



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".

APPPA Commences

The thirty-eighth Advanced Professional Programme in Public Administration (APPPA)—prestigious, state-of-the-art and customised nine-month programme for senior officers of the All India and Central Services including the Armed Forces and state governments—commenced on July 2 at IIPA. Sponsored by the Ministry of Personnel, Public Grievances and Pensions, it is scheduled to



Shri Ajit Kumar Seth delivers the inaugural address

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.	20 July, 2012 (Friday up to 5.30 p.m.)	Last date for receipt of Nomination Papers
2.	20 July, 2012 (Friday – 5.30 p.m.)	Opening of the Nomination Papers and notifying nominations received
3.	25 July, 2012 (Wednesday up to 5.30 p.m.)	Last Date for Withdrawal of Nomination Papers
4.	26 July, 2012 (Thursday from 10.30 a.m.)	Scrutiny of Nomination Papers
5.	6-9 August, 2012 (Monday to Thursday)	Despatch of Ballot Papers
6.	17 September 2012 (Monday up to 5.30 p.m.)	Last Date for receipt of Ballot Papers
7.	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.

conclude on March 31, 2013. It seeks to renew the participants' domain knowledge and sharpen their skill sets.

Shri Ajit Kumar Seth, Cabinet Secretary, inaugurated the programme. He observed that one of the strengths

The IIPA fraternity extends its greetings to all its readers for Raksha Bandhan

Letter of Appreciation

Mr. Rudra Gaurav Shresth, Counsellor (Head of Development Cooperation), Embassy of India, Kabul, expressed his gratitude for successful completion of the first training programme conducted by IIPA for officials of the Afghanistan Independent Directorate of Local Governance. He has further desired early commencement of the second training programme in the series. As approved by the Ministry of External Affairs, the entire training programme comprises the training of 258 Afghan officials spread out over 17 separate course modules.

of this programme is its unique combination of participants. He emphasised the need to fill the gap in accountability to meet the challenges. Shri P.K. Misra, Secretary, Department of Personnel and Training, was the Guest of Honour. Discussing about the programme, Shri Misra mentioned that it needs to remain dynamic with the change of time. He stated that good bureaucracy and good governance is the need of the hour. In his presidential address, Shri T.N. Chaturvedi, Chairman of IIPA, observed that this programme not only provides an opportunity for the participants for self introspection but also provides an opportunity to discuss emerging domestic as well as global problems. In his welcome

address, Dr. Rakesh Hooja, Director of IIPA, gave a perspective of the programme mentioning the genesis and evolution of the programme and its objectives.

Apart from providing an opportunity to the participants to develop a broader perspective and contribute to better governance, the programme has been designed to enable them to: (i) comprehend basic concepts of the social sciences and important issues of public administration and governance in India; (ii) analyse the factors that impact the formulation and application of policies and modalities thereof; (iii) apply relevant techniques from the social sciences and from policy and project analysis in their professional tasks; (iv) adopt a

framework for administrative reforms and efficiency; (v) apply analytical skills in decision-making; and (vi) function as proficient and citizen-oriented administrator-managers. Prof. Pranab Banerji, Programme Director, highlighted the content, design and methodology of the programme; and Prof. Rakesh Gupta, Programme Director, proposed the vote of thanks.

Programme on Consumer Protection and Consumer Welfare

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the captioned programme was conducted at IIPA by its Centre for Consumer Studies, for the faculty members of training institutions, from

हिंदी निबंध प्रतियोगिता 2012

भारतीय लोक प्रशासन संस्थान लोक प्रशासन के क्षेत्र में हिंदी में मौलिक तथा समसामयिक लेखन को प्रोत्साहित करने के लिए हिंदी निबंध प्रतियोगिता का आयोजन विगत कई वर्षों से करता आ रहा है। इस वर्ष **It yok qiforZ&Hjr dh WedK** 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 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 2012, 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 - 2012' 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 2012 है। निर्धारित तिथि के बाद प्राप्त प्रविष्टियों पर विचार नहीं किया जाएगा। प्रतियोगिता से संबंधित किसी भी प्रकार के स्पष्टिकरण के लिए प्रो० प्रमोद कुमार चौबे, संयोजक, राजभाषा कार्यान्वयन समिति, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ एस्टेट, रिंग रोड, नई दिल्ली - 110002 से सम्पर्क करें।

June 4-8. Apart from enhancing the participants' knowledge and skill in the area of consumer protection and consumer welfare, the programme was designed to enable them to: (i) comprehend the need and importance of consumer protection and welfare; (ii) acquaint 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 services sectors such as housing, healthcare, banking, insurance, etc; and (v) develop training skills. The faculty comprised guest speakers and in-house faculty. Prof. Suresh Misra and Dr. Mamta Pathania directed it.

Workshop on Open Data Development and Transparency Initiatives

The Institute collaborated with the World Bank in organising the programme on June 8. It was planned to raise awareness and ensure that average citizens and beneficiary communities learn to use the policy and open tools to access timely and relevant information and data on bank-financed projects and make the open agenda to be better known among academics, researchers, CSOs and policy-makers in the country. The broad objectives of the programme were to: (i) gain appreciation of the open development agenda and linkages between various initiatives; (ii) increase awareness on access to information, open data, mapping and other open data tools; (iii) be able to use open data tools to validate information: compare data across countries or settings; and (iv) know where to go for help and further support. Dr. Usha Mujoo Munshi coordinated the programme.

Discussion on Access, Accountability and Transparency

A panel discussion on the above theme was organised on June 8 in collaboration with World Bank. Among the panelists were Shri Samir Lal and Shri Vikram Chand of World Bank; Smt Anjali Bhardwaj of Satark Nagrik Sangathan; Smt Jayalakshmi of Central Statistical Organisation; and Prof. Pranab Banerji of IIPA. Dr. Rakesh Hooja, Director of IIPA, was the moderator of the discussion.

Seminar on Green Consumerism

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the captioned programme was conducted at IIPA by its Centre for Consumer Studies on June 19. Prof. C.K. Varshney, former Dean, School of Environmental Studies, JNU inaugurated the programme. He laid stress on drawing a well defined line between green excuse and green consumerism. He observed that as green products might have less impact on the environment but the phenomenon of excessive compulsive shopping may cause further problems. Besides understanding the impact of sustainable consumption on environment and natural resources, the programme was designed to enable the participants to: (i) comprehend and appreciate the concept of green consumerism; (ii) understand the attitudes driving and inhibiting the ethical consumerism revolution; (iii) shape attitudes and behaviours in terms of environmental awareness, concern and consumerism; and (iv) improve marketing practices by making intelligent and environment-friendly choices about products and services. Dr. Sapna Chadah and Dr. Shyamli Singh coordinated it.

Programme on Government Reservation Policy

The programme was organised

by IIPA for officers of Tehri Hydro Development Corporation (THDCIL), at Rishikesh on June 21-22. It was sponsored by THDCIL. Twenty six officers of the Corporation attended the programme. The faculty comprised two facilitators and the programme coordinator, Prof. Sushma Yadav.

International Workshop on Public Governance, Finance and Federalism

In an attempt to help Nepal to build its capacity for developing and implementing a federal democratic system, IIPA jointly with the Ministry of External Affairs, organised the captioned programme, for senior civil servants in the rank of Joint Secretary to the Government of Nepal, from June 23-28. Apart from providing exposure to federalism principles and practices, the programme was designed to: (i) help the participants appreciate characteristics of Indian Civil Services and its working; (ii) familiarise them with operational realities of the Indian system of governance; (iii) familiarise them with constitutional position and the experience of democratic decentralisation and local governance in India; (iv) enable them to draw lessons from the experience of Indian federation applicable to Nepal's constitution transition; (v) help them interact with some constitutional bodies in India; and (vi) make them have exposure visit to an Indian state, Uttarakhand. Dr. V.N. Alok coordinated it..

Programme on Planning, Provision and Management of Urban Infrastructure

Sponsored by the Ministry of Urban Development, the programme was conducted at IIPA by its Centre for Urban Studies from June 25-29. Apart from assimilating the present system of planning, provision and management of urban infrastructure

in the participating organisations like ULBs, DAs and utility boards, the programme was designed to: (i) disseminate the best practices thereby giving opportunity to the participants to adopt and replicate them; and (ii) encourage networking of the participants from the respective organisation in knowledge-sharing and opportunity to utilise the knowledge. The faculty comprised guest faculty and the programme coordinators, Dr. Kusum Lata and Dr. Lokendra Malik.

Workshop on Capacity Building of the NGOs

Sponsored by Dr. Ambedkar Foundation, an autonomous organisation of Ministry of Social Justice and Empowerment the workshop was organised by Dr. B. R. Ambedkar Chair in Social Justice at IIPA from June 25-29. Thirty-five participants

from 11 NGOs, who are working for the development of weaker sections in outside Delhi, participated in the programme along with the members from Dr. Ambedkar Foundation. The faculty comprised guest speakers and in-house faculty. Prof. Sushma Yadav and Dr. Charru Malhotra coordinated it.

Programme on Double Entry Accounting System

Sponsored by IDFC, the programme was conducted at IIPA, for New Delhi Municipal Corporation officials, from June 27-29. Apart from familiarising the participants with accounting as a business language, the programme was designed to: (i) discuss and illustrate the double entry accounting system and its mechanism; and (ii) provide an opportunity to have hands-on experience on TALLY. Prof. Nand Dhameja and Dr. V.N. Alok coordinated it.

Faculty News

• Prof. P.K. Chaubey spoke on “GST: Prospects and Constraints” in the technical session on “Governance of Indirect Reforms” in a seminar on “Taxation of Supplies of Goods and Services: Issues Relating State Policy, Governance and Welfare” sponsored

by the National Law School of India University, Bangalore on May 25.

• Prof. Vinod K.Sharma has been nominated as Executive Vice-Chairman of Sikkim State Disaster Management Authority (SSDMA) by the Government of Sikkim. On the occasion of World Environment Day, the National Institute of Disaster Management invited Prof. Sharma as Guest of Honour to deliver a special lecture on “Public Awareness in Environmental Management in India” on June 5.

• Prof. Sushma Yadav, Professor of Public Policy and Governance (i) attended the meeting of the Monitoring Committee constituted by the Indian Council of Philosophical Research (ICPR) for conducting research on Dalit Studies under the Research Project Committee of the ICPR at Lucknow on June 15; (ii) attended the interaction meeting of assessors for the National Assessment and Accreditation Council (NAAC) at Bangalore on June 13-14; and (iii) delivered a lecture on “Case Study as a Research Tool” at a Refresher Course on Research Methodology organised by the Academic Staff College, Kumaun University, Nainital on June 7.

युक्तिक उद्योगों के लिए

लोक प्रशासन के व्यक्तिगत ग्राहकों के लिये जुलाई 2012 से निम्न दरें लागू होंगी। अन्य श्रेणियों के लिये कोई परिवर्तन नहीं है।

	वर्तमान	संशोधित
वार्षिक शुल्क	रु. 175	200
सामान्य अंक	रु. 85	100
विशेषांक	रु. 125	200

NEWS FROM THE BRANCHES

Burdwan Local Branch

The branch organised a seminar on “Local Governance and Women’s Empowerment” on June 2. Prof. Gopa Samanta, Department of Geography, Burdwan University, delivered the key-note address. Ms. Kakali Mukherjee, Election OC, Burdwan; and Prof. Biswajit Ghosh, Department of Sociology, Burdwan University, also spoke on the occasion. Earlier, Dr. Bijoy Chand, Secretary of the branch, gave the welcome address; and Prof. Mohit Bhattacharya, Chairman of the branch, introduced the theme.

Delhi Regional Branch

The branch organised the following two lecture-meetings on June 1 and 15: (i) Dr.

K.D. Kanodia, Sr. Vice President of Delhi Homeopathy Medical Association, spoke on “Science of Homeopathy: A Boon for Ailments of Mankind”. Shri T.N. Chaturvedi, Chairman of IIPA, presided; and (ii) Dr. D.K. Agarwal, Sr. Consultant (Nephrology), Indraprastha Apollo Hospital, New Delhi spoke on “How to keep your Kidneys Healthy?”

Gulbarga Local Branch

The branch jointly with Rotary Club, Gulbarga organized a lecture-meeting on June 8, in which Dr. B.S. Gulshetty, Principal of Inamdar College, spoke on “Environment and Society”. Dr. Shreyans Kothari, President of Rotary Club, gave the welcome address and Shri Maruti K. Pawar, Secretary of the

branch, presided.

Jammu and Kashmir Regional Branch

The branch organised a lecture-meeting on June 2, in which Shri D.C. Raina, former Advocate General, Jammu and Kashmir, delivered the key-note address on “Public Services Guarantee Act—theory and practice”. He stressed upon the need for educating general masses about the utility of this Act and also urged that the State Government should bring maximum departments under the purview of this Act. Shri B.L. Saraf, former District and Session Judge, also spoke. Prof. K.L. Bhatia, former Head of Law Department, University of Jammu, presided over the programme.

Madhya Pradesh and Chhattisgarh Regional Branch

The branch organised a seminar on "Stress-free Senior Citizen" on May 20. Smt Mridula Agarwal, Writer, spoke on the topic. Earlier in April the branch organised a seminar on the theme of growing shortage of water.

Tirupati Local Branch

On the occasion of World Environment Day, the branch jointly with District Environment Centre, Tirupati organised a programme on June 5. Prof. M.A.K. Sukumar, Rector of Venkateswara University, inaugurated the programme by planting a sapling in the Vice-Chancellor's bungalow. Among the speakers were Shri M.V.N. Prasad, Regional Director of A.P. Pollution Central Board; Prof. D. Venkateswarlu, Principal of SVU College of Arts; Shri Malleswara Rao, Director of AIR; Dr. C. Swarajya Lakshmi, former Principal of SPW College. Earlier, the branch organised a

lecture-meeting on May 20, in which Prof. Narayan Prasad, Department of Economics, IGNOU, New Delhi spoke on "Global Trends in Social Science Research". Dr. Agarala Eswara Reddy, former Speaker; Prof. C. Subbamani, Prof. M.C. Reddeppa 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. Sibranjan 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.

ANNUAL ESSAY PRIZE COMPETITION-2012

The Executive Council of IIPA has approved the following topics for IIPA's Annual Essay Competition for 2012: **(i) The Meaning and Relevance of Public Administration in Today's India, (ii) Civil Society and Parliamentary Democracy in India, and (iii) Administrative Measures for Increased Agriculture Production.**

The value of one first prize is Rs. 5,000 and that of one second prize and one third prize are Rs. 3,000 and Rs. 2,000 respectively. There will be separate prizes for Hindi and English. Any competitor who has got a prize on one occasion will not, on any subsequent occasion, be eligible for an equivalent or lower prize. The joint authorship of essays shall not be allowed and any essay under joint authorship shall not be considered for competition.

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

(1): The Meaning and Relevance of Public Administration in Today's India

Public administration is often seen as a set of state institutions, processes, procedures, systems and organisational structures, practices and behaviour for managing public affairs to serve the public interest. Public administration, as a bureaucratic organisation, is conceived to work within a set of rules with legitimate, delegated, legal-rational authority, expertise, impartiality, continuity, speed and accuracy, predictability, standardisation, integrity and professionalism in order to satisfy the general public interest. As an instrument of the State, it is expected to provide the fundamental bases of human, societal and economic development and security, including freedom of the individual, protection of life and property, justice, protection of basic human rights, stability and peaceful resolution of conflict, whether in allocation and distribution of resources or otherwise. In this light, effective public administration is indispensable for the sustainability of the rule of law and for transforming countries in desired directions.

Consensus exists that the public needs a better government and bureaucracy which is more flexible, works efficiently and effectively, moves quickly toward objectives, and at the same time responding to the needs of the people without delays and with maximum social sensitivity, responsibility, and morality. Accordingly to make public administration relevant as an instrument of state action and the guarantor of the general interest and for ensuring development it needs to be revitalised. In a general way, a revitalised public administration, including its institutions, structures, systems, procedures, processes, networks, relationships, practices, approaches and methods of work, as well as leadership behaviour, should be effective, efficient, economic, transparent, accountable, equitable and responsive to the needs of the public and should embrace the participation of a broad spectrum of stakeholders and actors in all sectors at all levels.

The essay writers on this theme are expected to dwell upon among other things, the issues relating to the following: (a) The changing contours of public administration in today's India; (b) The role and relevance of public administration in public policy and socio-economic development; (c) The necessity of partnerships, collaborative and participatory governance in the process of human development and poverty reduction, (d) The need to redefine and reaffirm the role of the public administration and of the state *vis-à-vis* that of the private sector and civil society; (e) Reorganising the public services to embrace the principles of good governance, partnership, transparency, accountability, professionalism, ethics and integrity, (f) Mechanism for strengthening public administration and the institutions of governance to reduce trust deficit

(2): Civil Society and Parliamentary Democracy in India

While democracy is considered to be the best available form of government, there has been considerable debate over the years regarding the scope and limits of representative democracy. Recent years have also seen an increasing concern for engaging civil society institutions in the processes of governance. This has taken the form of partnerships as well as creation of consultative spaces for various groups. While Government of India has for long supported the voluntary sector initiatives in social welfare areas, the forms of association and support have multiplied. The financial commitment to the voluntary sector has also grown.

Recent debates on Lok Pal legislation brought the debate to a new level with parliamentarians asserting the doctrine of parliamentary sovereignty and the right of Parliament to decide the shape of legislation while civil society institutions raised the issue of engaging people in the processes of decision making and implementation. Parliament has been accused of being dominated by the criminal elements in society, whereas civil society institutions are accused of being plotted and funded by vested interests.

In this scenario, it is important to examine the possible ways of improving the state of governance and policy outcomes by not only increasing the synergy between parliamentary democracy and civil society in India, but also ensuring that the quality of both improves. The essay writers may examine: What should be done to improve the quality of Parliamentary democracy without compromising on the issues of autonomy and accountability as well as quality governance?

(3): Administrative Measures for Increased Agriculture Production

India is growing but its agriculture is not. Indeed, the farm sector is in bad shape. During the last two decades, beginning from early 1990s, the share of agriculture in the GDP has slipped from 35 per cent to 17 per cent and its annual growth is stagnating around 1.5 per cent. Nearly two-thirds (62 per cent) of Indian farm land is still dependent on rain-god. About half of the farmers are indebted and 40 per cent of them have taken loan from non-institutional sources, including money lenders at exorbitant interest rates. Almost a quarter of million farmers have committed suicides during the last two decades. Due to rising input costs, farming has become less profitable. As a matter of fact, 8 million people quit farming between the two earlier census periods (1991-2001).

Against this backdrop, the proposed essay can be attempted by addressing the following issues:

- Identification of issues restricting the growth of farm sector, including administered prices not in tune with the production cost, depleting underground water sources along with overuse of chemicals and fertilizers making farming unsustainable, collapse of agricultural extension services and institutional credit mechanism, vagaries of market including increasing control of MNCs over production and distribution of seeds.
- Designing a comprehensive policy to address a plethora of issues including those referred above and administrative intervention to synchronise functioning of several departments and ministries controlling policies separately on subsidy, credit, fertilizer import and agricultural research, extension management of land and water for agriculture and production.
- A call for production increase would invariably necessitate huge investment and also changes in farming practices including better appreciation for genetically modified crops. There is need for dispassionate analysis based on hard facts with long term implications (of direct capital investment in agriculture, switching over to genetically modified (GM) crops, more particularly, impact of GM (social, economic and environmental) on overwhelming small and marginal farmers.
- Apportioning the role of state and government, of market and of civil society with appropriate regulatory frame prepared by the administration.

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 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-2012, 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

Action may not always bring happiness; but there is no happiness without action — Benjamin Disraeli

Delhi-110002, by Registered Post, so as to reach him not later than the August 14, 2012. The envelope should be marked "Annual Essay Prize Competition 2012". 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 – 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

Aggression unchallenged is aggression unleashed — Phaedrus

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, 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

- *They that can give up essential liberty to obtain a little temporary safety deserve neither liberty nor safety* — Benjamin Franklin
- *The interpretation of dreams is the royal road to knowledge of the unconscious activities of the mind* — Freud
- *Do not follow where the path may lead. Go instead where there is no path and leave a trail* — Ralph Waldo Emerson
- *Faith is the bird that feels the light and sings when the dawn is still dark* — Rabindranath Tagore
- *Better the scolding of the wise than the adulation of the fools* — Swami Vivekananda

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