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NEWSLETTER



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## INSTITUTE NEWS

### Annual General Body Meeting

The fifty-ninth Annual Meeting of the General Body of the Institute will be held on Friday, October 18, 2013 at 5.00 p.m. in the IIPA Auditorium.

### Members' Annual Conference

The fifty-seventh Members' Annual Conference will be held on Saturday, October 19, 2013 at 10.00 a.m. in the IIPA Auditorium. The theme of the Conference is "Food Security in India—Issues and Suggestions for Effectiveness".

### APPPA Commences

The Advanced Professional Programme in Public Administration (APPPA)—high-end, customised and state-of-the-art 10-month programme for senior officers of the All India and Central Services including the Armed Forces and state governments—commenced on July 1 at IIPA. Sponsored by the Ministry of Personnel, Public Grievances and Pensions, it is scheduled to conclude on April 30, 2014. It seeks to renew the participants' domain knowledge and sharpen their skill sets.

Dr. K.S. Rao, Union Minister for Textiles, inaugurated the programme. Addressing the participants, Dr. Rao stated that they are the ones who can make or unmake the country. He mentioned that continuous learning and updating of knowledge is necessary for every one for any development. Dr. Sayeda Saiyidain Hameed, Member of Planning Commission, delivered a special address. Calling upon the participants, she opined that a long-term programme like this will provide them the necessary thinking space to reflect on their experiences, learn new ideas and acquire new skills, which then can be utilised to make significant improvements in their workplaces. In

his presidential address, Shri T.N. Chaturvedi, Chairman of IIPA, mentioned that one of the important aspects of administration is to have the sensitivity to anticipate the problems and address proactively. He observed that the culture of training institutions has to be such where participants get the opportunity to imbibe the principles and methods of good governance which is the bedrock of sustainable development. Earlier, Dr. Tishyarakshit Chatterjee, Director of IIPA, welcomed the dignitaries and participants. He added that APPPA provide an opportunity for self-development and contributing to enriching governance in the country. He gave examples of possible research directions especially in the urban informal sector.

Apart from providing an opportunity to the participants to develop a broader perspective and contribute towards 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 impart the formulation and application of policies; (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; (vi) improve implementation of government programmes; and (vii) function as proficient, ethical and citizen-oriented administrator-managers. Prof. Rakesh Gupta, Programme Director, highlighted the content, design and methodology of the programme; and Prof. Sushma Yadav, Programme Director, proposed the vote of thanks.

### Training of Trainers 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 institutes, from June 10-14. 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 coordinated it.

### **Provisional Training Programme (PTP-9)**

Sponsored by the Ministry of External Affairs, the captioned programme, part of Indo-Afghan partnership for strengthening sub-national governance in Afghanistan, was conducted at IIPA for the Afghan delegation from June 10-21. Apart from providing the participants with a broad understanding of various facets of public administration, the programme was designed to: (i) expose them to various good practices in India and to draw lessons from them; (ii) equip them with knowledge and skills to better manage conflicts and disasters; (iii) enhance their capacity in managing development programmes/projects; and (iv) develop soft skills for enhancing their performance. The

faculty comprised guest speakers and the programme coordinators, Prof. Vinod K. Sharma, Prof. K.K. Pandey and Dr. C. Sheela Reddy.

### **National Workshop on Food Security in India: Environmental Issues and Challenges**

To commemorate World Environment Day, IIPA's Centre for Climate Change, Environment and Drought Administration organised the captioned programme on June 11. It was sponsored by the Ministry of Environment and Forests. It deliberated on this year's theme "Think. Eat. Save. Reduce Your Foodprint". The workshop was inaugurated by Prof. C.K. Varshney, former Dean, School of Environment Studies, JNU after plantation of saplings in IIPA campus. He gave an exhaustive powerpoint presentation starting from United Nations Conference on Human Environment meet at Stockholm in 1972 to this year's theme. Two technical sessions covered broad themes: (i) Sustainable Agriculture and Climate Change; and (ii) Food Security in India: Challenges and Prospects. Apart from understanding the impact of unsustainable consumption on environment and natural resources, the programme was designed to enable the participants: (i) comprehend and appreciate the concept of food security; (ii) shape attitudes and behaviours in terms of environmental awareness, concern and sustainability; and (iii) include best practices by making intelligent and environment friendly choices about food choice. A large number of participants, including academia, scientists, administrators, researchers, social activists and NGOs attended the programme. Dr. Kusum Lata, Prof. Vinod K. Sharma

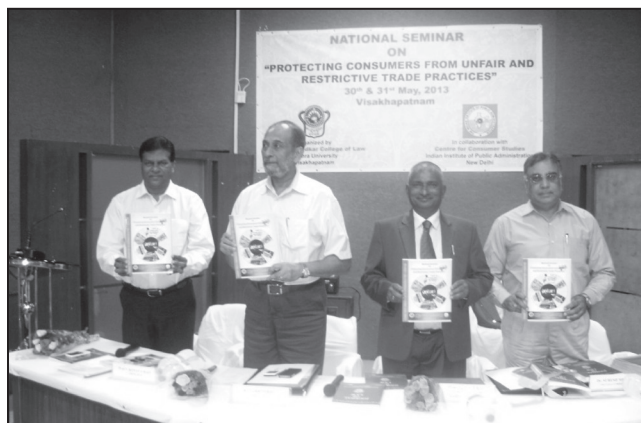
and Dr. Shyamli Singh co-ordinated it.

### **National Seminar on Protecting Consumers from Unfair and Restrictive Trade Practices**

IIPA's Centre for Consumer Studies—jointly with Dr. B. R. Ambedkar College of Law, Andhra University, Visakhapatnam--organised the captioned programme at Visakhapatnam on May 30-31. In his inaugural address, Prof. K. Rama Mohan Rao, Registrar of Andhra University, observed that though systems and mechanisms are in place, still we have not been able to protect the consumers from the unfair trade practices in the market and ensure quality products and services to them. He stated that the consumers also continue to suffer in silence and do not react to the exploitation as reactive time taken and cost incurred are too high. He emphasised that the voluntary consumer organisations can play a very significant role in curbing this menace. Prof. Suresh Misra, in his introductory remarks, mentioned that the unfair trade practices have been in existence from olden days, but now these have become a cause of concern as the magnitude and extent of these practices has increased many folds. He stressed the need for consumer awareness and education to build the capacity of consumers to understand such practices and take remedial measures against such practices. In his key-note address, Prof. Y. Satyanarayana, Director of School of Law, GITAM University, stated that as the laws are enacted by human beings to regulate their own behaviour, so we cannot expect wonders from any Act unless there is change in the values and culture of the society in general. He observed that in an era

of consumerism, buying and changing products constantly has become a status symbol which has led to accumulation of goods with or without reasons. In his presidential address, Prof. G.S.N. Raju, Vice-Chancellor of Andhra University, mentioned that the consumers today are fleeced by the false promise, misleading ads, offers and sale gimmicks; hence there is a need for curbing these practices through vigorous law enforcement and penalties which have deterrent effect on the traders. Dr. Tishyarakshit Chatterjee, Director of IIPA, in his valedictory address, stressed the need for civil society and people working at the grass roots level to make people aware and fight for their rights. As consumer is always at the mercy of the seller, he observed that in such conditions consumer protection cannot be left to the quasi-judicial machinery. The objectives of the programme were to: (i) assess the adequacy of practices listed as unfair and restrictive trade practices; (ii) build awareness against such practices among the various stakeholders; (iii) delineate the roadmap to curtail such practices; and (iv) assess the efficacy

of redressal mechanism in curbing such practices. The seminar provided a platform to the participants to deliberate on the various unfair and restrictive trade practices prevailing in Indian markets. It aimed at structuring a marketing system that is devoid of unfair and restrictive trade practices where consumer interest is adequately protected. The seminar was divided into six thematic sessions on: (i) Scope of Unfair Trade Practices; (ii) UTPs Relating to Sale of Goods; (iii) UTPs Relating to Provision of Services; (iv) Unfair Advertisements and other UTPs; (v) Scope of Restrictive Trade Practices; and (vi) Redressal of Grievances. Around 30 papers were presented in two days. More than 100 participants participated in the seminar which included academicians, researchers, representatives of VCOs / NGOs and



*Release of National Seminar Proceedings on Protecting Consumers from Unfair and Restrictive Trade Practices by the dignitaries.*

students. Prof. Suresh Misra and Dr. Sapna Chadah coordinated it.

### **Workshop on Gender Budgeting**

The Ministry of Women and Child Development collaborated with IIPA in organising a Workshop on Gender Budgeting for Officials of State Departments of Finance, Planning and WCD/ Social Welfare on June 20-21. In his inaugural address, Dr. Tishyarakshit Chatterjee, Director of IIPA, stressed the importance of using quality based indicators, horizontal planning and logical frameworks to achieve the required outcomes. Ms. Padmaja Mehta,

### **MEMBERS' ANNUAL CONFERENCE**

The 57<sup>th</sup> Members' Annual Conference will be held in October 19, 2013 in IIPA's Auditorium. The theme/subject of the Conference is "**Food Security in India -Issues and Suggestions for Effectiveness**". All the members of the IIPA are eligible to submit their papers on the theme.

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

Entries may be sent to the Director, IIPA or Research Coordination Unit at its email: [rcunitiipa@gmail.com](mailto:rcunitiipa@gmail.com). The last date for receipt of entries is September 15, 2013. Papers received thereafter will not be considered. The papers will be scrutinised by a committee of experts. Only those papers which are accepted for presentation will be circulated. However, synopses of all the papers will be circulated.

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

### 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 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 & 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 centers, 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.

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.

Senior Economic Adviser, MWCD, also addressed the participants and explained why gender budgeting was important. Besides understanding of gender budgeting related concepts, experiences and tools and their importance in the context of the Twelfth Plan, the programme was designed to enable the participants to: (i) cross learn regarding progress made and challenges faced or surmounted in implementing gender budgeting; and (ii) identify linkages between gender budgeting, outcome budgets and the RFD. Prof. Aasha Kapur Mehta coordinated.

#### **Programme on Higher Administration and Legal Matters**

Sponsored by the Central Public Works Department, the programme

was conducted at IIPA, for executive engineers (civil and electrical) of CPWD, from June 24-July 5. Besides comprehending the dynamics of public administration and its changing nature, the programme was designed to enable the participants to: (i) integrate the various legal provisions applicable in administrative functioning; (ii) understand the limits that the law places on their decision-making powers; (iii) appreciate the intricacies of judicial procedure in general and the requirements of fairness and reasonableness in the functioning of administration; and (iv) develop effective leadership for better administration. The faculty comprised guest speakers and in-house faculty. Prof. P.K. Chaubey and Dr. Sapna Chadah coordinated it.

#### **Faculty News**

- On the invitation from the Ministry of Rural Development, Prof. Aasha Kapur Mehta, Professor of Economics (Economic Policy), spoke in a panel discussion in the session "Prerna-Inspiring Journeys of Transformation" in which success stories were presented by self-help group leaders on June 3 at Pragati Maidan.

- Dr. V.N. Alok delivered a talk on Fiscal Federalism at the Bureau of Parliamentary Studies and Training (BPST), Lok Sabha Secretariat on 13 June to a delegation from Ethiopia headed by State Minister of Federal Affairs, Ministry of Ethiopia.

***Neurosis is always a substitute for legitimate suffering — Carl Gustav Jung***

### 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)*.

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 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.

**Poetry is the rhythmical creation of beauty in words — Edgar Allan Poe**

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## NEWS FROM BRANCHES

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### Madurai Local Branch

The branch organised a lecture-meeting on May 29, in which Shri G. Hari, General Manager of TVS Sri Chakra Ltd., Madurai, spoke on "Foreign Direct Investment: What It Means to the Public". Shri

G. Venkidusamy, Chairman of the branch, presided over the programme.

### Tamil Nadu Regional Branch

The branch organised a lecture-meeting on June 15, in which Thiru Narayana Vishwanath, former Chief

General Manager of RITES, spoke on "Administration over Time and Sharing of Experience". Thiru M. Krishnan, Vice-Chairman of the branch, gave the welcome address; and Thiru P.R. Shampath, Chairman of the branch, presided over the programme.

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## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

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### Quotable Quotes

- *The whole problem with the world is that fools and fanatics are always so certain of themselves, but wiser men so full of doubts* — Bertrand Russell
- *To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment* — Ralph Waldo Emerson
- *Wise men speak because they have something to say; Fools because they have to say something* — Plato
- *You are rewarding a teacher poorly if you remain always a pupil* — Friedrich Nietzsche
- *The eye sees a thing more clearly in dreams than the imagination awake* — Leonardo da Vinci
- *Any fool can tell the truth, but it requires a man of some sense to know how to lie well* — Samuel Butler

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