



IIPA NEWSLETTER

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INSTITUTE NEWS

APPPA Convocation

The IIPA organised the convocation of its high-end training programme, the fortieth Advanced Professional Programme in Public Administration (APPPA) on April 30. The programme commenced on July 1, 2014, and was sponsored by the Ministry of Personnel, Public Grievances and Pensions. Shri Arun Jaitley, Union Minister of Finance, delivered the convocation address after inaugurating IIPA's 'Then-and-Now' exhibition. Shri T.N. Chaturvedi, Chairman of IIPA, presided over the programme. Shri Jaitley laid stress on the changing nature of the economy, Indian society and the exposure levels of citizens. This change would require new talents and new knowledge among administrators and institutions like IIPA have to deliver this innovative administrative capacity continuously, towards making our governance truly citizen-centric. Shri Jaitley emphasised the growing urbanisation process that would be the engine of India's future growth, for which new expertise is required in governance approach and methods. He lauded the efforts of IIPA and encouraged the faculty and staff for their sustained effort to steadily improve the quality of capacity building. Shri T.N. Chaturvedi expressed his thanks to Shri Jaitley for accepting to deliver the convocation address. He also highlighted the Minister's accomplishments especially in pursuing an untiring and distinguished political career since his student days. The Chairman also emphasised the need to introduce required innovations in all subject areas of the APPPA and shorter training engagements. Earlier, Dr. Tishyarakshit Chatterjee, Director of IIPA, in his



Shri Arun Jaitley delivers the convocation address. Sitting on his left are Dr. Sheela Reddy, Dr. Tishyarakshit Chatterjee, Shri T.N. Chaturvedi and Prof. Suresh Misra.

welcome address observed that the participants have shown exemplary officer-like qualities, high standard of participation and eagerness to learn which came as a welcome support for the faculty who synced so well with them. He listed the progressive policy reforms that have emanated from APPPA-40 dissertations. During the programme, Shri Arun Jaitley released a book entitled *Towards Fiscal Discipline* by U.C. Agarwal. Prof. Suresh Misra, Programme Director, presented a resume of the programme detailing its contents.

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 National Consumer Disputes Redressal Commission, the captioned programme was organised by IIPA's Centre for Consumer Studies from April 6-10. Apart

The IIPA fraternity extends greetings to all its readers for Buddha Purnima and Rabindranath Tagore's Birthday

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". (Date 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 Sashaktikaran evam Bal Kalyan** as the topic for **Special Issue of Lok Prashasan (July-December 2015)**.

from elaborating and integrating the various provisions of the Consumer Protection Act and other legislations 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. Programme faculty comprised guest speakers and in-house faculty. Prof. Suresh Misra and Dr. Sapna Chadah coordinated it.

Programme on Good Governance

Sponsored by the Central Board for Workers Education (CBWE), the programme was conducted at IIPA from April 6-17. The valedictory address was delivered by Dr. Lakshmidhar Mishra, former Labour Secretary, Government of India and former Special Reporteur, National Human Rights Commission. Smt. Namrata Tiwari, Director of CBWE, was the special Invitee. Emphasising the need to appreciate the principles behind labour welfare laws and policies, Dr. Mishra highlighted the need for reform in the labour education system in contemporary India. He

observed that CBWE could play a pivotal role in this and IIPA could facilitate this. Apart from appreciating the importance and facets of good governance and understand their role in improving the capacity of organisation to attain the goals of good governance and development, the programme was designed to enable the participants to: (i) understand the broader context of changing economic, legal and administrative scenario and manage the changing needs of organisation and workers; (ii) understand and address the need for knowledge management and improve their knowledge of rules, regulations and procedural matters; (iii) appreciate the need and ways of addressing ethical, social and gender concerns in improving governance; (iv) improve their capacity for human resource management; (v) analyse the need for improving service delivery and resolving conflicts and grievances in their work environment; and (vi) improve their capacity for effective communication within the organisation and with client groups and citizens. Programme faculty comprised guest speakers and in-house faculty. Dr. Dolly Arora and Dr. Pradip Kumar Parida coordinated it.



Dr. Lakshmidhar Mishra addresses the audience. Sitting on his right are Smt. Namrata Tiwari and Prof. Dolly Arora; and on his left is Dr. Pradip Parida.

Programme on Public Administration

Sponsored by the National Institute of Defence Estates Management, the programme was conducted at IIPA for the probationers of Indian Defence Estate Service from April 13-17. The programme was designed to: (i) familiarise the participants with the basic concepts and theories of public administration; (ii) understand the basic government structure and administration at the Centre, state and local levels; and

(iii) identify and analyse the major governance issues, reform initiatives in administration. Programme faculty comprised guest speakers and in-house faculty. Dr. C. Sheela Reddy and Dr. Mamta Pathania coordinated it.

Programme on Good Governance

Sponsored by the Ministry of Environment, Forest and Climate Change, the programme was conducted at IIPA for officers of Indian Forest Service from April 13-17. Besides focusing on governance indicators as a way to transform governance elements into a practical framework, the programme was designed to enable the participants to: (i) develop actionable forest governance indicators considering legal framework; (ii) consider the elements of financial management to promote robust forest governance; (iii) apply and appreciate strategies for good governance through experience sharing; and (iv) get exposure to the practical contents both as facilitators and impediments in the forestry. Programme faculty comprised guest speakers and in-house faculty. Dr. Saket Bihari and Dr. Kusum Lata coordinated it.

Programme for Manipur Civil Service Officers

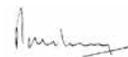
Sponsored by the State Academy of Training, Government of Manipur, the captioned programme is being conducted at IIPA. Commenced on April 13, it is scheduled to conclude on June 5. Besides building overall capacity, the programme has been designed to enable the participants to: (i) acquaint themselves with public administration in India and governance issues including key development issues; (ii) familiarise themselves with financial administration in India; (iii) understand project management including design, development and implementation, and public-private partnership; and (iv) know about sourcing of funds from Government of India and DONER agencies for financing state projects. Programme faculty comprises guest faculty and in-house faculty. Prof. P.K. Chaubey and Dr. Sachin Chowdhry are coordinating it.

Workshop on Nirmal Ganga Sahabagita

A brainstorming workshop on “Nirmal Ganga Sahabagita”, a sustainable initiative with urban local bodies located on the banks of river for a clean Ganga was organised by IIPA in collaboration with National Mission for Clean Ganga (NMCG), an autonomous body under the Ministry of Water Resources on April 18 at Indian National Science Academy (INSA), New

Updation of Contact Details of IIPA Members

As per IIPA records, the total number of members on roll is 11,409 (as on March, 2015) of which active members who have updated their details by filling up the prescribed form are 8360. Further, the list of active members is not up-to-date and IIPA has no wherewithal to independently verify. In the absence of the correct details of members, even the newsletters are returned undelivered. It is necessary therefore to find the correct contacts/ address details of the members for which we have requested the help of our branches from time to time. The IIPA Members are requested to kindly intimate us about the non-living members and also inform us the present status/valid addresses of members whom you may know. It is also felt necessary to update the members E-mail IDs and Mobile numbers in the membership records for faster communication. For this purpose, all the members are requested to send their contacts details along with E-mail IDs and Mobile numbers by e-mail on iipamembersupdate@gmail.com.



(T. Chatterjee)
Director, IIPA

Delhi. Sushri Uma Bharati, Minister of Water Resources, River Development and Ganga Rejuvenation, was the Chief Guest. Shri T.N. Chaturvedi, Chairman of IIPA, was the Guest of Honour. In her address, Sushri



Shri T.V.S.N. Prasad, Mission Director of NMCG,
presents floral bouquet to Sushri Uma Bharati.
On his right is Shri T.N. Chaturvedi.

Uma Bharati remarked that despite getting several international offers, rejuvenation of Ganga cannot be modeled on foreign rivers as the river has cultural and religious significance. Highlighting the achievements

For IIPA Members

The Executive Council in its meeting held on 9th October, 2014 felt that the members staying far away from the State capitals where the Regional Branches have their offices and who are unable to attend the meetings or activities of the Regional Branches and also in the case of members staying in the NCR region who to attend the meetings in the capital have to travel a sizeable distance, should be given a choice to affiliate themselves either with the concerned Regional Branch or the Branch nearest to their residence so that they can attend the meetings organized by the Branches. Accordingly, the members are advised to communicate their request to their nearest Regional/Local Branch to which they want to be attached for attending the meetings or activities of the concerned Branch.


(T. Chatterjee)
Director, IIPA

of her Ministry, she stated that inter-linking of river for better management of water resources is being taken up as top priority. Emphasising on full and active participation of the local people, Shri T.N Chaturvedi in his presidential remarks stressed the need for the ministerial coordination and synergism for cleaning River Ganga. The highlights of the workshop was to enter into a Memorandum of Understanding (MoU) with each of the 118 urban local bodies and NMCG and work with the civil authorities to achieve overall objective of rejuvenating the country's national river. Urban local bodies in all 118 towns on banks of the river Ganga in five states will maintain the 500 metre area along the river and connecting drains as a 'litter-free zone'. Unemployed youth in these urban areas will be roped in to ensure the upkeep of the zone. The workshop had the participation of over 200 delegates. The programme was coordinated by the Ganga Gyan Dhara team.

Faculty News

- Prof. Aasha Kapur Mehta, Professor of Economics (Economic Policy), chaired the session and delivered the opening remarks in the session on "Tools and Mechanisms for Gender Mainstreaming" in the National Workshop on "Towards Gender Transformative Planning and Budgeting", organised by UN Women at Taj Mahal Hotel, New Delhi on April 8. She was also the discussant for the paper on "Data and Data Systems" in a National Workshop on "Unpaid Work", organised by the Collective on Unpaid Work on April 16 at Ghitorni, New Delhi.

NEWS FROM BRANCHES

Gulbarga Local Branch

The branch in its meeting, held on March 29, elected the following office-bearers: Chairman: Shri Maruti K. Pawar; Vice-Chairman: Dr. B.M. Baeen; Secretary: Dr. B.S. Gulshetty; Joint Secretary: Dr. Siddamma Guded; Treasurer: Shri Apparao Akkoni; Patron Members: Shri S. Basavaraj and Shri S.S. Patil; Members: Dr. S.A. Palekar, Dr. R.B. Gaddagimath, Shri M. Basawaraj, Dr. Gurudev Desai, Shri Chandrakant Yatnoor, Shri Suresh Nandyal, Prof. S.L. Hiremath, Prof. Chaga Devagaonkar, Shri Bhalchandra Jaishetty

and Shri Mahantappa Goled; Invitee Members: Ms. Usha Sharma and Shri M.B. Nigudgi.

Howrah Local Branch

The branch organised a seminar on "Union Budget—2015-2016" on March 27. Prof. Asish Ray, Secretary of the branch, gave the welcome address. In his key-note address Dr. Dhanpat Ram Agarwal, National Convener of Swadeshi Jagaran Manch, stated that in order to achieve the goal of self-respect, self-reliance and sovereignty, it is necessary that domestic savings be increased and fiscal deficit be

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 & 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;
- 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 organization 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 super scribed 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.

controlled. Rtn. Dilip Kumar Das, Chairman of the branch, presided over the programme.

Karnataka Regional Branch

The Centre for Consumer Studies of the branch teamed up with the State Department of Food, Civil Supplies and Consumer Affairs in organising a roundtable discussion on “Consumer Education and Advocacy” on March 28. The objective of the roundtable was to identify a group of trustworthy and dedicated consumer groups, consumer activists and resource persons who can be selected as partner organizations/nodal agencies for implementing consumer awareness projects in the State. Shri S.V. Ranganath, former Chief Secretary of Karnataka, inaugurated the programme. He stated that citizens should not be denied of their rights and it is the responsibility of the VCO/NGO to ensure that citizens’ rights are not violated. Smt. Sujatha Hosamani, Joint Director, State Department of Food, Civil Supplies and Consumer Affairs, informed about the steps taken by the Department in the area of consumer affairs. Shri S. Ramanathan, Chairman of the branch, mentioned that the idea of organising the roundtable is to identify, discuss and finalise a plan of action for strengthening consumer awareness in the State. Earlier, the branch organised a function for release of a monograph entitled *A Bend in the Cauvery—An Account of the Cauvery Water Dispute* by Dr. A. Ravindra, former Chief Secretary, Government of Karnataka, on March 27. Shri M.B. Patil, State Minister for Major and Medium Irrigation, released the monograph. In his address, Shri Patil stated that the State Government would always keep the interest of the State while dealing with the issues both at the government level and in courts. Prior to release of the monograph, Dr. Ravindra made a presentation on the subject tracing the history of the Cauvery water dispute between the two states of Karnataka and Tamil Nadu and discussed the various

issues that were argued by both the governments in the Supreme Court and Central Monitoring Committee constituted by the Union Ministry of Water Resources. Shri S. Ramanathan, Chairman of the branch, presided over the function.

Maharashtra Regional Branch

The branch organised its 59th annual general meeting on March 4. Shri S.S. Kshatriya, Secretary of the branch; and Shri V.V. Deodhar, Treasurer of the branch, conducted the business of the AGM. Shri Johny Joseph, Chairman of the branch, presided over the meeting.

Puducherry Local Branch

Administrative Training Centre, a unit of the branch, organised “The Civil Services Day-2015” on April 25. Shri. R.P. Pal, former Secretary (Public Works), Government of Puducherry, delivered the key-note address. Er. P. Swaminathan, Superintending Engineer, Circle-I, PWD-Government of Puducherry, was felicitated. Dr. R.R. Dhanapall, Chairman of the branch, presided over the programme.

Tirupati Local Branch

The branch jointly with the Department of Business Management, Sri Padmavathi Mahila University organised a seminar on “World Consumer Rights Day” on March 15. Shri P. Raja Reddy, President of Chittoor District Consumer Council, spoke on various aspects of consumer rights. Among other speakers were Prof. J. Katyayani, Professor of Business Management, Sri Padmavathi Mahila University; Dr. A. Samanthakamani, Secretary of the branch; Prof. M.C. Reddeppa Reddy, Department of Adult Education and Continuing Education, Sri Vekateswara University; and Prof. C. Raghavan, Department of Philosophy, Rashtriya Sanskrit Vidyapeeta. Prof. A. Ranga Reddy, Chairman of the branch, presided over the programme.

NEWS FROM THE STATES

Gujarat

Access to Elementary Education

GIS School Mapping is an initiative by Sarva Shiksha Abhiyan (SSA) Gujarat aims at identifying the un-served areas in terms of elementary education through scientific process of school mapping using

geo-informatics system. This system integrates geo-spatial database with departmental school data. It has more than 40,943 school locations, cluster resource centre, block resource centre, and cluster boundary in GIS environment. The initiative covers all 26 districts of the State for school-wise mapping, as per distances

mentioned in Gujarat Right to Education (RTE), Act. This system can also be replicated in any other states as well to cover entire population of the country. The project uses GIS mapping, through Google Earth, to identify ideal locations of schools (primary school within one km, and upper-primary school within three km of every residential location) across all districts. The project also maps the locations of existing 40,000 odd schools. Further, around 29 new schools have been identified to be built as per planned distances according to GIS with the technical support from Bhaskaracharya Institute of Space Application and Geo-Informatics (BISAG). The scheme operates successfully with a trained team at State, district and block level. BISAG provides specialised services and solutions in implementing map-based geospatial information systems. BISAG undertakes all services for the entire process of implementing an enterprise level GIS system. These services include GIS database design and development, map creation, updation and finishing, data migration/conversion and format translation, software development and customisation, systems integration and technical consulting. Thus, the interoperability of State Government's two major modules makes the programme effective. It has high security based software for research and data collection. Independent audit has been conducted on five per cent of the sample data. As a result of this project, customised criteria-based analysis can also be done by users using database with departmental school data i.e District Information System for Education (DISE) and the GIS based school mapping. Further, infrastructure gap in each GIS mapped school can be checked for compliance to (RTE) norms.

Karnataka

Sakala

To enable efficient and citizen-friendly governance, the State Government has taken the initiative in enactment and implementation of the "Karnataka Guarantee of Services Act 2011", now called Karnataka Sakala Services Act. This Act enshrines Government to Citizen Services as a right of the people and is

statutorily committed to provide these services on time, in a hassle-free manner. The Government has used e-governance as a backbone for enhancing effectiveness, bringing about accountability and transparency through this citizen-centric legislation. Under the Sakala mission, currently 419 services are delivered. It covers the whole state of Karnataka with 30 districts and 177 talukas. Around 17373 offices of 18 major departments are providing the services to a population of six crore. The Sakala portal is active through the KSWAN network or local broadband connections. The system built by NIC has three major functionalities, web portal based data dissemination, online request receipt and processing and the integration of the existing heterogeneous citizen-centric applications of all government departments seamlessly with the portal as back-end database operations. The provision for the SMS integration for instantaneous SMS and MIS reports for dissemination to provide the status, pendency statistics, etc. is provided. In a span of 14 months, Sakala Act has the distinction of satisfying three crore consumers (citizens). Services are delivered to the citizens within prescribed time limit. In order to ensure availability on a 24/7 basis, required infrastructure has been put in place at the NIC data centre with an exclusive onsite support.

Kerala

SAND

Project SAND aims for a transparent, online computerised booking mechanism and issue of pass for allotment of sand to citizens and to bring transparency and fairness in the sand mining process. It also eliminates influence of middlemen and provides river sand to the actual beneficiary at a reasonable price. SAND uses ICT tools and most modern technologies like RFID, barcodes and palm computers to effectively reach rural population. It completely works on internet. Citizens can apply for river sand through internet or through 200 + community centres named AKSHAYA. The workflow system covers all 88 gram panchayats, eight municipalities, one corporation, five taluka offices

and collectorate. The actual beneficiaries can apply from anywhere in the world including those working in border services. SAND after its success in Thrissur district was replicated in seven other districts and there are several enquiries for the system from other mining districts across the nation. Citizen can apply online, the application follows a work flow model where concerned local body issues certificate after site verification. This

online certificate is received by Revenue Department through work flow model. Sand allotment intimation is sent to general public as SMS, through the same site. This process saves time and improves quality of service. Citizens are provided with vernacular language support for the services. Manuals and support documents are prepared in local languages. Help counters at gram panchayats and talukas are formed to assist citizens.

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Quotable Quotes

- *All animals except man know that the ultimate point of life is to enjoy it—Samuel Butler*
- *The learned fool writes his nonsense in better language than the unlearned, but it is still nonsense—Benjamin Franklin*
- *Good friends are like stars, you don't always see them, but you know they are always there—Eleanor Roosevelt*
- *The task of the modern educator is not to cut down jungles, but to irrigate deserts—C.S. Lewis*
- *The power of a man's virtue should not be measured by his special efforts, but by his ordinary doing—Blaise Pascal*
- *Happiness is not the absence of problems but the ability to deal with them—Buddha*

<i>Editor : DR. TISHYA CHATTERJEE</i>
