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## INSTITUTE NEWS

### Programme for Director Level Officers of Ministry of External Affairs

Sponsored by the Ministry of External Affairs, the captioned programme was organised at IIPA on July 7-8. Dr. Tishyarakshit Chatterjee, Director of IIPA, delivered the key-note address. He commented upon the nature of diplomacy related work which has to be carried out under alien conditions in different nations. Apart from providing the participants with a broad understanding of the various facets of the Indian socio-political-administrative and economic framework, the programme was designed to: (i) provide the officers with 'idea of India' with its myriad political and governance aspects; (ii) equip them with knowledge and skills to manage the systems and structures adequately within the conceptual framework of the nation and the multifarious socio-economic and administrative challenges being faced by the nation



*Dr. Tishyarakshit Chatterjee delivers the key-note address. He is flanked by Dr. Manan Dwivedi on his right.*

and its executive; and (iii) endear the participants with an *Indianised* understanding of what the nation's functioning scheme is like with an attunement with the soft power characteristics of the country which is intrinsically attached with the internal make-up of the country. Programme faculty comprised guest speakers and in-house faculty. Dr. Manan Dwivedi and Dr. Sachin Chowdhry coordinated it.

### Training of Trainers Programme on Consumer Protection and Consumer Welfare

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the programme was conducted at IIPA by its Centre for Consumer Studies for the faculty members of training institutions on consumer protection and consumer welfare from July 14-18. Besides enhancing their knowledge and skill in the area of consumer protection and consumer welfare, the programme was designed to enable the participants to: (i) understand the need and importance of consumer protection and welfare; (ii) acquaint with the national and international dimensions of consumer protection and the role of various stakeholders; (iii) explain the various provisions of the Consumer Protection Act and other legislations having a bearing on consumer protection; (iv) discuss the legal dimensions of consumer protection in different service sectors such as medical, telecom, etc; and (v) develop training skills. Programme faculty comprised guest speakers and in-house faculty. Prof. Suresh Misra and Dr. Mamta Pathania coordinated it.

### ToT on Design of Training

Sponsored by the Food Corporation of India, the captioned programme was organised at IIPA for the officials of Food Corporation of India from July 14-18.

*The IIPA fraternity extends greetings to all its readers for Independence Day, Parsi New Year Day, Janamashtami and Ganesh Chaturthi*

Apart from distinguishing between designing *learning units, courses* and *training programmes*, the programme was designed to enable the participants to: (i) explain the term *task* as a basic feature of training design; (ii) identify constraints that will influence the design of training; (iii) determine the boundary within which training is to be designed; (iv) apply ways of learning to a task to be learned; (v) write objectives in behavioural terms; (vi) distinguish between *performance objectives, training objectives* and *enabling objectives*; (vii) categorise behaviour in terms of knowledge and skill; (viii) apply the concept of *andragogy* to training design; (ix) apply the concept of *acceptable learning standard* to the design of training; (x) evaluate training methods; (xi) select appropriate training methods; (xii) apply the concept of *transfer of training* to the *design of training*; (xiii) describe the terms *assessment, internal validation, external validation* and *devaluation*; (xiv) prepare design proposal; (xv) prepare an action plan for a design project; and (xvi) complete a design project. 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 July 21-25. 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.

#### **Programme on GIS, an Essential Tool of Urban Development**

Sponsored by the Ministry of Urban Development, the programme was conducted at IIPA by its Centre for Urban Studies for the urban planners from July 21-August 1. The programme was designed to sensitise the participants on the efficacy of remote sensing and geographic information systems in urban development. Course-content included were: (i) concepts of remote sensing, GPS and GIS; (ii) hands-on practical application of GPS, Total Station and Arcview (GIS software); and (iii) urban mapping exercise. Programme faculty comprised guest speakers and the programme coordinator, Dr. Kusum Lata.

#### **Faculty News**

- Ministry of Women and Child Development has appointed Prof. Aasha Kapur Mehta, Professor of Economics (Economic Policy), as an expert member of the Committee to review the progress of thematic convergence projects being implemented by NRCW/NMEW in collaboration with CSO partners.

- Prof. P.K. Chaubey, Professor of Economics (Economic Administration): (i) spoke on "Role of Women in Making Rural Development Inclusive" in the National Seminar on "Rural Development: Prospects and Retrospect", organised jointly by the Department of Social Work, Bhagat Phool Singh University and Haryana Institute of Rural Development on April 17; (ii) participated in a debate on "Should regional parties be debarred from contesting Lok Sabha Elections?" in *Rajya Sabha TV* as panelist on April 24; (iii) delivered special lectures on "Poverty" and "Human Development" in the Department of Economics, under QIP, Ranchi University on May 7-8; (iv) gave bytes on "Corruption" in *Live TV* channel on Corruption and Inflation on May 14-15; (v) spoke on "Poverty and Human Development" in Academic Staff College, University of Allahabad on June 7; (vi) participated in the debate on "Railway Budget" on July 8 on *Sudarshan News channel*; and (vii) participated in the debate on "General Budget" on *Jio News channel* on July 8.

#### **Annual General Body Meeting**

The sixtieth Annual General Meeting of the General Body of the Institute will be held on October 10, 2014 at 5 p.m. in the IIPA Auditorium.

#### **Members' Annual Conference**

The fifty-eighth Members' Annual Conference will be held on October 11, 2014 at 10.00 a.m. in the IIPA Auditorium. The theme of the Conference is "Trends in Centre-State Relations".

### MEMBERS' ANNUAL CONFERENCE

The fifty-eighth Members' Annual Conference will be held in October, 2014 in IIPA's Auditorium. The theme/subject of the Conference is "**Trends in Centre-State Relations**". All the members of the IIPA are eligible to submit their papers on the theme.

The length of the papers should be between 1,500 and 3,000 words in typescript. Papers exceeding this limit will be returned to the authors. All papers must be accompanied by a synopsis of about 300-400 words in typescript, which is intended to be a comprehensive summary of the paper giving in brief the most important issues being emphasised. The synopsis is intended to be read out at the Annual Conference. Papers without a synopsis will be returned to the authors.

Entries may be sent to the Director, IIPA or Research Coordination Unit at its email: [rcunitiipa@gmail.com](mailto:rcunitiipa@gmail.com). The last date for receipt of entries is September 15, 2014. Papers received thereafter will not be considered. The papers will be scrutinised by a committee of experts. Only those papers which are accepted for presentation will be circulated. However, synopses of all the papers will be circulated.

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

## NEWS FROM BRANCHES

### Budaun Local Branch

The branch organised a meeting on the Model Village Development Programme on May 24. Presiding over the meeting, Shri Ram Prakash Kashyap, Gram Pradhan, suggested that as a matter of policy the government should appoint such persons in rural areas who are really willing to stay in villages during the period of their duties.

### Burdwan Local Branch

The branch organised a lecture-meeting on "Environmental Issues" on June 10. Prof. Apurba Ratan Ghosh, HoD of Environmental Science, University of Burdwan, spoke on various issues relating to environmental degradation. He informed that on World Environment Day on June 5, various programmes were undertaken by the Department of Environmental Science, Burdwan University including cleansing of the University Teaching Campus and planting of saplings. Other members also shared deep concern regarding the dangers the world is facing due to environmental pollution. More and more events are being organised across the world to sensitise people

on these issues. Prof. Bijoy Chand compered the programme; and Dr. Soroshimohan Dan presided over it.

### Cuttack Local Branch

The branch organised a seminar on "Parliamentary Government in India and Constitutionalism" on June 24. Prof. Sukdev Nanda, former Vice-Chancellor of Fakir Mohan University; and Dr. Brundaban Patel, former Professor of Political Science, Sambalpur University, were the Chief Guest and Chief Speaker respectively. Prof. Nanda outlined the nature and meaning of constitutionalism and political constitutions which deal with theory and practice of constitutional government. Prof. Patel precisely confined himself to the discussion on the principle and process of criticism operating within the constitutional framework. Dr. M.R. Panda, Senior Advocate, observed that our Constitution as the basic institutional framework of a political system which is both essential and *sine qua non* and it combines the dynamic process of government and politics to operate successfully. Shri D.C. Samal, Vice-Chairman of the

branch, touched upon the role of the Indian Parliament in the governing process. Shri B.B. Ratho, Chairman of the branch, presided over the programme.

### Delhi Regional Branch

The branch organised a lecture-meeting on July 11, in which Dr. Subhash Goyal, Chairman of STIC Travel Group and President of Indian Association of Tour Operators, spoke on "Poverty Eradication and Economic Development through Tourism—An Action Plan for Indian Administrators". He observed that the tourism industry could provide more opportunity for employment generation and also to achieve the goal of economic development of the country. Earlier, Dr. Prakash Vir Khatri, Vice-Chairman of the branch, welcomed the speaker and the members. Shri S.N. Swaroop, Secretary of the branch, proposed the vote of thanks.

### Gujarat Regional Branch

With the resignation of Dr. V.V. Rama Subba Rao, Chairman of the branch, Shri Pravinkumar K. Laheri has become the new Chairman of the branch.



### Jammu and Kashmir Regional Branch

The branch organised a panel discussion on "Media and Electoral Verdict" on June 28. Dr. Ashok Bhan, Chairman of the branch, in his introductory remarks, argued that media in India as the fourth pillar of democracy enjoys a credibility next only to judiciary. Prof. Rekha Choudhary, ICSSR National Fellow, remarked that the 2014 Lok Sabha elections were centered around personalities and not on issues. Prof. Nirlape Kour of Government MAM College observed that social media played a critical role in shaping the electoral verdict in the recent Lok Sabha elections. Shri Pradeep Dutta, Bureau Chief of *Times Now*; and Shri Zafar Choudhary, Journalist, also spoke on the topic. Dr. Anil Gupta, Joint Secretary of the branch, conducted the proceedings. Earlier, the branch teamed up with School of Business, Shri Mata Vaishno Devi University (SMVDU) in organising a training programme on "Leadership: Carving Path towards Organisational Effectiveness" on June 24. It was organised with a focus to enlighten the role and relevance of effective leadership in organisational excellence. Diverse facets of effective leadership were discussed across five sessions during the programme. Prof. Alka Sharma of Business School discussed various facets of leadership highlighting the characteristics of a good leader. Prof. S.K. Jain, Vice-Chancellor of SMVDU, highlighted the process of team formation and stressed upon creativity, innovation and problem-solving approach. Dr. Suparn Sharma, Director of School of Business, discussed the various

leadership styles and decision-making. Dr. Anil Gupta highlighted the importance of collaboration and synergy in making high performance teams. Dr. Ashok Bhan emphasised that leaders should give specific directions or set targets for ensuring timely and effective performance.

### Karnataka Regional Branch

The branch in its general body meeting, held on May 3, elected the following office-bearers for a two-year term: *Chairman*: Shri S. Ramanathan; *Vice-Chairman*: Shri S.V. Ranganath; *Secretary*: Dr. D. Jeevan Kumar; *Treasurer*: Shri G. Narendranath; *Members*: Dr. D. Srinivasan, Shri V. Balasubramanian, Dr. S.S. Meenakshisundaram, Shri N.B. Bhat, Shri T. Sethumadhavan and Dr. M.P. Chowdaiah.

### Rajasthan Regional Branch

The branch collaborated with the Management Development Academy in organising the following programmes: (i) Shri I.C. Srivastava, former Chairman, Board of Revenue, made a critical review of a new book, *Global Corruption: Money Power and Ethics* on June 3; (ii) Shri Vijay Bhandari, a senior journalist, led the discussion in an open house on "Elections of 2014: Leading Lessons" on June 4; and (iii) open discussion on "New Government: Agenda for Action". Prof. Ramesh K. Arora, Chairman of the branch, presided over the above programmes.

### Tirupati Local Branch

The branch organised a debate on "Location of Capital for Seemandhra" on June 6. Among the speakers were Dr. Agarala Eswara Reddy, former Speaker of APCA; Shri G. Bhanu Prakash

Reddy of BJP, Shri Mangati Gopal Reddy of Congress, Shri K. Murali of CPI (M), Prof. K.M. Naidu, former Dean of S.V. University; Prof. Ch. Raghavan of Sanskrit Vidyapeeth, Prof. K. Srinivasa Reddy of NGR Agricultural University, Prof. B. Krishna Reddy of Dravidian University, Prof. Krishna Mohan Reddy of S.V. University and Prof. M.A. Hussain of S.V. University. Prof. A. Ranga Reddy, Chairman of the branch, presided over the programme. Earlier, with the cooperation of Chairman of Municipal Corporation of Tirupati, the branch celebrated the World Environment Day on June 5. On this occasion Dr. Agarala Eswara Reddy, Shri T. Sakala Reddy, Commissioner of Municipal Corporation of Tirupati; Prof. M.K. Naidu, Shri V. Rajagopal and Shri Srinivasulu planted saplings along with the branch members.

### West Bengal Regional Branch

The branch organised a seminar on "Ethics in Administration" on March 30. Elucidating administration as the 'Art of Management', Dr. Sibransan Chatterjee, Secretary of the branch, in his welcome address, asked for serving the target group as the basic steps of ethics in administration. He expressed the importance of values of the religions for moral development. Prof. Avijit Banerjee, Director of GLF Business School, in his concluding remarks, discussed various ethical dilemmas in order to understand ethics from its real meaning in life and work. He also explained how information technology can be instrumental to reducing the corruption from the system. Shri Umesh Prasad Singh, a scholar of English literature, also spoke on the topic.

### Verification of Latest Details of IIPA Members for Updation

As per the IIPA records, the total number of members on roll is 11, 400 (as on March 31, 2014), of which active members who have updated their details by filling up the prescribed form are 8,335. For the purpose of our Electoral Roll, the number is still less. Thus, the Institute maintains three sets of statistics of members. Further, the list of active members is not up-to-date due to factors such as demise or change of residence, etc. and IIPA has no means to independently verify. In the absence of the veracious details of the members, even the newsletters are returned undelivered.

It is necessary therefore to find the correct details of the members for which we have requested the help of our branches from time to time but the response is not as expected. Earlier, through our letter dated February 17, 2014, we endeavoured to reach out to the Chairmen and Secretaries of the branches with a request for their incremental effort to update the status of the members in their respective branches, so that the list of active members can be updated; and also a list of members have been dispatched to the respective branches for verification.

In view of this, the Chairmen and Secretaries of the branches and also the life members of IIPA are requested to kindly intimate us about the non-living members and also communicate to us the present status/valid addresses of members known to them, if any. The branches may also like to pursue the matter with such defaulting members whose membership have been kept in abeyance due to non-submission of membership format and revive their membership.

(T. Chatterjee)  
Director

### हिंदी निबंध प्रतियोगिता – वर्ष 2014

भारतीय लोक प्रशासन संस्थान लोक प्रशासन के क्षेत्र में हिंदी में मौलिक तथा सामयिक लेखन को प्रोत्साहित करने के लिए हिंदी निबंध प्रतियोगिता का आयोजन विगत कई वर्षों से करता आ रहा है। इस वर्ष 'नारी उत्पीड़न: समस्या एवं निदान' विषय पर प्रविष्टियाँ आमंत्रित हैं।

निबंध मूल रूप से हिंदी में लिखा जाना चाहिए। यह शुद्ध तथा अद्यतन तथ्यों पर आधारित एवं मौलिक विचारों को दर्शाने वाला होना चाहिए। निबंध का आकार 4,000 से 5,000 शब्दों के बीच होना चाहिए। प्रतियोगी को निबंध में प्रयुक्त कुल शब्दों की संख्या बतानी होगी। निबंध प्रत्येक पृष्ठ के एक ही तरफ दोहरे स्थान के साथ साफ साफ टाइप किया हुआ होना चाहिए। निबंध की तीन प्रतियाँ जमा करना आवश्यक है। इन प्रतियों पर लेखक का केवल कल्पित नाम लिखा होना चाहिए। प्रतियोगी का असली नाम तथा पता (दूरभाष सं. सहित) एक अलग कागज़ पर टाइप करके सीलबंद लिफाफे में अलग से रखा होना चाहिए। जिस पर लेखक का कल्पित नाम तथा निम्न शब्द अंकित होने चाहिए:

हिंदी निबंध प्रतियोगिता – वर्ष 2014, भारतीय लोक प्रशासन संस्थान, नई दिल्ली-110002

प्रतियोगिता के अंतर्गत प्रथम, द्वितीय तथा तृतीय पुरस्कार प्राप्त करने वाले निबंधों के लेखकों को क्रमशः 5,000/- रुपये, 3,000/- रुपये तथा 2,000/- रुपये के पुरस्कार प्रदान किए जाएंगे। संस्थान के कर्मचारियों से प्राप्त प्रविष्टियाँ का मूल्यांकन अलग से किया जाएगा तथा उन विजेताओं को अलग से समान राशि के पुरस्कार प्रदान किए जाएंगे। पुरस्कृत निबंध संस्थान की संपत्ति होंगे। यदि निबंध आवश्यक मानक स्तर तक नहीं पहुँचते तो संस्थान को अधिकार है कि वह किसी भी निबंध को पुरस्कृत न करे।

जिस प्रतियोगी को इस प्रतियोगिता में इससे पहले पुरस्कार प्राप्त हो चुका है वह प्रतियोगी दुबारा उसी श्रेणी का या उससे निम्न श्रेणी के किसी पुरस्कार का हकदार नहीं होगा। पूर्व में पुरस्कृत प्रतियोगी इस तथ्य से संस्थान को अवश्य अवगत कराएं। संयुक्त रूप से लेखकों द्वारा लिखित निबंध पर प्रतियोगिता के लिए विचार नहीं किया जाएगा।

लिफाफे के ऊपर 'हिंदी निबंध प्रतियोगिता – 2014' अंकित होना आवश्यक है। निबंध निम्नानुसार संबोधित किया जाना चाहिए।

निदेशक, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ इस्टेट, रिंग रोड, नई दिल्ली-110002

निबंध स्वीकार करने की अंतिम तिथि 15 सितंबर, 2014 है। निर्धारित तिथि के बाद प्राप्त प्रविष्टियों पर विचार नहीं किया जाएगा।

प्रतियोगिता से संबंधित किसी भी प्रकार के स्पष्टीकरण के लिए प्रो. कमला कान्त पाण्डेय, संयोजक, राजभाषा कार्यान्वयन समिति, भारतीय लोक प्रशासन संस्थान, इंद्रप्रस्थ इस्टेट, रिंग रोड, नई दिल्ली-110002 से सम्पर्क करें।

### Annual Decision Making/Teaching Case Study Competition – 2014

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 & 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 inch 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 A 4 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 receipt of entries is August 31, 2014.* The cover should be superscribed with "Annual Decision Making/Teaching Case Study Competition – 2014" and be addressed to the Registrar, Indian Institute of Public Administration, Indraprastha Estate, Ring Road, New Delhi – 110002.

***Let me not pray to be sheltered from dangers, but to be fearless in facing them — Rabindranath Tagore***

### ANNUAL ESSAY PRIZE COMPETITION-2014

The Executive Council of IIPA has approved the following topic for IIPA's Annual Essay Competition for 2014: "**Social Harmony and Inclusive Development**". The value of one first prize is Rs. 5,000 and that of one second and one third prize are Rs. 3,000 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 on October 10, 2014.

Any competitor who has got a prize on one occasion will not, on any subsequent occasion, be eligible for an equivalent or lower prize. The joint authorship of essays shall not be allowed and any essay under joint authorship shall not be considered for the competition.

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

#### **Social Harmony and Inclusive Development**

India is a country with enormous diversity, based on social, cultural, religious, tribal, caste and community identity. While diversity is an asset for any nation, group identity can sometimes also become a source of social conflicts. This is especially evident in an environment of vast inequalities between groups in terms of access to resources and opportunities for development. Competing claims on resources and opportunities and the quest for sharing the benefits of development, if unattended, can instigate social tensions and pose a challenge to social harmony. For any country with such diversity, it is a challenge to systematically work towards inclusion of the marginalised groups in the process of development. There is, furthermore, a need for ensuring that developmental processes themselves do not provide the trigger for alienation or exploitation of some social groups leading to intensification of conflicts.

In the changing scenario of globalisation-led growth, it is a serious challenge to ensure that the processes of growth and development do not take place at the expense of alienation and marginalisation of the weaker sections, dalits, tribals and minorities. Inclusion and integration of all social groups in the process of development is crucial. The essay writers should identify (a) the manner in which development processes in India have increased social tensions and disturbed the prospects of social harmony; and (b) the manner in which inclusive development strategies have worked towards social harmony. Based on empirical evidence, strategies for inclusive development and social harmony may be suggested.

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-2014, 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 **September 1, 2014**. The envelope should be marked "Annual Essay Prize Competition 2014". 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.

***No real change in history has ever been achieved by discussions — Netaji Subhash Chandra Bose***

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## NEWS FROM STATES

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**Delhi****Spatial Data Infrastructure Project**

The Delhi State Spatial Data Infrastructure (DSSDI) project initiated by the Department of Information Technology, Government of NCT of Delhi has provided a rich framework of spatial data, metadata, users and tools that are interactively connected in order to use spatial data in an efficient and flexible way. It is facilitating coordination for the collection, creation, dissemination and storage of spatial data between stakeholders in a distributed system. The control system provides access to stakeholders (through leased line) to

data and services through a set of tools (legend, query, analysis, reports and navigation tools). The key project deliverables include high accuracy GPS surveys for entire Delhi, establishing control network including monumentation, photogrammetric capture (from aerial photographs and in 3D) of roads, buildings, parks, water bodies and all over-ground features, generation of base map on 1:2000 scale and an orthophoto; surveys for underground utilities using ground probing radars; creation of land information system and urban spatial information system, setting up of two

control centres and 10 monitoring centres with IP cameras and a DSSDI portal for line departments of Delhi Government, and generation of 3D pictorial data base as well as capacity building for line departments of GNCTD. As a result of this project, planning processes are being revolutionised. Generation of high resolution maps (on a scale of 1:2000) with attributes, have facilitated micro-level planning. There is reliability of results and query facilities have drastically reduced the time required to access data, analyse it and present in a form that is useful.

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### INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI - 110 002

Tel : 011-23468300 Fax : 011-23702440 Email : diriipa@bol.net.in

Website : www.iipa.org.in

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#### **Quotable Quotes:**

- *What we really care more than what other people think of us — Jawaharlal Nehru*
- *Holding on to anger is like grasping a hot coal with the intent of throwing it at someone else; you are the one who gets burned — Gautama Buddha*
- *The immature think that knowledge and action are different, but the wise see them as the same — Bhagavad Gita*
- *Resenting the obtuseness of others is not good ground for shooting oneself in the foot — Amartya Sen*
- *If we can really understand the problem, the answer will come out of it, because the answer is not separate from the problem — Jiddu Krishnamurti*
- *It is very simple to be happy, but it is very difficult to be simple — Rabindranath Tagore*

<p><i>Editor : DR. TISHYA CHATTERJEE</i> <i>Asstt. Editor : SUNIL DUTT</i></p>
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