CHAPTER - VII

EVALUATION AND SUGGESTIONS

In the new millennium the greatest challenge before the government is how to deal with the changing environmental situation and the need to develop a comprehensive understanding of the dynamics of development administration. India, a country of a billion plus faces innumerable problems of governance. The rising population, chronic poverty, illiteracy and unemployment continue to be our greatest problems. Coupled with them are the problems of rural-urban interface and environment preservation. This calls for a good governance that possesses accountability and better fiscal management so as to strengthen the component of civil society. It is in the above mentioned context that the role of the IIPA has become crucial. Both civil and public servants, to whom the Institute caters, have to be addressed on the above lines and accordingly re-oriented to the new vision, mission and value systems so that they can tackle the important issues before the country effectively in the years ahead.

In the past, several innovations, interventions and achievements were made by the Institute to streamline the process of effective
administration. Keeping in view the crying needs and demands of the day, the I.I.P.A. will contemplate a new knowledge based on empirical and action research, train government executives and impart education and consultancy services for the greater good and to the greatest numbers. In this context, a highly valuable contribution in the form of “Administrative Year Book, 2001” was published by IIPA. This study was sponsored by the Department of Administrative Reform, Ministry of Home Affairs, and Government of India.

The Institute also launched the publication titled “Governance and Poverty: Towards More Effective Public Service Delivery”, prepared by the participants of the Public Service MBA degree programme of the University of Birmingham (U.K.) in partnership with the IIPA and the Civil Service College, Sunningadale. There seems to be a considerable need for setting up a Centre of Excellence on e-Governance. The Institute has already acquired an internet linkage and the Website was launched by Hon’ble Minister for Personnel and Training, Smt. Vasundhara Raje on 3rd July, 2000.

On the 46th Annual General Body Meeting (AGM) of the Institute (14th October, 2000), Shri S.B. Chavan, Chairman, Executive Council observed; “In the current millennium, IIPA is all set to march
relentlessly in the service of nation, particularly our underprivileged brethren. In order to meet the growing international competition, it is imperative for all organizations to reposition their competitive edge by reorienting their goals, strategies and their-management systems. This 21st Century offers us the right opportunity to critically analyse ourselves in the context of governance to meet the future challenges before the country”. Shri Chavan also emphatically stressed the need for experimentation with a new form of organizations to cope with the fast pace of technological change, global competition and the emergence of a knowledge-based economy. The issue of good governance and the creation of social, economic and political capital are being constantly pursued by IIPA in its academic endeavours.

On the Foundation Day, convocation of 27th APPPA and Public Service-MBA Degree Programme on March 28, 2002, Dr. C. Rangarajan than Governor of Andhra Pradesh addressed the joint function and delivered the endowment lecture on “India and Global Challenges”. In his address he observed that the setting up of the IIPA in 1954 was a landmark in the evolution of the system of public administration in our country. He further observed that there was a need to stress, simultaneously, on economic development in the conventional sense of accelerating growth rate, as well as social
development in meeting the basic needs of every individual. Finally, in his deliberation, he felt that “Vision, Strategies and Governance” must go together and that the IIPA would play a major role in helping the government at the centre and state levels to achieve this convergence.

On 3rd July 2002, a group was constituted under the direction of Dr. P.L. Sanjeev Reddy for evolving “A Vision and Mission Statement for the IIPA”. To set an example of excellence in public governance and egalitarian environment in the Institute, a theme paper on “Vision of India in the 215c Century” was prepared in brought it was brought and that the different systems, i.e., political, justice, administrative, technological, economic, educational, cultural, media information, individual and national and international linkages have to be interlocked, so as to actualize a new realistic scenario of a prosperous and happier India. This vision would be helpful in crossing the national and international b6undaries and making the world united on the principle of Vasudeo Kutambham or worth living for all human beings.

VISION: “The Indian Institute of Public Administration aims to be one of the world’s leading academic centres of learning and influence

on public governance systems to make them more responsive to human needs, aspirations and values.²

**MISSION:** “The Indian Institute of Public Administration shall strive to advance its research on public governance, policies and implementation; organise training and education for the sharing of knowledge among practitioners, opinion makers and academicians; engage in consultancy for the generation and application of knowledge; disseminate knowledge and catalyse public interest and participation; expand the membership of the Institute while maintaining high eligibility standards; stimulate the creation and functioning of Local and Regional Branches; and promote partnerships and strategic alliances with other leading national and international organisations.”³

**VALUES:** “The Indian Institute of Public Administration shall: set an example of excellence in public governance by developing a humanistic, democratic and egalitarian environment in the Institute and a learning culture that values freedom of thought, expression, sharing, innovation, and dissent; attract the best available talent; respect the unique professional genius of each person and foster individuality and teamwork with exemplary standards of integrity,

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² Ibid.
³ Ibid.
competence, transparency and trust wherein each individual experiences a sense of personal worth and dignity; uphold the Rule of Law and be equitable, ethical and just in its relationships with all stakeholders; and do such other lawful things as are conducive to the fulfillment of the above vision, mission and values.”

In the Convocation Address of 28th APPPA on the Foundation Day of IIPA (1st April, 2003) Dr. A.P.J. Abdul Kalam, President of India discussed the nation’s vision and observed; “If administration succeeds, the nation succeeds. One of the very important ingredients for success of the vision of transforming India into a developed nation by 2020 is the evolution of creative leaders”.

On the 48th Annual General Body Meeting of IIPA held on 25th October, 2002, Shri Bhairon Singh Shekhawat, Vice-President of India, while emphasizing on democratic decentralization in the context of the Seventy-third and Seventy-fourth Constitution Amendment Acts called for conscious and constant efforts to devise ways of achieving the effective participation of the masses in the political process. Speaking of effective governance, Shri Shekhawat observed that the internal efficiencies of the government and the administration are important factors germane to civil society. Having

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4 Ibid.
noted the Institute’s achievements in organizing training programmes for international participants, Shri Shekhawat wished to see the I.I.P.A. developing into a centre of excellence with an international reputation. Consequently, in the 49th AGM held on October, 16, 2003, Shri Shekhawat further observed that during the past 50 years the Institute had been successfully performing its role and accomplishing the tasks which were placed before it. He hoped that it would continue to do so with even greater vigour in the future. He advocated an Antyodaya approach in discharging the responsibilities towards the poor and disadvantaged and called for an increased public participation and empowerment of vulnerable sections, including women, as well as the need to enhance the people’s confidence in the system of governance. Citing the I.I.P.A. as a catalyst and promoter of improved governance in the area of public administration, Shri Shekhawat hoped that the Institute would be fully equipped and supported by the government in fulfilling this critical role.

Shri Chavan in his address observed that though our public policy and administration must be open to global influence, the provision of feeding ‘housing, health care, education, peace and order for the vulnerable sections of population must remain our primary concern.
till the fulfillment of basic needs were assured for even the poorest and weakest. He stated that as a leading developing nation, India must utilise the opportunities of global economic integration to ensure full human development.

Dr. P.L. Sanjeev Reddy, Director IIPA highlighted the significant achievements of the Institute. He considered the IIPA to be the think-tank of the government. The Institute was prepared to face the new challenges in devising winning strategies, strategies for value creation in administration, public management, public service delivery and preparedness for global competition. Referring to excellence at the work place and the work ethic, Dr. Reddy said, “The Institute is also focusing on the development of a work culture scheme in various government and semi-government set ups and it has received government support for evaluation of impact of watershed development programmes funded by DFID, UK. Proposals are being sent to the government for setting up a National Centre for Consumer Affairs, Centre for Gender Studies, Centre for North Eastern States Studies and Centre for Good Governance.”

In the light of the aspirations and appeals of these statesmen, this vision and mission can be woven as an inspirational guidepost for the

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further development of the objectives of the IIPA. There is an urgent need for scholars and researchers in administration to analyse the management and administrative dimensions of substantive action programmes. For education and training, faculty members of the Institute are supposed to develop and Summary Record of the Proceedings of the 48th Annual General Meeting of the General demonstrate their competence in programme management so as to serve as a resource for management training personnel for in-service training programme of IIPA.

In order to facilitate this vision, a new agenda of action is needed. The Institute has to take certain major stands for further strengthening policy based research, prepare fresh training capsules for good governance and impart educational services by ‘playing an advisory role towards a new development paradigm. For optimal utilization of resources and balancing of technological innovations arising due to rapid urbanization, privatization and industrialization by the new economic policy, it is essential for the IIPA to draw lessons from the legacy of past development to achieve the desired results and inculcate a new administrative as well as academic culture. It should be based on the micro level experience of empirical research, which will be helpful in balancing
the socio-cultural leg of economic development and the creation of a climate of social welfare development in the country.

There is a need for the regular and systematic review of the progress of research within the Institute. An innovative, invigorating approach is needed in public administration by conducting both short and long duration training programmes. With a strong and well-developed research faculty, the Institute can play a leading role to match its status and responsibilities in the field of public administration. It must be properly equipped in terms of education, training and experience in discharging its responsibility. Such measures would help the Institute in keeping itself attuned to future needs and requirements of our country.

To sum up, during the last 50 years of service to the nation, the Institute has made consistent efforts to improve the efficiency and efficacy of both the government as well as the public sector enterprises. Within a stipulated objective to improve the governmental performance, seeds sown by the administrative forefathers and founders of the IIPA, have been nurtured from time to time. Under a theoretical foundation and different channels of analytical framework of public administration, efforts have been made to channelise the academic interest of the Institute. At the juncture of
theory and practice of public administration, the Institute is prepared to reschedule its academic pursuits of knowledge.

The IIPA as a mirror of administration is meeting the growing international competition by re-orienting its goals, strategies and management. However, it has been realized that the current polity needs more than simply efficient public management system. The New Public Management System (NPMS) will focus on good governance with transparency, accountability, responsiveness, sensitivity and sustainability. In the present era of information technology, certain new issues of public administration have cropped up to face the future challenges of 21st Century. The fundamental vision of progress, mission for achievement and pursuit of human value is very much ingrained with the exercise of capacity-building and better performance of the task to which the Institute has helped in developing an effective leadership. For demonstration of analytical and creative ability for better governance, efforts have also been made to have a greater interaction between academics and administrators through long and short duration training programmes, seminars, conferences, research/case studies and consultancies in priority areas.
The future vision, mission and values of good governance can only be realized with the corresponding growth and development of public administration. There is an apprehension that the Public Administration research and training may suffer from “horizontalism” -excess concern with infernal elements of administrative structure, rather than the lack of emphasis on the vertical dimension of the management and the operation of social and economic programmes. Towards this end, the Institute has been amazingly successful in its academic pursuits. The continuing interest and unstinted support of the management, the competence, dedication and integrity of the Directors, and the keen interest of the faculty members in the functioning of the Institute have inspired the IIPA fraternity.

**INTER-INSTITUTIONAL NETWORK**

Apart from the IIPA, there are a few other organizations such as the National Academy of Administration, Mussoorie, the Administrative Staff College, Hyderabad, the Indian Institute of Management, Ahmedabad and the Indian Institute of Management, Kolkata, which are also providing initial and in-service training to administrators and professional managers. The Institute plays a key role not only in teaching, but also in coordinating activities, avoiding overlaps and arranging mutual exchange programmes, thus helping these
organizations to bring about more adequate coverage and better coordination of their activities. The Indian Institute of Public Administration as Dean Appleby observed; “has established itself as something of a world centre for its functional field”.

The Institute is designed to achieve an exchange of experience and ideas between the political administrators and civil servants, playing a central role in the entire field of public administration, including both research and training. One of the important functions of the Institute in this capacity is to act as a clearing house for information on training establishments of different sorts available all over the country in various fields of public administration.

After the recommendations of the Administrative Reform Commission (ARC), various fields of activities have been opened to utilizing the specialized services of the IIPA. In the new millennium, a Commission to go into the working of the Constitution was set up under the chairmanship of Justice Venkatachalliah to look at the involvement of the Institute in some of the studies and deliberations relating to decentralization and capacity-building of the Panchayati Raj Institutions, urban local bodies, effective delivery system and civil services. A one-year programme on Public Service Management has

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been initiated by the Institute along with the University of Birmingham. The Institute has also been striving to establish the SAARC Centre of Public Administration.

**International Linkages**

In the past, as a result of aid given by Ford Foundation, USAID, UNDP, etc., a number of foreign experts and consultants came to the Institute to assist it in its research and other academic activities. Among them were Prof. Marshall. E. Bimock, Prof. Samuel Eldervell, Prof. Raymond, F. Pelissier, Prof. Donalt C. Pelz, Prof. Adwin A. Bock, Prof. Ross Pollock, Prof. O’ Glenn Stahl, Dr Edund D. Dwyer and Lord Fulton. The Institute has acquired national status as the most important organisation of its kind in India, has also gained international recognition. As a result, IIPA has received the state-membership of many international organizations such as International Association of Schools and EROPA.

In 1968, the Director, IIPA was appointed as a member of the Working Party on “Handbook of Training in Public Service” set up by the United Nations. A grant of US $4000 was given to the Institute by EROPA for arranging a seminar on “Development Administration” The Institute has been collaborating with several international agencies
for research and training programmes. The Director and faculty members of the Institute are invited to participate in International conferences and seminars conducted by UN, ESCAP, EROPA, APDC, FAO, KAF and other international organisations. The Institute has close contacts with similar organisations abroad such as the Royal Institute of Public Administration, London; the International Institute of Administrative Science; Belgium; the Eastern Regional Organisation of Public Administration, Manila and the Asian Rural Sociology Working Group, Kwansei Gakuin University, Japan.

The Institute has developed international linkages with several countries for providing technical and managerial expertise and collaboration in areas of mutual advancement. The Institute is one of the founder members of EROPA and its regional training centres. The 19~ Genera Assembly of EROPA and a Conference on “Public Administration and Globalization, Challenges, Opportunities and Options” hosted by the Department of Personnel and Training was organised from October 7-10, 2003 at Le Meridien Hotel, New Delhi*. A 15-member delegation of Executive Council of ERQPA led by Prof. Roger Willenhall, University of Canberra, Australia, visited IIPA and appreciated the facilities offered to EROPA participants and identified the possible areas of collaboration such as administrative reform, e-
governance, public-private partnership and collaboration among training institutions of EROPA. During the 49th Executive Council Meeting of EROPA, Dr. P.L. Sanjeev Reddy, Director, IIPA made a presentation on the genesis, activities and future plans of the Institute.

In the recent past, several foreign visitors, dignitaries including ambassadors, heads of international organisations (Asian Development Bank, UNDP, UNESCO, World Bank, etc.) and delegates from countries like China, Ethiopia, France, Japan, Mauritius, Philippines, Namibia, Slovenia, Sri Lanka, UK, USA and West Germany have visited the IIPA. The Institute has been selected as a member of ESCAP Network of Centres of Excellence and Training by United Nations Economic and Social Commission for Asia and Pacific, Bangkok.

Apart from the institutions mentioned above, the Indian Institute of Public Administration, New Delhi, has collaborations with -

- Ecole National “D” Administration National Institute of Administration (ENA) for training;
• University of Birmingham for one-year MBA in Public Service Management in partnership with Department of Personnel and Training, Government of India and the British Council;

• Mauritius Institute of Public Administration and Management (MIPAM) for conducting training courses/workshops for their civil servants, executives and the faculty, collaborative research information sharing, etc., at Mauritius;

• University of Namibia, Centre for Public Service Training for trainers to Namibian civil servants, carrying out joint research projects, exchange of faculty and sharing information, etc.;

• Ministry of External Affairs, Government of India for their International Technical Education and Cooperation Scheme (ITEC).

• Department of Economic Affairs, Government of India of their Technical Cooperation Scheme (TCS) under the Colombo Plan.
• Centre for Spatial Data-based Management and Solution (CSDMS) and

• Korean Institute of Public Administration, Seoul, Republic of Korea or research, training, information exchange and mutual capacity building.

Development Programmes stimulates necessary modifications in accordance with the changing needs and requirements in the functioning of government.

**The IIPA Over Fifty Years—An Assessment**

With the aim of upgrading the effectiveness of public administration, various activities have been undertaken by the Institute. Its training programmes continue to maintain high standards and usefulness in capacity - building and managerial innovation. During the period between 1958 to 2003, the Institute has conducted 1,954 training programmes/professional courses in various fields of specialization. Approximately, 48,354 officers of government and public enterprises have been trained in these courses. The Institute has taken a lead in organizing more than 250 conferences /workshops, seminars and endowment lectures.
The Institute has also rendered help to the Administrative Reforms Commission, the Punjab Administrative Reform Commission, the Central Pay Commission, etc. over a period of time, the IIPA has worked for a number of expert committees set up by both the Central as well as state governments is gathered in the form of mimeographs, published documents are based on research and consultancy and there is a hard core of data, information and findings for the use of policy makers, planners and administrators in the years to come. Different agencies, organisations and departments of ministries, state governments, public enterprises have acknowledged the growing need and importance of the Institute in the country.

Broadly speaking, the major accomplishments/achievements of the Institute during the last 50 years of service to the nation are as under:

(i) Dissemination of knowledge in the field of public administration at the central, state and local levels through (a) training courses, research/case studies, consultancy works, and seminars/workshops/conferences colloquiums; (b) publication of quarterly journals, *viz.*, IIPA and Nagarlok. (c) documentation and (d) the Administrative Year Book;
(ii) Training of senior level civil servants for improving, through them, the quality of governance which, in turn, is most likely to improve the quality of life;

(iii) Research and consultancy works enabling the government to frame their policies in the concerned field effectively;

(iv) Visits of foreign personalities which have added to the dignity, of the Institute; and

(v) MoUs signed between the IIPA and various Institutes of Public Administration located in countries like France, Mauritius, Namibia and the Republic of Korea have enhanced the reputation of the Institute in the international arena.

The Institute has expanded its functional areas through various academic centres which strive for effective interaction among the members of the faculty for improving their academic output and consequent academic satisfaction and achievement. The Institute has done self-introspection and comprehensive exercise to review its activities so as to the direction in which it should move. In the broader framework of a changing environment, the role of the IIPA has to be understood in the context of global interface, good
governance, emerging civil society and people’s empowerment. Therefore, in the light of emerging new trends, the IIPA is encouraged to conduct new research, training and seminars conferences in the field of public administration. No doubt, all this foundational work, along with the theoretical and empirical research would certainly enable the Institute to formulate its future vision, mission and values in the years to come.