual income does not exceed Rs. 1,00,000 (in case of the Supreme Court of India and in some States the limit is Rs. 50,000); (8) victims of trafficking in human beings.

You can cheat an honest man but not make a fool out of him—Confucius

Lok Adalat is one of the alternative disputes resolution mechanisms. It is a forum where all types of disputes/cases of civil nature and compoundable criminal cases pending in the court of law or at pre-litigation stage are settled 7 compromised amicably. Under this Act, an award made by Lok Adalat is deemed to be a decree of a civil court

and is final and binding on all parties. No appeal lies against such Awards. Lok Adalats are being organised by the Legal Services Authorities/ Committees under Section 19 of the Legal Services Authorities Act, 1987. Matters such as matrimonial/ family disputes, criminal compoundable offences cases, land acquisition cases, labour disputes,

workmen's compensation, bank recovery cases, pension cases, housing board and slum clearance cases and housing finance cases, consumer grievance cases, electricity matters, telephone bills disputes, municipal matters including house tax cases, disputes with cellular companies, etc., are being taken up in the Lok Adalats.

ANNUAL DECISION MAKING/TEACHING CASE STUDY COMPETITION – 2012

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:

- i. 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;
- ii. 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 and order etc; and
- iii. 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 A4 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

Gratitude is not only the greatest of virtues, but the parent of all the others—Cicero

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, 2012. The cover should be superscribed with "Annual Decision Making/Teaching Case Study Competition – 2012" and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi – 110002.

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Quotable Quotes

- *It is hard to believe that a man is telling the truth when you know that you would lie if you were in his place—H. L. Mencken*
- *People who know little are usually great talkers, while men who know much say little—Jean Jacques Rousseau*
- *Ten people who speak make more noise than ten thousand who are silent—Napolean Bonaparte*
- *Experience is not what happens to a man. It is what a man does with what happens to him—Aldous Huxley*
- *Nothing in the world is more dangerous than sincere ignorance and conscientious stupidity—Martin Luther King*
- *Content makes poor men rich; discontent makes rich men poor—Benjamin Franklin*

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