



IIPA NEWSLETTER

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INSTITUTE NEWS

APPPA Inauguration

The forty-first Advanced Professional Programme in Public Administration (APPPA) — the customised 10-monthlong programme for senior officers of the All India and Central Services including the Armed Forces—commenced on July 1 at IIPA. Sponsored by the Ministry of Personnel, Public Grievances and Pensions, it is scheduled to conclude on April 30, 2016. Inaugurating the programme, Shri Jayant Sinha, Union Minister of State for Finance, emphasised that we are at a profound moment in India's history. He expressed that we have a global economy that is looking for leadership and the opportunity is now for India to really demonstrate that leadership. There is need to have a grip on the challenges of job creation for a young work force, strengthening the institutions of governance and environmental challenges. Stressing on the improvement of character, capacity and competence of civil servants, Shri Sinha stated that there is need to focus on young officers say, at the joint secretary levels in this endeavour. Shri T.N. Chaturvedi, Chairman of IIPA, discussed the changing nature of administration and the challenges that it faces today. Tracing the genesis of APPPA, he observed that the programme will enable the participants to contemplate away from their busy schedules and specialise in topical areas of national concern. Earlier, in his welcome address, Dr. Tishyarakshit Chatterjee, Director of IIPA, observed that the programme not only provides an opportunity for self-improvement in areas of the participants' own specialisation, but also to take advantage of the problems of governance they perceive daily in their focus, approach, structure and processes in

delivery systems for the citizen. He emphasised that at a time when India seems to be at a take-off stage APPPA provides a great opportunity to move away from the ordinary and innovate new systems that could work better for the citizen. Prof. Shri Prakash Singh, Programme Director, highlighted the content, design and methodology of the programme; and Dr. Sachin Chowdhry, Programme Co-director, proposed the vote of thanks. The programme seeks to prepare the participants to make a greater contribution to better governance, develop attitudes that focus on citizen-centric delivery of services and also to strengthen leadership qualities in the civil service. Apart from learning recent developments in the social sciences and their application in administration, the programme has been designed to provide opportunities to the participants to: (i) analyse major contemporary issues in governance; (ii) analyse the factors that impact the formulation and application of policies and improve implementation of governmental programmes;



Shri Jayant Sinha delivers the inaugural address

The IIPA fraternity extends greetings to all its readers for Jamat-ul- Vida, Idu'l Fitr and Rath Yatra

(iii) apply relevant concepts, skills and techniques relating to policy, behavioural and administrative sciences; (iv) review their experiences by making a critical analysis of environmental and other factors; and (v) demonstrate creative and analytical abilities individually and in groups and function as proficient, ethical, responsive and result-oriented administrators/managers.

Advanced Leadership Programme for Public Sector Executives

IIPA in association with the Ecole Nationale d'Administration (France) and the Shanghai Economic Management College (China) organised the captioned programme from June 1-30. Shri T.N. Chaturvedi, Chairman of IIPA, inaugurated the programme. Besides preparing enterprise leaders capable of leading their organisations to achieve national aspirations in the new globalised era, the programme was designed to: (i) develop a shared vision for state owned enterprises (SOEs) as a significant contributor to public policy and national objectives in the current global environment; (ii) enrich the participants through sharing of experiences, national and international, and provide opportunities for building relationships with key stakeholders; (iii) develop creative and lateral thinking abilities for building globally competitive organisations in the public domain; (iv) develop a critical understanding of culture and management practices in countries abroad with implications for Indian organisations; and (v) understand the intricacies of organisation development, public policy and change management in the public domain. Programme faculty comprised guest speakers and the programme coordinators, Prof. PranabBanerji, Dr. Roma MitraDebnath and Dr. PawanTaneja.

Advanced Management Development Programme for Bangladesh Civil Service Officers

Sponsored by the Ministry of Public Administration, Government of Bangladesh, the programme was conducted at IIPA from June 4 to July 2 for about a hundred BCS officers in three batches. Besides creating a competent, professional and motivated public administration for successful implementation of different components related to Millennium Development Goals (MDGs) and Poverty Reduction Strategy (PRS), the programme was designed to: (i) develop in the field level officers of BCS and of all cadres knowledge of good governance, development administration,

development economics, environmental management, global warming/climate change, renewable energy, sustainable development, poverty alleviation and disaster management, etc; (ii) provide international exposure to officers of BCS cadres to enhance their knowledge and skill of policy and programme management and administration of development in other developing countries; and (iii) instill a sense of responsibility among the civil servants and create a core competence for professional excellence so that they can play a vital role in implementing political decisions. Programme faculty comprised guest speakers and in-house faculty. Prof. AashaKapur Mehta, Prof. Dolly Arora and Prof. NandDhameja coordinated it.

Discussion on River surface and Ghat Cleaning programme

The Institute organised a discussion on the captioned topic initiated by National Mission for Clean Ganga (NMCG) on June 30. Primarily the discussion focused on the technical and financial tender invited by NMCG from reputed and experienced firms/contractors for solid waste management (floating and stagnant trash) in the entire stretch of the river surface abutting the town, Ghats and 100 m wide corridor along the river banks identified in 11 towns such as Rishikesh, Haridwar, Garhmukteshwar, Mathura-Vrindavan, Kanpur, Allahabad, Varanasi, Patna, Sahibganj and Kolkata. The scope of the tender included: (i) arresting the entry of all floating solid wastes into the River at all inlet points; (ii) cleaning of floating trash from the river surface and surveillance through public address system; (iii) cleaning of ghats (iv) environmental monitoring / surveillance of drains; (v) disposal of cremation ghat waste; (vi) creation of toilet facilities to ensure open defecation free ghats/ river banks; and (vii) collection of waste from 100m corridor along the bank through vehicle fitted with public address system and installation of adequate dustbins in the entire stretch of the river surface for the 11 identified towns. The discussion focused on performance outcomes, monitoring mechanism, penalty system, use of latest technology, innovation and environmental monitoring system for cleaning and monitoring river Ganga and its ghats. It was attended by district magistrates, Commissioners and SPMGs of 11 enlisted cities situated in the entire stretch of the river surface. More than 50 participants from the above mentioned cities participated in the discussion. The participants came up with many

suggestions for further improving the tender document. The Mission Director Shri T.V.S.N. Prasad moderated the discussions and urged the representatives of the 11 enlisted cities to make the necessary changes in tender document and send it back to NMCG by July 10. The event was coordinated by IIPA – Ganga GyanDhara team, Prof. Vinod K Sharma, Dr. Usha Mujoo Munshi and Dr. Shyamli Singh.

Faculty News

- Prof. Suresh Misra, Professor of Public Administration (with specialisation in Consumer Affairs) has been nominated as the member of the 29th Central Consumer Protection Council for a period of two years. The Council is a statutory body constituted by the Central Government with the objective to promote and protect the rights of the consumers. It is headed by the Union Minister of Consumer Affairs, Food and Public Distribution.
- On the invitation from AajTak channel, Dr. CharruMalhotra, Associate Professor of e-Governance and ICT, interacted with Smt. Smritilrani, Union Minister for Human Resource Development on June 1. The interaction had been centred on issues related to the new education policy especially with regard to the ICT focus in it. Dr. Malhotra spoke on “Policy Perspective and Capacity Building for Economically Sustainable City Development” in the national conference on “Innovation to Make Cities Financially Sustainable, organised by the ASSOCHAM on April 14. She was invited by the Department of Personnel and Training in collaboration with UNDP for representing IIPA in a two-day national symposium on “Excellence in Training-Nset” at Vigyan Bhawan on April 11-12. The event was organised with the overarching objective of providing an annual national platform for a range of key stakeholders associated with the training of government sector employees. Supported by IIPA faculty and staff, a stall was put up to showcase various academic endeavours of IIPA, which was visited by Dr. Jitendra Singh, Union Minister of State for Personnel, Public Grievances and Pensions. With renewed thrust areas of Digital India and e-Kranti in the present capacity building endeavour for district officials, Department of Electronics and Information

Technology has released a sum of Rs. two crore for an e-governance project being coordinated by Dr. Malhotra.

Members' Annual Conference

The fifty-ninth Members' Annual Conference will be held in October 2015 in the IIPA Auditorium. The theme of the Conference is “Higher Education at Crossroads”. The date of the Conference will be intimated in due course.

The Executive Council in its meeting, held on March 24, has approved: (i) Making in India: Rhetoric or Reality; (ii) Clean India (Swachh Bharat); and (iii) Millennium Development Goals as the topics for the Annual Essay Prize Competition 2015; (II) Pressure Groups and Democratic Governance as the topic for Special Issue of IJPA (July-September 2015); and (III) Mahila Sashaktikaranevam Bal Kalyanas the topic for Special Issue of Lok Prashasan (July-December 2015).

Professor Saroja Memorial Award

The Indian Institute of Public Administration invites articles from individual authors/ researchers for the ‘Professor Saroja Memorial Award.’ The article must address one or more of the many issues in the broad area of “Gender Equity”.

Application procedure: All submitted articles should be recent, unpublished and of a quality appropriate for publication. They should be typed in double space and both hard and soft copies of the article are required. The hard copy of the article should be sent to the Director, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi-110002 and marked “Article for Saroja Memorial Award.”

- Contact information
- Signed statement stating that IIPA will have the right to publish the paper that is selected for the award.

An electronic or soft copy of the article should be mailed to iipasarojame Memorial@gmail.com
Word count: Less than 8,000 (eight thousand) words.

Deadline for submission: Thursday, August 20, 2015

Award: Rs 10,000/-

Selection procedure: A committee will be constituted to select the best among the articles received.

Applicants must submit:

- A nationally recognised photo Id

Solicitation of Articles for IJPA

Like every year the Institute is bringing out a Special Issue (July-September 2015) of the *Indian Journal of Public Administration* on "Pressure Groups and Democratic Governance". Articles (with not more than 5000 words with abstracts) on the topic are solicited from willing contributors latest by July 31, 2015. Articles may be mailed to either dipankar56@gmail.com or ijpa2012@gmail.com. Following is the note on the theme paper.

Pressure Groups and Democratic Governance

Pressure groups are essentially a phenomenon of group or collective action. Interests in a society, when formally organised as associations, are called interest groups or pressure groups. Their objective is to influence a public policy and/or public opinion. Their methods range from lobbying, campaigning, protesting, and occasionally even civil disobedience. Their modes of communication may include direct contact, letter-writing, carrying placards, media advertisements, and now increasingly social media. Pressure groups differ from political parties in that the former only seek to influence the government whereas the latter also seek to form the government. Some political parties with a remote possibility of ever coming to power are actually pressure groups masquerading as political parties, although this difference tends to get blurred in the context of coalitional governance.

Pressure group politics may be seen as a pluralist democratic alternative to feudal and modern elitist corporatism, on the one hand, and radical class struggle of early stages of industrial society, on the other. It first emerged, like political parties, with democratisation of feudal societies. Early stages of industrialisation posed some threats to pluralist pressure group politics from the emergent politics of class struggle between the two fundamental classes of an industrial society – workers and bourgeoisies. But with the widening and deepening of democracy, and the subsequent trends towards postindustrial society, radical class politics showed the tendency to be supplanted by pluralist pressure group politics. Still later, people animated by postmaterialist values, transcending conflicts over production and distribution, came to compete and care more for quality of life, including hitherto neglected issues of gender justice, child rights, and sexuality. In the post-Cold War and post-communist world since the early Nineties the changing discourse on the role of the state, has demanded a shift of emphasis from *Government* to *Governance*. It has caused a new look on terms of the relationship between democracy and development, state and civil society, and state and market. Pressure groups and political parties, being vital links between these conceptual binaries, cannot escape this new paradigm shift in the role and function of government and administration.

Pressure group politics in the Indian context differs significantly from its variant in advanced capitalist liberal democracies of the West, both in terms of the nature of the interest groups and the predominant pattern of relationship of these groups with political parties. Lloyd and Susanne Rudolph (1987: 15) postulate: 'The vanguards of higher levels of political mobilisation have been, *demand groups*, India's version of pluralist representation' (italics or emphasis added by me). The Rudolphs offer the workers, students, and agricultural producers as illustrations of demand groups. These groups, they go on to say, 'mobilise ready but inchoate interests, and attentive politics.' Moreover, such demand groups 'are unlike organised interests, which rely on permanent organisations and specialised knowledge to pressure interests and long-term goals and which work in camera in the corridors and salons of power.' In contrast to organised groups, demand groups operate through ad hoc organisations on streets and *maidans* and 'are more akin to social movements than to the organised interests and political parties that they sometimes build on or use.' Not necessarily but more often than not, demand groups are a feature of unorganised sectors of the economy than the organized. Obviously, not all pressure groups in India can be called demand groups, as conceptualised by the Rudolphs.

We may add here that most interest groups in India were, at least initially, dominated and formally controlled by the leading political parties and used as parties' front organisations working among, say, the peasantry, industrial workers, miners, women, teachers, students, etc. Later on, several of these interest sectors, e.g. peasants and workers, began to organise trade unions and peasant organisations independent of political parties. Examples are mostly from the 1980s: Mumbai GirniKamgar Union led by DuttaSamant in the textile mills of Bombay; union of mine workers and tribal peasants in the Jharia-Dhanbad belt of Bihar (now in Jharkhand) led by A.K. Roy; Chhattisgarh MuktiMorcha of mine workers, tribal youth, and landless labour in the DalliRajhara Mines in the Bhilai-Durg region of the then undivided state of Madhya Pradesh; BharatiyaKisan Union led by Mahendra Singh Tikait in Western U.P.; and ShetkariSanghatan aiming at 'freedom of access to markets and to technology' in Maharashtra. In some instances, even if some trade unions continue to be affiliated with political parties, they now tend to act independently of the party concerned. For example, the BharatiyaMazdoorSangh (BMS), the largest central trade union federation of industrial workers in the country and formally affiliated with the BharatiyaJanata Party (BJP), and the Congress-affiliated Indian National Trade Union Congress (INTUC), have both repeatedly joined the general strikes along with the trade unions aligned with the Communist Parties during the federal coalition governments led by either the BJP or the Congress since 1998 to date (2015).

A forthcoming special issue of the *Indian Journal of Public Administration* (IIPA, New Delhi) will focus on the theme of Pressure Groups and Working of Democracy in India. You are invited to contribute a paper on any of the following topics, or any other topic of your choice having a bearing on the central concern of the special issue. It is due to be released in the annual general body meeting-conference in October 2015:

- (i) Comparative Theory of Pressure Group Politics; (ii) Democratisation and Pluralist Pressure Group Politics; (iii) Industrialisation and Class-based Pressure Group Politics; (iv) Impact of Globalisation on Pressure Group Politics; (v) Tendencies/Trends towards Postindustrial Society and Pressure Group Politics; (vi) Pressure Group System and Party System; (vii) Pressure Group Politics and Elections; (viii) Pressure Groups in Liberal Professions, including the Public Services; (ix) Rise and Decline of Independent Unions of Workers or Peasants?; (x) Any One Pressure Group in any Interest Sector; (xi) Pressure Groups and the Parliament/State Legislatures; (xii) Pressure Groups and the Executive, including the Bureaucracy; (xiii) Pressure Groups and Independent Regulatory Authorities; and (xiv) Judicial Pronouncements on Pressure Group Activities and the Right to Strike

Annual Decision Making/Teaching Case Study Competition – 2015

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 global and national 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; government-to-citizen and citizen-to-government interaction; Swachh Bharat; 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; and
- (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, 2015. The cover should be superscribed with "Annual Decision Making/Teaching Case Study Competition – 2015" and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi – 110002.

ANNUAL ESSAY PRIZE COMPETITION-2015

The Executive Council of IIPA has approved the following topics for IIPA's Annual Essay Competition for 2015; (i) Making in India: Rhetoric or Reality; (ii) Clean India (Swachh Bharat); and (iii) Millennium Development Goals. The value of one first prize is Rs. 5000 and that of one second prize 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 2015.

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:

Making in India: Rhetoric or Reality

India is an agriculture economy, wherein 60 percent of its population is dependent, directly or indirectly, on agriculture; and is also witnessing largest injection of working age population in this decade. Further, with fall in the contribution of manufacturing to GDP to 17 percent, and the objective to increase it to 25 percent by 2022, lays focus on the need for 'Make in India' campaign. The campaign has the objective to attract foreign investors and to make the country a global manufacturing hub, to create jobs opportunities to meet the aspirations of the young population and also those moving out of agriculture. Estimates are that such manufacturing opportunities will create millions of jobs in the next decade and are required to have a sustained rate of growth of eight percent and above. This is on the line of the rapidly developed economies like, Malaysia, Indonesia and China which have increased the share of GDP beyond 20 percent.

'Make in India' campaign by the present government, though laudable, has to be vigorously followed to make the Indian industry competitive for the rest of the world and also to upgrade the skills of our people as over six lakh units in medium, small and micro enterprises (MSME) sector in India provide jobs to about 65 percent of all employed, but it is characterised as imbalanced in terms of inefficiency with productivity gains being negatives in many industries in this sector. Defence in India is dependent on imports for fifty percent of their equipments, and the need is why not to make them in India, same is the position of various industries like, automobile, pharmaceuticals--the main drivers of manufacturing growth in India. Higher education and medical care are other areas where India is attractive and stands in favourable position in attracting customers, in particular when India is characterised having low manpower cost with better quality.

Make in India, a step towards imports substitution, to promote exports and to create job is to be adopted by States which are as most unfriendly places to do business, poor infrastructure, policy uncertainty, rigid labour laws and 'inspector raj'. India ranks 142 among 189 countries in terms of doing business, though has good record in putting down laws, acts and procedures but still is very poor in implementation. More so, emphasis required is to create a nation of 'job creators' rather than 'job seekers'. How far the above factors will 'Make in India' campaign a reality!

Clean India (Swachh Bharat)

The Government of India has shown its commitment towards Clean India to achieve related objectives in a mission mode approach covering a period of 2014 to 2019. The Clean India Mission, popularly known as Swachh Bharat Abhiyan, is dedicated to the 150th Birth Anniversary of Mahatma Gandhi falling on October 2, 2019, who emphasised on the importance and externalities of clean India in the overall socio-economic and development perspective of our nation. In the second decade of 21st century the relevance of SBM (Swachh Bharat Mission) is seen in a much wider perspective of productivity, inclusive growth, safe environment and climate change. The mission aims to cover all urban and rural settlements with a two-pronged focus on: (i) open defecation free (ODF) strategy; and (ii) safe disposal of solid waste and liquid waste. Successive studies show a direct implication of these two components of SBM on health (water borne and communicable diseases) and associated productivity loss (which is as high as 6.4 per cent of GDP as per a World Bank study in 2010), economic and social disadvantages, environmental degradation (pollution, congestion and related externalities) and green house gas emission related to waste disposal.

It is in this context, that essay writers may attempt to deliberate on any one or more aspects of SBM. These cover: (i) ODF strategy, (ii) community-led total sanitation, (iii) role of gram panchayat to promote ODF status, (iv) convergence and synergy for ODF; (v) toilet technologies; (vi) community toilets--investments, development, operations and maintenance; (vii) solid waste collection--methods/ financing/ manpower deployment; and (viii) financing the waste collection, disposal and community toilets in urban/ rural areas.

Millennium Development Goals

In September 2000, 189 nations made a promise to free people from extreme poverty and multiple deprivations. The United Nations Millennium Declaration adopted at the Millennium Summit committed Member States to a new global partnership to achieve eight Millennium Development Goals (MDGs) and a series of time-bound targets, with a deadline of 2015. The eight MDGs for development and poverty eradication are: to eradicate extreme poverty and hunger; achieve universal primary education; promote gender equality and empower women; reduce child mortality; improve maternal health; combat HIV/AIDS, malaria and other diseases; ensure environmental sustainability; and develop a global partnership for development.

In this context, the proposed essay may try to answer some of the following questions: What are India's achievements and challenges in respect of the Goals and Targets set at the United Nations Millennium Summit? What are the measures that are used to track progress towards achieving the MDGs? Why does the global attainment of the MDGs depend on India? What are the factors that explain why we are on track in achieving some of the targets and off track in the case of others? What are the specific challenges that we face in eradicating extreme poverty and hunger? What steps must be taken to ensure that boys and girls complete a full course of primary education? Why is our progress in reducing the Maternal Mortality Ratio slow? What measures must be taken for a significant reduction in the MMR? What are the challenges that we face in combating major diseases? Are all the MDGs gender sensitive? What proportion of our population lacks access to safe drinking water and basic sanitation? What can be done to rectify this? Have the MDGs led to reduction in disparities? How reliable is the data that is used to measure progress towards attaining the MDGs? What are the challenges that we face in the context of the post 2015 scenario? What are the lessons from unmet Goals and Targets? What steps can India and the global partnership take for enabling sustainable and more equitable development?

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 by these guidelines. 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-2015, 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 31, 2015. The envelope should be marked "Annual Essay Prize Competition 2015". 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.

NEWS FROM BRANCHES

Howrah Local Branch

The branch organized a seminar on "Tobacco Control" on May 25. Prof. Asish Ray, Secretary of the branch, gave the introductory address. Shri Nirmalya Mukherjee, Director (Planning), MANT delivered the keynote address. Rtn. D.K. Das, Chairman of the branch, presided over the programme.

Jammu and Kashmir Regional Branch

The branch organised a seminar on "Future of Jammu Urbanisation vis-à-vis New Master Plan" on May 30. Shri Vinod Malhotra, former District Development Commissioner, laid down the background of the theme and stated that urban transition has to be managed while taking full advantage of the Centrally-sponsored

schemes. He emphasized that the Urban Development Act should be amended and the public private partnership in the city should be encouraged. Shri Soujanya Sharma, Commissioner of Jammu Municipal Corporation, mentioned that creation of smart city is the process which requires behavioural changes as well as the change of mindset of the citizens of the State. Shri B.R. Sharma, Principal Secretary to Government, Planning and Development Department, J&K, in his presidential address observed that it is critical to have vision and mission and then the action plan can be worked in coherence with vision. He urged upon the members to critically evaluate the proposed master plan and contribute suggestions to ensure that Jammu develops on the line of the smart city. Prof. Alka Sharma, Director,

Debt is a prolific mother of folly and of crime—Benjamin Disraeli

Seminars, observed that urban areas are engines of inclusive growth and planned transformation is critical in future. During the programme, the newsletter of the branch was also released. Earlier, the branch organised a seminar on “Swachh Jammu—Swasthya Jammu” on April 30. While introducing the subject, Dr. C.M. Seth, Vice-Chairman of the branch, expressed that if Jammu aims to become a smart city then all the agencies and stakeholders including members of civil society will have to responsively come forward to achieve this mission. According to him, resources will have to be mobilised, capacities will have to be built and mindsets will have to be changed to make Swachh Jammu—Swasthya Jammu

a success. ShriSoujanya Sharma, KAS Commissioner, Jammu Municipal Corporation, informed that Jammu Municipal Corporation has taken various initiatives to introduce sulabhsouchalays, recycle waste management, motivate responsible citizens and sanitise various areas of the city. Dr. R.K. Bharti, Collector, JDA, while discussing the role of JDA for Swachh Jammu informed that major cleanliness drives have been undertaken within the city to achieve the mission. Shri B.R. Sharma, Chairman of the branch, remarked that to make a difference, the government should also play a proactive role in bringing out the reforms in urban governance. Dr. Komal Nagar, Joint Director, conducted the proceedings.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110 002

Tel : 011-23468300 Fax : 011-23702440 Email : contact_us@iipa.org.in

Website : www.iipa.org.in

Quotable Quotes

- *The power of a man's virtue should not be measured by his special efforts, but by his ordinary doing—Blaise Pascal*
- *The diseases of the mind are more destructive than those of the body—Marcus Tullius Cicero*
- *Learning without thought is labour lost; thought without learning is perilous—Confucius*
- *Flattery is telling the other person precisely what he thinks about himself—Dale Carnegie*
- *Youth is the best time to be rich, and the best time to be poor—Euripides*
- *It takes many good deeds to build a good reputation, and only one bad one to lose it—Benjamin Franklin*

Editor : DR. TISHYA CHATTERJEE