



IIPA NEWSLETTER

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INSTITUTE NEWS

IIPA Inks MoU with NBCC

A Memorandum of Understanding (MoU) has been signed between IIPA and National Building Construction Corporation on July 22 for redevelopment of IIPA campus. The cost of the project is Rs. 435 crore.



Dr. Tishyarakshit Chatterjee, Director of IIPA and Dr. Anoop Kumar Mittal, CMD of NBCC exchange MoU documents.

Know India Programme

Sponsored by the Ministry of Overseas Indian Affairs, the captioned programme for Indian diaspora youth was conducted at IIPA on August 18-19 with a view to promote awareness on different facets of life in India and the progress made by the country in various fields, e.g. economic, industrial, education, science and technology, communication and information technology,

and culture. The programme provided a unique forum for students and young professionals of Indian origin to visit India, share their views, expectations and experiences and to develop closer bonds with the contemporary India. In this programme, young girls and boys (18-28 years) of Indian diaspora who never had a chance to visit India were exposed to the rich heritage of the country including art/culture, impact of advertisement, theatre, astronomy and Indian eco-system. They were also exposed to deliberations on various aspects of Indian governance including federal structure of India, e-government case-studies of rural India and disaster preparedness, strategies of India and ethics in administration. Dr. Charu Malhotra and Prof. V.K. Sharma coordinated it.

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 coordinators and advisors of state consumer helplines and *grahak suvidha kendras*, from August 24-26. Apart from acquainting with the need and importance of consumer helplines and the role of the coordinators and advisors of the SCHs and *grahak suvidha kendras*, the programme was designed to enable the participants to: (i) enhance their knowledge and skill in the area of consumer protection and consumer welfare; (ii) build their capacity to manage SCHs and *grahak suvidha kendras* and redress consumer grievances; (iii) enhance their knowledge and skill to provide consumers with information related to products and services; and (iv) develop communication skills. Programme faculty

The IIPA fraternity extends greetings to all its readers for Janmashtami, Ganesh Chaturthi and Mahatma Gandhi's Birthday

comprised guest speakers and in-house faculty. Dr. Mamta Pathania, Shri G.N. Sreekumaran and Shri S.K. Virmani coordinated it.

Programme on Communication and Presentation Skills

Sponsored by the Ministry of Statistics and Programme Implementation, the programme was conducted at IIPA for the probationers of Indian Statistical Service from August 24-28. Besides identifying the essential elements of communication, the programme was designed to enable the participants to: (i) analyse the effectiveness of their current style of communication; (ii) discuss barriers to communication and strategies to deal with difficult people; (iii) develop skills of presentations at seminars, meetings, programmes, etc; (iv) provide skills in preparing and designing presentations materials; and (v) improve communication by using feedback tools. Programme faculty comprised guest speakers and the programme coordinator, Prof. Dolly Arora.

Programme on Science and Technology for Rural Societies

Sponsored by the Department of Science and Technology, the programme was conducted at IIPA from August 24-28. The programme was designed to: (i) expose the participants to the complex problems facing rural societies; (ii) expose them to the existing rural development programmes including those with special emphasis on S&T; (iii) encourage them to analyse the scope for S&T inputs contributing to improvement of development outcomes; (iv) expose them to the indigenous knowledge systems prevalent in various parts of India and its relevance for rural society as also to encourage them to find grounds for an interface of modern and traditional systems for improving the outcomes; and examine possibilities of applications of S&T to improve development outcomes for the rural societies. Programme faculty comprised guest speakers and in-house faculty. Prof. Dolly Arora and Dr. Charru Malhotra coordinated it.

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 August 31-September 4. 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.

Faculty News

- Dr. Charru Malhotra, Associate Professor of e-Governance and ICT, has published an article on “Framework for Evolving a Citizen-centric Information Society” that propounds a framework for inclusive governance in the forthcoming era of Information Society as second chapter in the book entitled *Handbook of Research on Cultural and Economic Impacts of the Information Society* by P.E. Thomas, M. Srihari and S. Kaur, IGI Global, USA. Dr. Malhotra spoke on “Working Women in Technology Realm: Maintaining Emotional Stability” in an international women conference on “Role of Women for Transformation” conducted at Gyan Sarovar, Mount Abu by Brahma Kumaris on June 28. She was a national expert for brainstorming session on the issues and challenges of Digital India Programme, which was wired live on *Lok Sabha* channel; the main points elucidated by her included: role of capacity building and IIPA’s role in it for successful implementation of Digital India; need for strengthening PPP in garnering more investment avenues for IT Infrastructure development in India especially for National Optical Fibre Network, the need to strengthen the last mile delivery of services; citizen centrality in design of *eKranti* content; amalgamation of traditional knowledge with emerging technologies for promoting innovation and so on. On July 23, Dr. Malhotra acted as Moderator for “Mobile for Governance and Citizen Services” in *Mobile Innovations for Empowering Masses in South Asia*, organised by Digital Empowerment Foundation and Vodafone. Dr.

Malhotra as the chief panelist spoke on “Smart Ways of Government Service Delivery” in a session on “ICT and Smart Cities” in the 4th Annual Smart City Summit and Awards - 2015 organised by Elets at Le Meridien Hotel, Delhi on July 31.

- Dr. C. Sheela Reddy, Associate Professor of Socio-political Development, participated in a two-day academic conference on “The Establishment of Sound Public Administration in Afghanistan” hosted by the Ministry of Higher Education, Islamic Republic of Afghanistan and sponsored by GIZ Kabul during August 1-2 in Kabul University. She co-chaired a session on “Role and Need for Reform in the Establishment of Sound Administration”. The academic conference was followed by a four-day Summer Academy 2015 on “Teaching and Managing BPA - Programmes during August 3-7. The Summer Academy is a part of GIZ project on “Strengthening Public Administration Education in Afghanistan”. IIPA along with Potsdam University, Germany are Knowledge partners in this project to strengthen the faculties of Public Administration from five universities of Afghanistan - Nangrahar, Kabul, Balkh, Kandahar and Herat. Dr. Reddy coordinated three programmes titled ‘Winter Academy’ in IIPA, focusing on the course structure, curriculum design and development, credit structure, and evaluation criteria for Bachelor’s Programme in Public Administration offered by the five Universities. On the invitation of Ministry of Higher Education, Afghanistan, Dr. Reddy participated in the Summer

Academy and was the lead initiator of discussion in two working groups: Good Governance and From Central to Local Government/Strengthening of Local Governance. She gave her inputs in the session on the ways and means of designing an effective Master’s Programme in Public Administration linking it to internships and employability. She has been awarded a Certificate of Appreciation by the Ministry of Higher Education, Islamic Republic of Afghanistan for her academic contributions in the field of Public Administration during the Summer Academy at Kabul University.

- Prof. P.K. Chaubey, Professor of Economics (Economic Administration), delivered two lectures on “New Indices for Measuring Disparity” in the National Training Programme on Quantitative Research Methods in Education with theme on “Understanding Educational Development and Disparities” in the National University of Educational Planning and Administration, New Delhi on August 18. Earlier, Prof. Chaubey delivered two lectures on “Tax and Non-tax (Revenue) Receipts in India: Composition and Trends” to a bilateral training programme on “Revenue Audit for Officials of Supreme Audit Institution (CAG) of Bangladesh” in the International Centre for Information Systems and Audit, NOIDA on August 10.
- Prof. Aasha Kapur Mehta, Professor of Economics (Economic Policy), has been nominated by the Ministry of Women and Child Development as a Member of the Central Social Audit Committee for reviewing the implementation of the Juvenile Justice Act.

NEWS FROM BRANCHES

Aurangabad Local Branch

The branch organised a workshop on «Civil Service» on July 20. Dr. A.A. Pilkhane, Secretary of the branch, inaugurated the function. Presiding over the programme, Shri K.B. Bhoge, President of the branch, spoke on preparation of civil services, its new patterns and also gave tips to civil service aspirants how to face interview.

Bihar Regional Branch

The branch organised a lecture-meeting on August 2, in which Prof. Khalid Mirza, Director of Higher Education, Government of Bihar, spoke on “Higher Education in Bihar”. Earlier, Dr. Navanit Sinha, Secretary of the branch, welcomed the guest.

Madhya Pradesh and Chhattisgarh Regional Branch

The branch held its monthly seminar in collaboration with Pandit Ravi Shankar Shukla University, Raipur on August 21. Vice Chancellor of the university, staff and students of the university besides members of the branch attended the seminar. Prof. A. K. Pati, Prof. Shailendra Saraf of the University; and Shri C. S. Chhadha former Vice-Chancellor of Indore University addressed the meeting. Vice-Chancellor of Raipur University addressed the audience on the topic “Higher Education at Crossroads”, the subject chosen for the annual conference of IIPA.

Odisha Regional Branch

The branch organised a seminar on “American Criminal Justice System—a critical overview” on July 30. Dr. Mokerram Hossain of University of Virginia, USA, addressed the members. Shri H.B. Das, former Special Judge, CBI, also spoke on the topic. Shri Sarat Chandra Mishra, former Chairman of the branch, presided over the programme.

Punjab and Chandigarh Regional Branch

The branch jointly with the Department of Public Administration, Panjab University organised a lecture-meeting on August 18, in which Dr. Divya Sharma, Associate Professor, Justice and Law Administration, Western Connecticut State University, Danbury, CT, USA spoke on “Purpose of Punishment: Retributive to Restorative Justice. Dr. Sharma observed that criminal justice system is an administrative entity existing within the larger society. She gave an overview of five sentencing philosophies, namely retribution, deterrence, incapacitation, rehabilitation and restoration. While retribution aims at giving punishment in proportion to crime patterned on the revenge philosophy. She opined that all these ideologies are overlapping and different forms are relevant at different times. Dr. Nishtha Jaswal, Professor, Department of Laws, Panjab University, in her presidential remarks said that though India has a provision for capital punishment but it is given only in rarest of rare cases by the courts. However, she emphasised that the dignity of the victim should not be ignored while pronouncing punishment. Prof. B.S. Ghuman, Secretary of the branch, in his concluding observations stressed the need for improving effectiveness of criminal justice system by adopting a multi-disciplinary approach linking both the academia and the institutions delivering justice.

He also emphasised that there is a need for greater interaction between law enforcement agencies, courts and correctional administration. Earlier, the branch organised a lecture-meeting on July 24, in which Dr. B.P. Mathur, former Deputy Comptroller and Auditor General of India, spoke on “Ethics for Civil Servants”. Dr. Mathur emphasised that ethics go beyond religion, law and culturally accepted norms. He stressed that ethical guidance should include training in ethics awareness and development of essential skill for ethical analysis and moral judgement. He also highlighted initiatives taken by various Governments such as USA, UK, Australia, Singapore, Canada and European Union for introducing five core values in public services namely, devotion to work, integrity and honesty, a sense of mission and focus on results, fearlessness and courage and spirit of service and self-sacrifice. Earlier, introducing the theme, Prof. B.S. Ghuman opined that in the backdrop of growing governance deficit, the role of ethics has assumed added significance. He has suggested to the students to imbibe ethical values for becoming citizens of impeccable integrity. Shri B.S. Ojha, Chairman of the branch, in his presidential remarks concluded that ethics are eternal and there is need to inculcate ethics despite challenges in day-to-day life.

Tirupati Local Branch

The branch organised the prelude conference on “Higher Education at Crossroads” on July 21. Prof. G. Rajarami Reddy, former Vice-Chancellor of Vikram Simhapuri University, inaugurated the programme. Among the speakers were Prof. V.V. Lakshmi and Prof. D.M. Mamatha of S.P. Mahila University; and Prof. G. Vedaparayan of S.V. University. Prof. A. Ranga Reddy, Chairman of the branch, presided over the programme.

NEWS FROM THE CENTRE

More Jobs for Women in Small Towns

Smaller towns are surging ahead as hubs of jobs and entrepreneurial activity, beating larger cities and even metropolises. While industrial activity declines in big cities, smaller cities and towns are picking up the slack, often displaying a preference for manufacturing at the cost of the services sector. Construction is booming and related jobs are more to be found in smaller towns. These are some of the facets of urban India revealed in

a recent NSSO report on employment in cities. Among Class III towns -- those with a population less than 50,000 - nearly 45 per cent of male workers and over 50 per cent of female workers were self-employed. In big cities with a million-plus population, the proportion of self-employed was about 36-38 per cent for both men and women. Self-employed includes very small industrial or service sector units as well as shops. Compared to 2004-05, in 2011-12, the latest year for which this data is available

through NSSO survey reports, there has been a general decline in self-employment while regular wage or salaried employment has gone up in all sizes of cities and towns. In big million-plus cities, a high 55 per cent of men and 58 per cent of women in the workforce were getting a regular wage or salary. This percentage was below 50 a decade ago. In Class II cities with population less than one million but more than 50,000, the proportion of salaried workers is 41-43 per cent for both men and women. In towns with less than 50,000 populations, the proportion of salaried sinks to just 34 per cent for men and 27 per cent for women. But smaller towns and cities are perhaps going through an evolution that big cities saw a couple of decades earlier. Between 2004-05 and 2011-12, male employment in the tertiary or services sector expanded in million-plus cities from 61 to 63 per cent while industrial employment declined from about 38 to 36 per cent. But in Class III towns, service sector jobs declined from 53 to 51 per cent while industrial jobs increased from 32 to 35 per cent. For women, the changes were more drastic with industrial jobs declining from nearly 34 per cent in big cities to 29 per cent but zooming up from 29 to 38 per cent in small towns. The smaller the town, the more it is tied up with the rural economy, which provides jobs to an increasing proportion even from urban areas. In towns below 50,000 population, a quarter of the female workforce and about 14 per cent of male workers still worked in agricultural operations, which are physically close and tightly intertwined with the small-town economy. In million-plus cities, just two per cent of the female workforce and less than one per cent of male workers were involved in agriculture, mostly at the geographical fringes of the metropolises. The decline of female employment opportunities in these years has led to an increase in urban women working in agricultural activities with their proportion rising from about 18 per cent to 25 per cent in Class III towns. Male participation in agriculture in urban areas has remained stagnant or declined. Casual labours by men have increased in smaller towns although it has declined for women. In small towns, share of men doing casual work was 19 per cent in 2004-05 which inched up to 21 per cent in 2011-12 although the corresponding share of women in casual work dipped from 23 to 22 per cent.

NPR to be Linked with Aadhaar

The Union Government has decided to begin a mammoth exercise to revisit the 25-crore database of

respondees to finally link the NPR with Aadhaar data and will be completed by March 2016. As per the present data, 28.89 crore people have been given their biometrics for NPR. Of these, Aadhaar numbers have been generated for nearly 21 crore persons. The Unique Identification Authority of India (UIDAI), which issues Aadhaar numbers, has captured biometrics of nearly 82 crore persons. By going door-to-door for the NPR updation exercise with pre-printed booklets, the details given by persons during the 2011 census will be cross-checked to ascertain if the same person still lives at the address. Also, in case the person has an Aadhaar number, the same will be recorded and seeded into the existing NPR data. The Centre aims to avoid duplication in collection of biometric details in the future through this exercise. After the house-to-house check, it will know how many people still do not have an Aadhaar number and are yet to provide their biometrics to either NPR or UIDAI. The Ministry of Home Affairs has approved this exercise although there is no approval to its Resident Identity Card (RIC) project—the final step in the NPR process. The Centre aimed to issue RIC to 82 crore persons above 18 years of age, complete with the Aadhaar number, upon completion of NPR and UIDAI enrolments.

Women Entrepreneurs in India

According to Female Entrepreneurship Index-2015 (measures the development of high potential female entrepreneurship worldwide), India ranks 70th among 77 countries. The main reasons that the study identifies for the country's poor score are lack of labour force parity and access to first-tier finance (women entrepreneurs find even initial debt funding, required for day-to-day operations, difficult to raise). India's neighbours have fared worse, with Bangladesh at 75 and Pakistan occupying the lowest rank at 77. The US, Australia and the UK are the top three with high-potential female entrepreneurs (women who own and operate businesses that are innovative, market expanding and export-oriented). Of the 77 nations surveyed, 47 (including India) scored less than 50 points out of a top score of 100 on various parameters. Last year this index which is brought out by the Washington-based Global Entrepreneurship and Development Institute (GEDI) had covered only 30 countries and India at rank 26 was placed in the bottom five. However, the socio-economic scenario in India is gradually changing for the better and comparison with last year's gender rating substantiates this point. According to GEDI, the biggest improvements had been

an increase in the percentage of women entrepreneurs who were using new technology and introducing innovative products. In addition, there has been an increase in the percentage of women entrepreneurs who are growth-oriented, that is those who plan to add more than 10 new employees and achieve 50 per cent growth in five years. In the initial business stages, most women are forced to rely on personal funding, including for meeting working capital requirements. According to the report by International Finance Corporation of 2014, there was finance gap of Rs. 6.37 lakh crore when it came to meeting requirements of women entrepreneurs in MSME sector. Lack of collateral and misogynist mindset is the main stumbling block women face in accessing loans.

Fountainhead of Poverty to be Identified

The government is preparing a blueprint for attacking the root causes of poverty in over one lakh villages instead of running piecemeal schemes that do not address the specific challenge of poverty-ridden households. It will use the upcoming socio-economic caste census (SECC) data to identify the exact causes of poverty in each household. Subsequently, ongoing schemes such as National Housing Mission, National Rural Employment Guarantee Scheme and Indira Awaas Yojna will be used to address key poverty issues. The programme will be worked out with the help of gram panchayats. Self-help groups will be asked to use the funds provided for generating economic activity instead of loaning it for consumption purposes. Steps have to be taken to make sure that gram panchayats do not act as contractors as has often been the complaint of states. The government will mobilise over 250,000 youths trained last year for Intensive Participatory Planning in activities like social, resource and poverty mapping to identify suitable livelihoods for each household this year. Untied grant of the 14th Finance Commission is also being proposed to be linked with the gram panchayats along with other programmes to build synergies between various sectoral interventions. Meanwhile, the SECC data will provide information to the government to assess the reasons for poverty in any household ranging from income, literacy, disease, social or gender inequality to indebtedness, exploitation or landlessness. The self-help groups will undertake a house-to-house survey to verify this data and find if any household has been left out. Accordingly, they will make a plan for an intervention to address the factors causing poverty. Instead of extending monetary help to a

homeless family, the government will provide them with a house under one of its schemes and use the funds to enable the household in sustaining a living through skill development, MNREGS, etc. The rural development ministry has also written to the state governments to develop a framework for implementation of this scheme and to build a team in each village to execute its plan. The progress will be monitored through Aadhaar numbers, electoral card data or the temporary identification number.

E-governance in Debt Recovery

The Union Government has decided to introduce e-governance in debt recovery tribunals, which could help state-run banks recover a sizeable part of the Rs. 3.7-lakh crore worth of bad loans. The 'e-DRT Project' will allow banks and financial institutions to efficiently manage case records, track cases online and access accurate reports. The plan also involves segregating wilful defaulters and fast-tracking cases with the aim to expedite recovery of public money. The new system will help financial institutions generate reports and help recovery officers enforce proceedings and orders. The system will prevent borrowers from stalling the recovery process by approaching the appellate tribunal as it will define a time frame within which the tribunal will have to decide the appeal. The government, which is in the process of establishing six new DRTs, will push for early resolution of cases where borrowers have been declared wilful defaulters. There were 7035 cases of wilful default worth Rs. 58000 crore as on March 2015.

Digital India

Even though India is a global IT powerhouse, the usage of IT in governance and various sectors of the economy is still comparatively low. In a paradigm shift, the government today embarks on an ambitious 'Digital India' programme to transform India into a digitally empowered society and knowledge economy. This programme is centred on three vision areas: digital infrastructure as a utility to every citizen, governance and services on demand, and digital empowerment of citizens. It aims to provide a thrust to the nine pillars of growth areas: broadband highways, universal access to mobile connectivity, public internet access, e-governance, electronic delivery of services, information for all, electronic manufacturing, IT for jobs and early harvest programmes. Digital India's main goal is to build holistic capabilities across information and

communication technology (ICT) infrastructure, software delivery platforms and enhance IT skill sets and job creation. The programme also focuses on making India a preferred destination for electronic manufacturing and ICT solutions. The programme would ensure that high-speed internet connectivity reaches every gram panchayat by December 2016. Cities with a population of over 10 lakh and tourist centres would be provided with public Wi-Fi hot spots to promote digital cities. All schools will be connected with broadband and free Wi-Fi will be provided in all secondary and higher secondary schools. The high level of penetration of mobile phones, accompanied by the availability of cheaper smartphones, has provided tremendous opportunities for using mobile devices for public service delivery. Mobiles could be leveraged as instruments of digital identity by linking them with the Aadhaar platform. In this regard, an innovative and practical solution is being explored by the Department of Electronics and Information Technology (DeitY). To realise the vision of end-to-end electronic and online services in various domains, a number of platforms and applications have been created. These include the Aadhaar platform for authenticating a person's identity, an Aadhaar authentication-based online 'e-Sign' facility for digitally signing a document, a 'digital locker' for storing and sharing electronic documents, the PayGov platform for online payments and the Jan Dhan Yojana for direct transfer of benefits and payments to bank accounts. The goal is to ensure cashless, paperless, non-repudiable and traceable transactions. This would lead to cost-effective and citizen-friendly services, which, in turn, would lead to reduction in corruption, enhanced productivity and improved ease of doing business. DeitY has also developed the Online Registration System as part of the e-Hospital project for online registration, appointment, payment of fees, accessing laboratory reports and availability of blood. Another application, Digitise India, aims at allowing citizens to contribute to digitisation of government documents and records. This project allows any government organisation in the country to digitise its records through contributions of citizens. In the process, it should also lead to significant employment generation. To facilitate ICT-enabled growth, BPOs would be set up in each north-eastern state and small town. The multiplier effect of these initiatives would be enormous. Citizen

empowerment is one of the key components of Digital India. The MyGov platform enables citizens to become partners in nation-building and assist government policy formulation, planning and implementation. The new e-Kranti framework has enhanced the number of mission-mode projects to 44. It would focus on both the quantity and quality of electronic delivery of services. Emerging technologies, including Cloud, the Internet of Things (IoT) and Big Data would be leveraged to build state-of-the-art architecture. Open source and open standards-based technologies would be adopted to ensure that various e-governance systems can be integrated and made interoperable. Several policies and guidelines "including on open standards, open source software, open application programming interfaces (APIs) and software development and reengineering" have been formulated to help government departments develop cutting-edge architecture for applications and the rapid rollout of projects. Digital India is a transformative programme. Once ICT-enabling empowerment of citizens is created through equitable access to ICT infrastructure, easy access to government services, digital and financial inclusion in the remotest parts of the country and citizens' participation in the government, we would be achieving our goal of a true Digital India.

Increase in Minimum Wages Planned

The Union Government has planned to raise the minimum wages in the country by as much as 25 per cent and also make them binding on all states, a move aimed at improving the lifestyle of the poor and giving an indirect boost to the rural economy. The Labour Ministry is considering three groups for states and Union territories based on the per capita income and minimum wages for the unskilled, semi-skilled and skilled category of workers in each of the provinces. The Ministry recently increased the National Floor Level Minimum Wage to Rs. 160 per day from Rs. 137, with effect from July. This translates into a monthly salary of Rs. 4,800 for an unskilled worker, but is only advisory and is not mandatory for states to follow. As a result, wages are very low in some states leading to unrest among workers. A back of the envelope calculation suggest that states like Goa, Delhi, Sikkim, Chandigarh, Puducherry and Maharashtra, with highest per capita income in the country, would be the first category where minimum wage for the unskilled would be

It is much easier to be critical than to be correct—Benjamin Disraeli

in the range of Rs. 8,000-Rs. 9,000. For states like Bihar, Uttar Pradesh, Manipur, Assam and Jharkhand, with least per capita income, the minimum wage could be around Rs. 6,000 a month, an increase of 25 per cent based on the recently raised National Floor Level Minimum Wage. Going by this, minimum wages would range between Rs. 9,000 and Rs. 12,000 for semi-skilled and skilled workers in poor states and between Rs. 12,000 and Rs. 16,000 in rich states. Most importantly, unskilled workers may get motivated to move into semi-skilled and skilled

category for a better lifestyle once the fixed wages are in place. Minimum daily wages vary widely from state to state: In Haryana, the wage for the highest skilled worker is Rs. 241.90, while in Bihar, which supplies the largest number of migrant workers, wages range from Rs. 288 for workers in engineering workshops to Rs. 205 for those on clerical jobs. In Nagaland, the best daily rate is Rs. 110. In Tamil Nadu, laundry workers and those in dangerous occupations get Rs. 346.20, but most others draw less than Rs. 300.

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Quotable Quotes

- *One who is too insistent on his own views, finds few to agree with him—Lao-tse*
- *If you want people to think well of you, do not speak well of yourself—Blaise Pascal*
- *When it is obvious that the goals cannot be reached, don't adjust the goals, adjust the action steps—Confucius*
- *Flattery is telling the other person precisely what he thinks about himself—Dale Carnegie*
- *Wise people talk because they have something to say; fools, because they have to say something—Plato*
- *Friendship is a single soul dwelling in two bodies— Aristotle*

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