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INSTITUTE NEWS

Government of India Felicitates States based on IIPA Study

In the third successive year, the Government of India felicitated the states ranked high both in the cumulative and incremental panchayat devolution indices computed by IIPA. In the last two years, the Prime Minister awarded the states in Vigyan Bhawan on Panchayat Diwas celebrated on the April 24. Like the last two years, the book, based on IIPA study, entitled *Devolution to Panchayats in India: Ranking Functional Environment at Sub-National Level* by Dr. V.N. Alok was released on April 24 at the Vigyan Bhawan Plenary by Shri Jairam Ramesh, Minister of Rural Development, Drinking Water and Sanitation; and Shri V. Kishore Chandra Deo, Minister of Tribal Affairs and Panchayati Raj. Shri Pawan Singh Ghatowar, Minister of DONER; and Ms. L.M. Vas, Secretary, Ministry of Panchayati Raj, were also present. The book is jointly published by the Ministry of Panchayati Raj, and the IIPA. The study ranks states and computes a panchayat devolution index under the Panchayat Empowerment and Accountability Incentive Scheme (PEAIS), a Central sector scheme funded by



From L-R: Shri Pawan Singh Ghatowar, Shri V. Kishore Chandra Deo, Shri Jairam Ramesh and Ms. L.M. Vas.

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.	2 July, 2012 (Monday from 10.00 a.m. to 5.30 p.m.)	Starting Date for receipt of Nomination Papers
2.	20 July, 2012 (Friday up to 5.30 p.m.)	Last date for receipt of Nomination Papers
3.	20 July, 2012 (Friday – 5.30 p.m.)	Opening of the Nomination Papers and notifying nominations received
4.	25 July, 2012 (Wednesday up to 5.30 p.m.)	Last Date for Withdrawal of Nomination Papers
5.	26 July, 2012 (Thursday from 10.30 a.m.)	Scrutiny of Nomination Papers
6.	6-9 August, 2012 (Monday to Thursday)	Despatch of Ballot Papers
7.	17 September 2012 (Monday up to 5.30 p.m.)	Last Date for receipt of Ballot Papers
8.	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.

The IIPA fraternity extends its greetings to all its readers for Hazrat Ali's Birthday and Rath Yatra

the Government of India to the state governments/UTs on cent per cent grant basis. The scheme was formulated with the objectives to: (a) incentivise states to empower the panchayats; and (b) incentivise panchayats to put in place accountability systems to make their functioning transparent and efficient in order to accelerate the pace of empowerment of the panchayats as institutions of local self-government in terms of articles 243G and 243H of the Constitution. Dr. V.N. Alok conducted the study.

Programme on GIS, an essential tool of Urban Development

Sponsored by the Ministry of Urban Development, the captioned programme was conducted at IIPA, for senior/middle level officers drawn from various urban bodies, from May 1-12. The programme was designed to sensitise the participants to the efficacy of remote sensing and geographic information systems in urban development. The programme-content included were: (i) urban development, planning and management; (ii) concepts of remote sensing, GPS and GIS; (iii) hands-on practical application of GPS, Total station and arcview (GIS software); and (iv) urban mapping and planning exercise. The faculty comprised guest speakers and the programme coordinators, Dr. Kusum Lata and Dr. Lokendra Malik.

Programme for the Presidents and Members of the District Consumer Forums

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution under the guidance of the National Consumer Disputes Redressal Commission, the programme was conducted at IIPA by its Centre for Consumer Studies from May 7-11. The programme was inaugurated by Justice Bhanwar Singh, former President, UP State Commission. Justice R.C. Jain, Member of NCDRC, delivered the valedictory address and handed out certificates to the

participants. 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 Dr. Sapna Chadah coordinated it.

Brainstorming Workshop on NMEW Pilots

The Institute teamed up with National Mission for Empowerment of Women, Ministry of Women and Child Development in organising the captioned programme on May 12. The purpose of the programme was to understand different models that can demonstrate convergence at appropriate levels for empowerment for women and to gain clarity regarding the possible structure of the new pilots, institutional platforms for convergence and modalities for selection of implementing agencies. Prof. Aasha Kapur Mehta coordinated it.

Programme for Bangladesh Civil Servants

Three short-term India Modules for the 79th Advanced Course on Administration Development and the 48th Foundation Training Course for Bangladesh Civil Servants were held at IIPA on 7, 14 and 21. The participants were exposed to Indian governance: issues and challenges; Indian administrative structure and administrative reforms; local

government and public service delivery; primary healthcare system in India, etc. through lectures delivered by in-house faculty. Prof. J. Guha Roy and Prof. Sushma Yadav coordinated it

Two Workshops on RTI

The Institute organised a back-to-back workshops on the "Right to Information Act" on May 21 and 22. Sponsored by the Department of Personnel and Training, the first one focused on "Capacity Building Measures in the Implementation of the Right to Information Act". The workshop was inaugurated by Shri Manoj Joshi, Joint Secretary (Personnel), inaugurated the programme with an address; and Dr. Rakesh Hooja, Director of IIPA, delivered a special address on "Capacity Building for RTI". The participants included RTIs trainers from ATIs, civil society organisations working in the field of capacity building, and presenters of best practices in the implementation of RTI, selected during the regional workshops held in ATIs during 2010-11 and 2011-12. Presentations by ATIs highlighted the capacity building measures that the various ATIs had initiated. The workshop also provided the DOPT a forum to interact with the ATIs on the New Plan Scheme on RTI. The theme of the second one was "RTI and Information Commissions". It was inaugurated by Shri Satyananda Mishra, Chief Information Commissioner. Dr. Rakesh Hooja spoke on the "Some Issues in the Implementation of RTI". The participants of this programme were stakeholders drawn from the state information commissions, civil society organisations, as well as presenters of best practices and success stories in the implementation of RTI. The DoPT had detailed interaction with SICs on the New Plan Scheme on RTI. Prof. Sujata Singh coordinated both the programmes.

Training Programme for IIPA Staff

The Institute organised in-service training programme on ICT basics and Computer Applications for Group C

and D staff from April 30-May 11. It was designed to enable the participants to comprehend the basics of ICTs; imbibe skills in using MS-Office for office automation for word-processing skills and achieve the knowledge and skills required to be an empowered internet-user. Dr Charru Malhotra coordinated it.

National Conference on National Security and People's Right to Information in India

The Institute jointly with Commonwealth Human Rights Initiative (CHRI) organised the programme at IIPA on May 27-28. Mr. George Verghese, Journalist; Ms. Maja Daruwala, Director of CHRI; Dr. Rakesh Hooja, Director of IIPA; Ms. Sandra Coliver of Open Society Justice Initiative spoke at the inaugural session. Shri Satyanand Mishra, Chief Central Information Commissioner of India, also participated. The programme discussed the manner in which public authorities in India have dealt with request under RTI Act for information relating to national security; took stock of decisions of information commissions and courts regarding information access disputes in relation to national security; and discussed and refined global draft principles on national security and the right to information. Prof. Sujata Singh of IIPA and Shri Venkatesh Nayak of CHRI coordinated it.

Director Visits Sri Lanka

At the instance of the Commonwealth Association for Public Administration and Management (CAPAM) headquartered in Canada (of which Government of India is a country member and IIPA an institutional member), Dr. Rakesh Hooja, Director of IIPA, visited Sri Lanka from May 7-11 to participate in the Commonwealth Symposium on "Strengthening Public Service Excellence", organised jointly by the Ministry of Public Administration and Home Affairs, Government of Sri Lanka, Sri Lanka Institute of Development Administration (SLIDA), the Governance

and Institutional Development Division of the Commonwealth Secretariat, and CAPAM from May 8-10 at Colombo. Dr. Hooja was the featured speaker at the session on "Cultivating Public Service Strategies for Training and Development", and spoke on (i) "Indian Civil Service System and Training at National and State levels" and (ii) "Strategies for Strengthening Capacity for the Sri Lankan Public Service". Dr. Hooja also visited SLIDA and learnt about the courses being offered by them for civil servants. The Commonwealth Secretariat and CAPAM are considering to support a network of IIPA, SLIDA, National Institute of Public Administration of Malaysia and Singapore's Civil Service College for capacity building to help develop the public service in Sri Lanka. During his stay in Colombo, Dr. Hooja also met Mr. A.K. Kantha, India's High Commissioner to Sri Lanka.

Faculty News

- At the suggestion of DoPT, the Management Development Institute, Gurgaon has made Dr. Rakesh Hooja, Director of IIPA, a member of the Programme Advisory Committee (PAC) of its PG Diploma in Public Policy and Management for the Group A officers of Government of India. Dr. Hooja would also be a member of the Course Review and Design Committee of the PAC.

- Prof. Aasha Kapur Mehta, Professor of Economics (Economic Policy), spoke on "Using Gender Budgeting as a tool for Mainstreaming Gender in Policy" at a Gender and Development Workshop, organised at Jagori Rural, Sidhbari, Kangra on May 4. Earlier, she made a presentation on "Women's Priorities in Water and Sanitation Projects" on April 27 at a Workshop on "Gender and Urban Development for the North Eastern Region Urban Development Programme" organised by the Ministry of Urban Development at Nirman Bhawan, New Delhi.

- Dr. C. Sheela Reddy, Associate Professor of Socio-political

Development (Applied Social Sciences), was a resource person in the UGC Workshop on "Capacity Building of Women Managers in Higher Education organised by Sarojini Naidu Centre for women's Studies, Jamia Millia Islamia from April 24-28. She handled two sessions on "Women and Governance of Higher Education" on April 25.

- Prof. P.K. Chaubey, Professor of Economics (Economic Administration), delivered the following lectures on (i) "The World is Statistical"; (ii) "The World is Statistics"; (iii) "Sense of Sampling"; and (iv) "Measurement of Inequality" in the workshop on "Research Methodology and Project Formulation. It was organised by Giri Institute of Development Studies, Lucknow in collaboration with Indian Association of Social Science Institutions on May 18-19.

- Prof. Sushma Yadav, Professor of Public Policy & Governance and Chair Professor, Babasaheb Dr. B. R. Ambedkar Chair in Social Justice (i) was one of the panelists at a discussion on "Use and Abuse of Dalit Assertion: Micro to Macro-Maharashtra to Rashtra" organised by the Working Group on Alternatives Strategies at India International Centre, New Delhi on May 1; (ii) was one of the panelists at the Lok Sabha TV programme, *A Page from History* to discuss "60 Years of Indian Parliament"; (iii) delivered the First Ambedkar Memorial Lecture organised by the Rashtrasant Tukadoji Maharaj Nagpur University, on the occasion of the Birth Anniversary Function of Babasaheb Dr. B. R. Ambedkar on April 14; (iv) Prof. Yadav was awarded Savitribai Fule Lifetime Achievement National Award in the field of Education by the Mahatma Fule Talent Research Academy, Nagpur on April 14; and (v) delivered the concluding speech at a weeklong Samta Parva-2012, organised to celebrate the Birth Anniversaries of Kranti Surya Jyotiba Phule and Dr. Babasaheb Ambedkar at Yavatmal, Maharashtra on April 13.

NEWS FROM THE BRANCHES

Delhi Regional Branch

The branch organised the following lecture-meetings on April 16 and May 4: (i) "Science of Homeopathy: A Boon for Ailments of Mankind" by Dr. K.D. Kanodia, Sr. Vice-President of Delhi Homeopathy Medical Association; and (ii) "Conservation Measures for Saving Precious Water: Bardhan Methods" by Shri S.C. Bardhan, former CMD of National Textile Corporation (West Bengal, Assam and Odisha).

Dharwad Local Branch

The branch, jointly with the Department of Economics, Karnatak University, organised a seminar on "Governance and Economic Development" on April 17. The programme started with felicitation to Shri S. Ramanathan, Chairman of Karnataka Regional Branch, for his distinguished services. Dr. R.G. Akkihal, Professor Emeritus, Department of Economics, Marshall University, USA, was the Chief Guest; and Dr. Harish Ramaswamy, Chairman of the branch, presided over this session. The seminar was inaugurated by Shri Ramanathan; and Dr. R.G. Akkihal gave the key-note address. Dr. P.M. Savadatti, Chairperson, Department of Economics, Karnatak University, presided over the session. Dr. V.T. Patil, former Vice-Chancellor of Pondicherry University, delivered the valedictory address.

Howrah Local Branch

The branch organised seminar on "Present Economic Scenario in the Context of Globalisation" on May 4. Dr. Dhanpad Agarwal, Economist, gave the key-note address. Prof. Sankar Kr. Sanyal, Vice-Chairman of the branch, presided over the programme.

Jammu and Kashmir Regional Branch

The branch organised a lecture on "Micro-hydro Electric Projects" on April 30. Er. P.N. Daftri, former Chief

Engineer, read out the concept paper. Er. D.S. Pawar, Member of State Electricity Regulatory Commission, was the Chief Guest and presided over the programme; and Er. Ashok Koul, Chief Engineer of Power Development Corporation, Jammu, was the Guest of Honour. Er. Koul highlighted the role of Power Development Corporation in identification, investigation and allotment of small hydel projects to IPPs. Er. Powar pointed out that un-electrified villages are in the different terrain or located in the remote and far-flung areas of the State.

Karnataka Regional Branch

The branch teamed up with the Centre for Policies and Practices in organising a round table discussion on "Is India a Failing State? Is there an Alternative?" on April 28. Justice N. Santosh Hegde, former Lok Ayukta of Karnataka; and Justice V.S. Malimath, former Chief Justice of Kerala and Karnataka High Courts, were the Chief Guests. Justice M.N. Venkatachalaiah, former Chief Justice of India, presided. Opinion at the round table was divided over whether India is already a failed State or not. Justice Venkatachalaiah took a mid position by presenting a balance sheet of India's achievements and failures. Shri V. Balasubramanian, Vice-Chairman of the branch, stated that four sub-groups would be constituted in the following areas to take the dialogue and discussion further: (i) judicial reforms; (ii) election and political party reforms; (iii) ethical issues; and (iv) taming the market economy.

Maharashtra Regional Branch

The branch organised Shri B.G. Deshmukh Memorial Lecture on April 24. Shri Kumar Ketkar, Chief Editor of *Divya Marathi*, spoke on "Media, Bureaucracy and Political Class". He commented on the present atmosphere of collapse of trust in the country between the three wings of our

system—the bureaucracy, the political establishment and the media. He compared the current situation in the country to the developments leading to the collapse of the Soviet Union in 1991.

Mizoram Regional Branch

The branch, jointly with the Department of Public Administration, Mizoram University, organised a "National Seminar on HRD and Public Administration" on April 27. Prof. C. Lalkima, Chairman of the branch, presided over the inaugural session. Prof. Srinibas Pathi presided over the technical session. Prof. Thangchungnunga, Registrar of Mizoram University, inaugurated the seminar. Dr. Girish Kumar of IIPA participated as a discussant. Twelve papers were presented. Earlier, on April 25, the branch had an interactive session with Dr. Sachin Chowdhry of IIPA, who discussed some of the significant issues relating to urban administration and JNNURM in Mizoram with Prof. C. Lalkima, Prof. Srinibas Pathi and Dr. Lalrintluanga.

Odisha Regional Branch

The branch organised a seminar on "Approach to 12th Five Year Plan". Shri Sanjib Chandra Hota, Chairman of the branch, presided over the seminar and gave the introductory talk on the subject. Dr. R.V. Singh, former Special Secretary, State Planning and Coordination Department, spoke on the theme and indicated the preparedness of the State Government for the Plan. Prof. Sudhakar Panda gave a detailed analysis on the macro-economic fundamental and approach to 12th Plan. The branch also organised a seminar on "Human Rights and Marginalisation Tribals" on May 10. Introducing the subject, Sri Amiya Bhusan Tripathy, former DGP of Odisha, raised three issues relating to the subject of discussion, rights of the forest dwellers both traditional and tribals,

development induced displacements, and migration for livelihood. Shri Ajit Tripathy conceptualised marginalisation and related it to human rights violation taking place in different parts of the country and Odisha. Dr. Amrita Patel, Women Rights Activist, focused on marginalisation from a gender perspective and suggested for gender based RR policy. Dr. Bijoyini Mohanty suggested for a long-term action plan for the marginalised. Shri Sanjib Chandra Hota, Chairman of the branch, presided over the meeting and said that human rights of the marginalised needs to address food, health and job security.

Rajasthan Regional Branch

The branch teamed up with the Management Development Academy in organising a review seminar on *Corporate Chanakya: Successful Management the Chanakya Way* by Radhakrishnan Pillai. Conducting the seminar, Prof. Ramesh K. Arora, Chairman of the branch, highlighted the wisdom of Chanakya that are relevant to success in the corporate world and the governance systems, particularly on leadership, motivation, planning, strategy, time management and citizen welfare. Earlier, the branch organised the following lecture-meetings on April 23 and 24: (I) "Ethics Beyond Law"

by Shri V.S. Dave, former Judge of Rajasthan High Court. He emphasised that ethics should be the foundation of all human action and even law should be ethical in content, spirit and impact. Shri S.P. Singh, former Director General of Police, presided. (II) "Law and Environment in India" by Dr. N.H. Gupta, former Professor of Law. He stressed the need for more effective implementation of environmental laws, greater public participation in environmental protection, emphasis on sanitation, reduction of poverty, slum redevelopment, etc. Shri H.L. Chauhan, Vice-Chairman of the branch, presided.

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 address 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 seed.
- 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

It is the mark of an educated mind to be able to entertain a thought without accepting it — Aristotle

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

You can do anything, but not everything — David Allen

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.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

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Quotable Quotes

- ***No one can make you feel inferior without your consent*** — Eleanor Roosevelt
- ***You can fool some of the people all of the time, and all of the people some of the time. But you cannot fool all of the people all of the time*** — Abraham Lincoln
- ***The purpose of life is a life of purpose*** — Robert Byrne
- ***Failures do what is tension relieving, while winners do what is goal achieving*** — Dennis Waitley
- ***He who speaks without modesty will find it difficult to make his words good*** — Confucius
- ***Confidence is the feeling you have before you understand the situation*** — Mark Twain

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