

FINAL REPORT

“IIPA: FUTURE DIRECTION” A COLLABORATIVE STUDY

Sponsored by
Dept. of Personnel & Training (DoPT)
Govt. of India

2004

A Confidential Report
by



Asian Centre for Organisation Research and Development (ACORD)
C-126, Greater Kailash, Part-I, New Delhi-110048

STATE REPORT

ANNUAL REPORT OF THE
COMMISSIONER OF THE DEPARTMENT OF
CORRECTIONS

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Annexure - 3

भारत सरकार
कार्मिक और प्रशिक्षण विभाग
कार्मिक, लोक शिकायत तथा पेंशन मंत्रालय
GOVERNMENT OF INDIA
DEPARTMENT OF PERSONNEL AND TRAINING
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCE
AND PENSIONS

BLOCK-IV, OLD JNU CAMPUS,
NEW MEHRAULI ROAD, NEW DELHI-110067

Dated: November 23, 2004

D.O.NO:13046/03/04-Trg.1

Dear Sir,

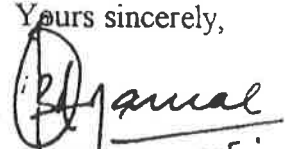
As you are aware, this Department had commissioned the Asian Centre for Organizational Research and Development (ACORD) to undertake a study of IIPA with a view to suggest future directions for the institute. You would also recall that during your discussions with Secretary, Department of Personnel and Training as well as during a recent meeting of the Executive Council, you had mentioned that IIPA was in the process of developing a turn-around strategy and direction for the future growth of the institute.

2. In this connection, I am enclosing a copy of the final report submitted by ACORD, in case you would like to take the advantage of some of the suggestions made in this report.

3. We look forward to receiving the turn around strategy from IIPA at the earliest possible.

With kind regards,

Yours sincerely,


(O P Agarwal)

Dr P L Sanjeev Reddy
Director
IIPA
I P Estate
New Delhi.

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**IIPA: FUTURE DIRECTION
A COLLABORATIVE STUDY**

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10/10/2020

MEMORANDUM FOR THE RECORD

DATE: 10/10/2020

TO: [REDACTED]

FROM: [REDACTED]

[REDACTED]



FOREWORD

Indian Institute of Public Administration is celebrating its Golden Jubilee. Over the last 50 years it has gone through its life-cycle as an institution, and is now in the process of finding a future direction for itself in the 21st century.

It is in light of this, that the Department of Personnel & Training (DoPT) assigned to ACORD a study which will facilitate IIPA to find a future direction and course of action for itself.

In the past four months, ACORD has had various discussions and consultations with significant stakeholders of IIPA in confidential one-on-one interviews and Focus Group Discussions, as well as studied IIPA's reports and other documents to get various perspectives and to understand the present situation. Based upon these inputs and its own professional analysis, ACORD is happy to present this report to DoPT, who commissioned this study.

We take this opportunity to thank DoPT specially Mr. O.P. Agarwal, Jt. Secretary, DoPT, and Mr. Salim Haque, Director – Training, DoPT, for entrusting this very challenging assignment to us.

We wish to thank the Chairman of IIPA, Mr. T. N. Chaturvedi, and Senior Members of the Executive Council, Mr. G.C.L. Joneja, and Mr. B.C. Mathur for meeting us (the latter two several times) and giving us valuable insights of the current situation. We especially thank each & all of them for guaranteeing the confidentiality of "who said what" in the interviews and focus-group-discussions.

The Director of IIPA, Dr. P.L. Sanjeev Reddy has been extremely cooperative. We thank him and all his colleagues, specially the Senior Faculty members, and Faculty members, for actively participating in confidential discussions with us on this study.

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We thank the Registrar, Dr. Naresh Kumar and his team for providing us factual data about IIPA as and when required. We are also grateful to the staff of the various departments & sections of IIPA who shared their information & perceptions, with us during the course of this study.

We also thank the cross-section of Alumni's of the year-long APPPA Course, short courses, and other stakeholders of IIPA (including 4 Secretaries to GoI) who gave us their valuable inputs and observations for this study.

We are confident that this Report will be helpful for IIPA to study & reflect on, before deciding on its future direction, and future organisational strategy, in a changed environment, both nationally and globally. We are also hopeful that DoPT and IIPA will be able to achieve useful dialogue through discussion of this report, and discover "common-ground" for a "win-win" strategy that enables IIPA to contribute more effectively to the nation's development, as well as to the effectiveness of the governance and administrative system.



KIRON WADHERA
PRESIDENT & CEO

EXECUTIVE SUMMARY

1. The IIPA study was assigned by the Department of Personnel & Training (DoPT), Govt. of India, to the Asian Centre for Organisation Research and Development (ACORD), to be completed in 16 weeks (\pm 4 weeks). Subsequently, a Draft Report, and Final Report (incorporating suggestions from the draft report stage) was to be submitted to DoPT.
2. Given the short time-frame, for the actual study, a classical, quantitative, data-compilation and data-analysis, including course-audit, faculty-audit, pedagogy/methodology evaluation etc. of IIPA would not be possible in 16 weeks (\pm 4 weeks).
3. Several earlier Committees had already done comprehensive reviews of IIPA using the classical data-analysis approaches, and had submitted detailed reports, with exhaustive recommendations on almost every facet of IIPA. A report of the same approach would not add value, and would take a long time (12 – 18 months at least).
4. ACORD therefore proposed a different approach which would be “qualitative”, “experiential”, and “participative”, based on:
 - (a) Identifying all key stake-holders of IIPA;
 - (b) Holding confidential, “depth-interviews” with a cross-section of all key stake-holders;
 - (c) Holding confidential “focus-group-discussions” with small groups of stake-holders;
 - (d) After gaining sufficient understanding of the organisation as experienced by key stake-holders, detailed questionnaires would be designed to elicit relevant information and understanding of the organisation.

This qualitative, “stake-holder based”, experiential approach & methodology, under conditions of confidentiality (guaranteed by both DoPT & IIPA in this study) normally yields “stakeholder insights” into the organisation’s deeper dynamics and processes (including “belief-systems”, culture & sub-cultures, dominant values, capacity for change etc.).

5. DoPT approved this participative, stake-holder based approach and the methodology of confidential “one-on-one” interviews, and focus-group discussions, and sanctioned the project.

6. The following 11 stake-holders (“internal” and “external”) were identified through initial discussions with IIPA:
 - i.) IIPA Executive Council
 - ii.) Secretaries of GoI
 - iii.) Director – IIPA
 - iv.) Registrar – IIPA
 - v.) Senior Faculty – IIPA
 - vi.) Faculty – IIPA
 - vii.) Current – APPPA participants
 - viii.) Alumni of IIPA courses
 - ix.) IIPA Senior Administration
 - x.) IIPA Accounts, Admin. & Support Staff
 - xi.) DoPT

7. Based on the “common-ground” emerging out of the insights and experiential perceptions of the above 11 stakeholders, ACORD has prepared this report as an “independent, external” facilitator, without any predetermined views. The stakeholders are speaking through this report, and sharing their experiential insights of IIPA, with guaranteed confidentiality. This final report incorporates the two main suggestions from the discussion of the draft report – viz.:

- a.) the strengths and limitation of the methodology;
- b.) additional financial analysis of the past 5 years of IIPA.

This “Executive Summary” has been developed for this final report.

8. The strengths of the qualitative, experiential approach to the study of organisations are:
- (a) it taps multiple “stake-holders” (internal & external), through their actual experiences of the organisation;
 - (b) provides diagnostic, qualitative insights into organisation culture, beliefs, behavior, and dynamics below the surface levels;
 - (c) can be effective in short-time-frame studies, to access and map out the organizational realities which affect the functioning and survival of the organisation;
 - (d) can identify the “common-ground” perceptions of stakeholders which are broadly held, representative, & valid experientially.
9. The main limitations / pre-requisites of the qualitative, experiential, stake-holder-based methodology are:
- (a) It requires guaranteed confidentiality (with regard to “who said what”) – both during and after the study;
 - (b) Therefore if attempts are subsequently made to find out “who said what” (formally or informally), the respondents will clam up, or go into “denial mode”/ “blame game”;
 - (c) Thus, the institution (or its power-structures) may “dis-own” the emerging underlying diagnostic dynamics, and get into a “defensive-offensive” mode, and may reject the “existential and experiential truths” of the several stakeholders, even though the “experiential-truths” may be

“widely known” (alternatively, some organisations may choose to understand, accept, and “face up to” its underlying diagnostic-realities, and begin a new phase of organizational revitalization).

10. **Stakeholders “Common-Ground” Insights regarding IIPA:**

Based on the experiential insights of the whole range of 11 stakeholders, the “common-ground” diagnostic understanding of IIPA which emerges, covers the following main points:

- IIPA is in a clearly visible state of decline over the past decade at least, after a very “pioneering” and “vibrant” 25 years after its founding (1954-1980);
- IIPA Faculty has declined to 26, (from a range of between 50-70 during its past “golden age”);
- As a “Non-Profit Society” (under the Societies Act, 1860), set up at the initiative and close support of the first Prime Minister of India, IIPA has been largely a “grant-based” organisation for all of its 50 years.

Under “grant-rules”, IIPA cannot accumulate any “surplus”, “savings” or “profit” from any of the grants from government.

Through the “grant-based” model, Gol (through its ministries and departments) initiated, shaped, and finalized grant-driven assignments in the first 3 decades, as well as sanctioned grants for increased faculty and staff as more projects were assigned to, & accepted by IIPA.

- All internal stake-holders hold the following “mind-set” and belief-systems:
 - that IIPA is a Govt. instituted and Govt. funded academic institute;
 - with permanence of service;

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- with UGC scales of pay, allowances, annual increments, and long-term benefits;
- with time-based career progression/ promotion;
- with each Pay commission's decision applicable to faculty & staff;
- with GoI fully funding salaries, maintenance and operational costs, infrastructure and assets (including refurbishing & modernisation/ upgradation).

The above belief-system has been developed & sustained by the actual practices, decisions & conventions established by IIPA over 50 years, & have therefore acquired substantive ground.

- All internal stake-holders are also of the firm mind-set and conviction:
 - against “self-reliance” of the institute;
 - against reduction of government funding/ grants;
 - against maximizing “self-sufficiency” through independent “revenue-generation”, with “least dependence on government of India funding”.

These concepts of “institutional self-reliance” are labeled under the **rubric** of “commercialisation” which is strongly opposed by internal stake-holders. The faculty (most) are also clear in their stand against individual performance assessment on the basis of financial/ revenue generation parameters – whether through consultancy, research or training, since “IIPA is an Academic Institute & they are the teaching faculty”.

While they acknowledge that IIPA needs a turn around, they put the onus of the same on GoI.

This forms the crux, the very heart of the dynamics of IIPA as an organisation – struggling to preserve the “historical, precedent-based, status-quo”, and resisting any change which may require moving to “self-reliance”.

11. In addition, IIPA has a “mixed” identity and culture, with 3 different strands:

- (i) UGC type academic institute culture;
- (ii) Registered, non-profit society culture;
- (iii) Government grant-based, funded culture.

The “Indian University” mindset with its opposition to measuring results, revenue-generation, or self-reliance predominates in the majority (80%) of the faculty. The predominant values that are strongly and vociferously defended are:

- (a) “academic freedom” without any controls;
- (b) “full funding” by government for operational, maintenance, infrastructure, and overhead costs.

12. In the 21st Century, if IIPA is to become a change-agent and model for national development and administrative reforms, IIPA first needs to set a credible example of its own institutional change-management and self-reliance. However, IIPA is itself caught up in its own past mindset, unable or unwilling to move self-reliance.

13. Even in its main activity, which is training, IIPA is largely following the older, traditional model of “training for academic, conceptual knowledge”, which a cross-section of IIPA course participants clearly consider is not of much relevance of use in their practical work situation realities.

Training as a profession has globally moved away from “training for knowledge” to “training for attitude and behaviour change”, and “training for result-improvement” - IIPA has not kept pace with world-class trends and processes in training.

In the 21st Century, training needs to be based on “action-research” “experiential learning”, “group-dynamics” and other modern techniques. The key parameters now for evaluating training effectiveness are “retention of learning”, “application of learning on-the-job”, and “better results and effectiveness on the job” (rather than “course feed-back forms”)

14. The Govt. of India has many complex policy issues, and problems which need urgent analysis and solution. Most of these “Systemic Improvement” issues are multi-disciplinary, and require a combination of world-class competence in consulting, research, and implementation skills. GoI is actively searching for top-class institutions with cutting-edge competence and “Knowledge Capital”. GoI does not find these world-class skills in IIPA (e.g. in Change-management, Good Governance, Citizen-Centric Administration, Knowledge-Management, Best-Practices, e-Governance), to meet pressing needs of systemic-improvement and service-delivery in public administration.
15. Although IIPA’s mandate includes the vast public sector enterprise systems (in addition to the civil services), this entire PSE / PSU “Space” has been lost to competing organizations (MDI, ASCI, IIM’s, and Private Sector Training, Research, & Consulting Organisations).
16. The last 3 years data indicates that:
 - (i) IIPA’s fee-based training programmes are not attracting a good response – more than 50% of them get only 10 or less participants.
 - (ii) Of the sponsored training programmes, between 25% to 30% of the courses attract less than 15 participants.
 - (iii) Each year, IIPA has handled only 4 to 6 studies, and 6 to 8 consultancy projects.
 - (iv) There is an urgent need to increase the number of high-value consultancy and research projects, from more ministries and departments.

- (v) IIPA needs to do a “full-costing” of its training costs (including full overhead costs) to establish a clear “minimum break-even point” of the “participant group size”. In the case of IIPA with its large overhead costs, the minimum group size could be between 25-30 participants per course.
17. Financial ratio-analysis of the last 5 to 6 years indicates the following consistent pattern:
- (i) The total “professional income” (from training, consultancy, research, publications, and member subscriptions) ranges only between 21% and 23% of total annual income.
 - (ii) Training fee income ranges between 15% to 17% of total annual income.
 - (iii) Consulting fee income ranges only around 3% of total income.
 - (iv) “Other income” (non-professional income from rentals, investments, interest etc.) contribute between 16% and 17.5%
 - (v) The DoPT annual grant averages around 60% of total income.
 - (vi) Thus, of the total annual income, over the past 5 to 6 years:
 - a.) DoPT grant averages: 60%
 - b.) Non-professional “other income” averages: 17%
 - c.) Professional income averages: 23%
 - (vii) While “Pay & Allowances” average Rs. 265 lacs per year, the “professional income” averages only Rs.105 lacs. Each rupee of total employee cost, only generates around 40 paise of professional income.
 - (viii) The average “Training Program Expenses” of Rs.40 lacs – 42 lacs per year is a “financial accounting figure” showing “direct training expenses”. IIPA does not have a “Full Costing System” in place, hence full overhead cost allocation is not reflected in training expenses.

The average total of the 3 major overhead costs (“Pay & Allowances”, + Campus Costs + Administrative Costs) amounts to Rs.390 lacs per annum (Rs.265 lacs + Rs.65 lacs + Rs.60 lacs).

Even a “minimal” allocation of 20% of overhead costs, amounts to Rs.78 lacs (20% of Rs.390 lacs). This would indicate a “minimal” training cost of Rs.120 lacs per year on average (compared to a Training Fee Income of Rs.75-80 lacs per year on average).

Since Training is the major function, at least 50% of overhead cost needs to be allocated to and earned by Training, on a “rational – proportionate” system of overhead cost allocation. This amounts to Rs.195 lacs per year, by way of overhead costs, which Training needs to earn & generate (in addition to the direct training expenses of Rs.40 – 42 lacs per year).

Thus, the Training Function needs to earn and generate at least Rs.240 lacs per year, to cover at least 50% of 3 main overhead costs – compared to this, Training Fee Income averages Rs.75-80 lacs per year. In the absence of a “Full Cost System” this large deficit becomes “invisible”.

18. A SWOT analysis of stakeholder experiences and perceptions of IIPA indicate the following:

Strengths:

- (i) Good basic infrastructure (through in need of refurbishing after 50 years);
- (ii) A large extensive professional library;
- (iii) Experienced support staff for a residential training complex;
- (iv) A large 7-acre campus in a prime location;
- (v) Some faculty are active, hard-working, positive and co-operative.

Weaknesses:

- (i) Very weak marketing, in a highly competitive changed environment.

- (ii) IIPA is not perceived by existing or potential clients to be “dynamic”, “innovative”, or of “cutting-edge quality”. Instead, IIPA is perceived to be in “decline”, for more than a decade.
- (iii) IIPA has a strong “dependency-syndrome”: dependency on government grants, and dependency on government assignments. IIPA is unable to compete successfully in a vastly changed environment where even government projects and contracts (for consultancy, research, and training) go to specialized, vigorous competitors.
- (iv) In an age of specialization, IIPA is perceived to be “generic”, and “generalist”, covering a very wide and broad field. IIPA is not perceived as possessing any world-class capability or special intellectual-capital, even in areas of public administration such as: Change-Management; Good Governance; Best Practices; Citizen-Centric Public Systems.
- (v) IIPA itself has not communicated innovativeness, vibrancy, or dynamism to a wide range of potential clients.
- (vi) IIPA has “vacated” the entire “public sector enterprise space” over the years, even though the PSUs are part of its mandate. IIPA has been in a “withdrawal” mode when faced with competition, and not is an “assertive” or “competitive” mode as an organization. IIPA wants a “captive” or “protected” market, with a “monopoly” position, and does not like change, or competition.
- (vii) In addition to weak external communication, IIPA has suffered a progressive internal breakdown of communication between more than 50% of the faculty and the management. A culture of “defensive-offensive” relationships has become-endemic over the years, leading to a virtual organizational breakdown. A long time ago, IIPA itself stopped being a role-model for good administration or institutional effectiveness. All stake-holders are aware of this, over the years. IIPA has lost its credibility to teach or train others in good administration or institution-building, or in civil service reform – IIPA needs to reform itself first, and become a role-model, in order to regain its credibility as an institution.

- (viii) Despite being in an obvious organizational decline and crisis, IIPA prefers to “externalize” the problem as one of “insufficient grants from GoI”. IIPA has not yet developed any “Turn-Around Strategy” or “Turn-Around Action Plan” of its own. There is no “internal ownership” of the problem. There is no recognition that the external environment has radically changed. If IIPA continues to function as it does (with some cost-cutting and marginal improvements), without developing its own credible turn-around strategy and action-plan, and vigorously implementing its turn-around, it will not survive its present decline or crisis. It may continue in its present weak form and state as long as the core-grant continues.

19. **Opportunities:**

- (i) India has embarked on a mission to become “a developed country by 2020”. Huge opportunities exist in training public service officials through modern training technologies, from the block, district, state, and upto central levels.
- (ii) There is a great need today for identifying, compiling, documenting, and disseminating “Best Practices” in Good Governance, Developmental Administration, Civil Service Reform, Change Management, and Effective Implementation. This need exists not only for building up knowledge, but also for development of appropriate skills and competencies to cascade the “Best Practices” throughout the administrative system.
- (iii) Govt. of India has several important needs for Policy Research, Administrative Reforms, and Civil Service Performance Improvement, and is willing to fund innovative projects which are geared to solutions and result-improvement.
- (iv) Good opportunities exist, and can be tapped. in the area of collaborations and partnerships. IIPA can explore collaboration and partnerships with reputed organizations with a wide network, and launch innovative

programmes for administrators (including through distance-learning, and web-based learning through IT).

- (v) Public-Private partnerships are well accepted today, and IIPA has the opportunity to develop projects with private consulting organizations, both global and national. In this way, IIPA can attract world-class consultants, trainers, and institutions, and thus bid for large consultancy projects and research studies in the areas of Good Governance, Citizen-Centric Administration, and Civil Service Reform.
- (vi) The 21st Century model is “Take learning, training, knowledge & skills to where the people are”, whereas the 20th Century model was “bring people to the training center”. A complete paradigm-shift is taking place, and IIPA needs to ensure that it does not miss the opportunity by rigidly holding on to old models of class-room training.

To reach a wider client-base, e-learning models, and “Knowledge-Management” systems need to be developed by IIPA, utilizing tools such as multi-media, and self-paced learning over the web. IGNOU, Hughes DIRECWAY, and Maharashtra Knowledge Corporation have already designed and launched web-based learning-management services and fee-based courses, to reach a wide range of in-service professionals.

IIPA can develop the “Digital Class-Room Model”, and modular courses can be offered on a distributed-learning basis. Private sector organisations can market the course-modules by paying franchise-fees to IIPA, and they in turn collect fees from users and user-organisations. In the 21st Century, it is absolutely vital that IIPA harnesses “Web-based Learning & Knowledge Management, through technology and high quality domain expertise. In 3-4 years, IIPA could be servicing a large all-India clientele (organisations and individuals) of fee-based, web-based, modular courses. IIPA has a major opportunity to leverage “public-private partnerships”

(National, Asian, & International) to reach a huge base of in-service and pre-service clientele, in India, South Asia, and developing countries.

(vii) IIPA also now has an opportunity to re-position itself (or create) a “National Institute of Best Practices”. Some of the initial focus areas of compiling and disseminating “Best Practices” could be:

- Effective Policy & Program Implementation
- Good Governance
- Service Delivery & Quality
- Citizen-Centric Administration
- Civil Service Performance Improvement

(viii) The large infrastructure, faculty, and large support staff represents an opportunity – IIPA can focus on “maximizing its capacity utilization” through several models; a) public-private partnerships, b) collaboration, c) “poly-clinic” models with high quality consultants.

Threats:

- (i) Other institutions have developed their own brand-image” and strong “niche” areas of expertise (ASCI, MDI, IIMS).
- (ii) Private sector consulting, research, and training companies (both Indian and International), with their vigorous marketing and world-class expertise, have won many state, central government, and public sector assignments of high value (Rs.1 crore and above).
- (iii) Other national institutes have established “Specialist” expertise in sector / domain areas of government policy and programs (e.g. NIRD, NLI, NIN, NIEPA, NIHFW etc.), whereas IIPA is perceived as a “generic” institution.
- (iv) Only the DoPT “core grant” is keeping IIPA afloat (it covers 60% of total income, and pays for nearly 90% of “Salaries and Allowance). If GoI is

constrained by budgetary or fiscal pressures to reduce the grant (beyond the 10% reduction in the last 2 years) IIPA will face a real crisis. And yet IIPA has not developed any “Turn-Around Strategy” or “Turn-Around Action Plan” as yet.

Vital Prerequisite:

20. However, there is absolutely no use of independent, external agencies, or Expert Committees, or even GoI making recommendations and suggestions for IIPA's organisational revitalisation and turn-around. IIPA itself has to take internal “ownership” and accountability, and not “externalise” its decline as a mere problem of “grants to be increased”, and “more faculty to be appointed”.

IIPA must **first** come up with a viable, agreed, credible “Turn-Around Strategy” Plan - this it has **not done** so far. To do this, it has to develop a cohesive, united “Turn-Around Top Team”, which works in “Mission Mode” (not “business as usual”), to agree on its strategy, and action-plan for a credible turn-around.

21. The report suggests details of the main guidelines and milestones for IIPA to prepare its Turn-Around Action-Plan, but we wish to stress 2 points:
- (i) That these are guidelines constituting “key elements” and “good practices”; IIPA is free to add to them or modify the guidelines;
 - (ii) More important is the fact that IIPA needs to take the “ownership” into its own hands and develop the Turn-Around Plan that it **can agree on, implement unitedly, and take full accountability** for its results.
22. In addition, the report suggests several points for developing a “MoU”-based model for annual work-contracts in consultancy, studies, and training with 7-8 major ministries, DoPT, and the Planning Commission. However, again, IIPA

has to decide for itself whether to accept or reject any of these recommendations, and come up with its own model of a Turn-Around Action Plan, with “ownership” and “credibility”. **No institution can be revitalized or turned-around from the outside** - it can only be done from the inside, with some external assistance if necessary.

23. The report also provides details of the feedback on the APPPA program, and its weaknesses, along with a suggested alternative “project-based model”, which focusses on civil service officers utilising their “sabbatical” for:

- (i) Projects that develop solutions to live problems of public systems;
- (ii) Projects which improve civil service performance and results.

But again the key questions are:

- a) Does IIPA want independent, confidential feedback on the APPPA program?
- b) Will IIPA utilise the feedback positively, or reject it?
- c) Does IIPA want to improve the APPPA program, and deliver better value to participants, and GoI?
- d) What improved model will IIPA choose to propose for the APPPA program (other than marginal / incremental changes)?

The main point is that IIPA needs to take “ownership” of the feedback that the majority of participants (and GoI) are not getting any practical value out of the APPPA program, in return for the large investment in time, effort, and money. IIPA needs to take “ownership” and propose/ agree on a better model for the APPPA program that suits the nation's development needs in the 21st Century.

KEY POINTS:

- (i) Most stakeholders (internal and external) are aware of the fact that IIPA has been in decline for a long time, and has lost its dynamism and credibility as an institution;
- (ii) While IIPA would prefer to “externalise” the reasons for its decline to “insufficient grants” the main reasons for not attracting increasing grants lies within the organisation:
 - a) Failure to recognise and accept that the external environment has changed drastically (nationally and globally especially after 90-91);
 - b) Resistance to change and struggle to retain the status-quo mindset of its first two or three decades;
 - c) Break-down of internal communication, & waste of energy on internal power struggles, especially between some of the faculty (who see themselves as “permanent academic experts”, and who perceive the Directors as “temporary generalists”);
 - d) Weak external communication, and very poor marketing, coupled with a total “dependency syndrome” - full dependency on government for grants and assignments.

These major organisational weaknesses cannot be set right by more money, or by external intervention.

This is why it is essential for IIPA to first:

- (i) Internally develop a cohesive, united “Top Team”;
- (ii) Agree on a viable, credible “Turn-Around Action Plan” which concretely addresses: a) institutional revitalisation; b) performance improvement; c) ownership and accountability for results.

- (ii) Convince GoI / DoPT that resource-support required will deliver good value, and good return on investment.

IIPA needs to take responsibility for rebuilding itself into a credible institution, of present and future value to the nation.

To do so, IIPA will need to recognise that it has lost its institutional credibility over the years, mainly due to its own internal weaknesses and resistance to change, and recognise the need to reposition itself for the 21st Century environment.

This study report provides honest independent multi-stakeholder feedback, and several suggestions. Only IIPA can choose whether to change, or to basically remain the same. IIPA needs to take some crucial decisions, and internal steps to rebuild institutional credibility and dynamism. Only then will additional resources be well utilised, and also be forthcoming.

RATIONALE FOR THE STAKE-HOLDER-BASED PARTICIPATIVE METHODOLOGY FOR A QUALITATIVE STUDY

As per the contract with DoPT, this study was to be completed in 16 weeks (± 4 weeks). In this very short time-frame, it would not be feasible to do the conventional quantitative analysis in a detailed and exhaustive manner (covering all aspects of course design and content, academic audit, faculty audit, work-load analysis, capacity-utilisation, fixed and variable costs, break-even point, library & resources audit etc.). This latter approach would require 12-18 months in order to get complete and accurate numerical and quantitative data and its analysis. Also, ACORD was briefed that several previous Expert Committees had produced detailed analyses and reports, covering the functional, organisational, and financial aspects of IIPA, including exhaustive recommendations. A repeat long study on similar lines would not add much value.

In the short 16-week time-frame available for this study, ACORD proposed a diagnostic, qualitative approach, based on the methodology of confidential “one-on-one” interviews with a cross-section of “stake-holders” of IIPA, and confidential “Focus Group Discussions”. This methodology was approved by DoPT in the sanction for the study, with a 16-week time-frame (± 4 weeks).

“Qualitative Research” elicits the “experiential” and “behavioral” dynamics of Organizational Diagnosis, directly from the stake-holder’s experiences, through confidential “depth-interviews” and focus-group discussions, (when conducted by independent, external agencies, under conditions of guaranteed confidentiality). The main strengths of this methodology of Qualitative Research are:

- i.) it taps several/ multiple “stake-holders” (both “internal” and “external”);
- ii.) provides diagnostic insights into organisation behavior and dynamics below the surface levels;
- iii.) can be effectively utilized in short time-frame situations, to build a reliable “mosaic” of organizational realities (which may not be visible or accessible through formal, written, or quantitative methods);

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

- iv.) utilizes the “common-ground” perceptions to identify “convergence”, and to filter out “extreme views.

The main limitations of the methodology are:

- i.) it requires guaranteed confidentiality (with regard to “who said what”) – both during and after the study;
- ii.) if attempts are subsequently made to find out “who said what” (formally or informally), the respondents will clam up, or go into “denial mode”/ “blame game”;
- iii.) the institution (or its power-structures) may “dis-own” the emerging underlying diagnostic dynamics, and get into a “defensive-offensive” mode, and may reject the “existential and experiential truths” of the several stakeholders, even though the “experiential-truths” may be “widely known” (alternatively, some organisations may choose to understand, accept, and “face up to” its underlying diagnostic-realities, and begin a new phase of organizational revitalization).

To ensure that perceptions, views, experiences, and suggestions of all stake-holders of IIPA were understood, a cross section of stakeholders from all levels and functions were interviewed, and focus group discussions were also held with groups of stake-holders.

The cross-section of respondents represented the following eleven sets of “stakeholders”:

i.) IIPA Executive Council;	ii.) Secretaries to GoI;
iii.) DoPT;	iv.) Director-IIPA;
v.) Registrar – IIPA;	vi.) Senior Faculty – IIPA;
vii.) Faculty – IIPA;	viii.) Current APPPA participants;
ix.) Alumni of IIPA courses;	x.) IIPA Senior Admin;
xi.) IIPA Accounts, Admin, & Support Staff.	

Confidentiality was guaranteed both by DoPT and IIPA, in that ACORD and the respondents would not disclose, or be asked to disclose “who said what”.

In light of the above, different methods were used to elicit diagnostic insights from various stakeholders. These included:

- (a) Confidential One-on-one Interviews
- (b) Confidential Focus Group discussions
- (c) Written questionnaires
- (d) Guide-lines for “depth-interviews”

METHODOLOGY

(a) CONFIDENTIAL ONE-ON-ONE INTERVIEWS :

The Confidential one-on-one interviews were conducted utilizing “depth interviewing methodology”, and provided complete freedom to each person being interviewed to share their perceptions, experiences, concerns, and recommendations on IIPA and its future. This helped in getting an independent perspective from every interviewee without any bias of the interviewer. Each participant was encouraged to speak frankly without any fear of their names being disclosed. The participants expressed themselves very freely. Even though only an hour’s time was scheduled, some persons spoke as long as for two hours. The confidential interviews covered various aspects of IIPA, e.g. Historical background, Competition, Infrastructure, Financial situation, Strengths, Weaknesses, Challenges, Future Directions. A guideline for interviewers was prepared to ensure a basic frame-work, with freedom to seek/ receive any other information provided in the interview (*Annexure – I*).

(b) CONFIDENTIAL FOCUS GROUP DISCUSSIONS

The “Focus Group Discussions” were held in 4 different groups:

- (1) The first focus group discussion was held with the Director, IIPA, and all senior faculty members, IIPA – the purpose was to understand the data in the Annual Reports of IIPA relating to the work distribution and the

number of revenue-generating activities the faculty members were engaged in, during the whole year;

- (2) The second focus group discussion was held with Associate Professors and Assistant Professors, where the focus was on understanding the existing situations, challenges and possible solutions;
- (3) The third focus group discussion was held with the APPA programme participants, where the focus was on their experience of the design, methodology, and quality of the programme, their reasons for attending, and their recommendations.
- (4) Finally, the fourth focus group discussion was with Accounts & Administrative Staff, where the focus was on the facilities, and the infrastructure available in IIPA

(c) WRITTEN QUESTIONNAIRE

Apart from the one-on-one interviews, written questionnaires were sent to ex-participants of different programmes of IIPA. (A sample questionnaire is enclosed as *(Annexure-II)*).

SAMPLE CROSS-SECTION:

A total of 34 persons were interviewed from different stakeholders of IIPA. Out of a total of 26 IIPA Faculty members, 14 members (i.e. Professors, Associate Professors, and Assistant Professors) were interviewed in confidence. Thus, 54% of the total faculty members were interviewed. In addition, 7 senior staff members out of a total of 15 senior staff members (i.e. 47%) were interviewed. Apart from this, a total of 23 IIPA Accounts & Administrative staff members were also interviewed, 4 of whom were working on contract basis. A sample guideline, developed for interviewing the IIPA Employees is enclosed as *(Annexure – III)*.

ACORD made efforts to meet a cross-section of the Secretaries, (Govt. of India). We were able to meet the Secretary – Personnel & Training, the Secretary - Labour, the Secretary - Rural Development, the Secretary – Animal Husbandry. Several efforts were

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

made, both directly, and through different channels (including IIPA & DoPT) to meet a wider cross-section of Secretaries to GoI, but these could not materialize. When we sought to understand the reasons for the low response, we discovered that most senior civil service officers are not much informed or aware of IIPA's activities, and have not interacted with IIPA for several years – it appears that while they generally are aware that IIPA conducts training programmes, for the rest, IIPA has virtually gone “off their radar screens”.

The Table below gives the data of the stake-holders interviewed confidentially one-on-one:

Members	N	Members Interviewed	Percentage Interviewed
IIPA FACULTY	26	14	54%
IIPA SR. STAFF	15	7	47%
IIPA ACCOUNTS/ ADMN. STAFF	16	7	44%
CLERICAL STAFF (UDC/LDC)	21	5	24%

FOCUS-GROUP DISCUSSIONS

A total of approx. 50 persons were involved in Focus Group Discussions held in 4 different groups:

- The first Focus Group Discussion was held with the Director, Registrar and the Senior Faculty Members (Professors).
- The second Focus Group Discussion was held with the 8 Associate Professors & Asstt. Professors out of a total of 14 Associate Professors & Asstt. Professors, thus involving 62% of the total group.
- The third Focus Group Discussion was held with 8 current APPA Programme participants out of a total of 39, thus covering 21% of the total current APPA participants.

- The fourth Focus Group Discussion was held with the 11 Administrative & Support Staff members out of 55, thus covering approximately 20% of the total Admn. & Support Staff.

The Written Questionnaires were sent to 267 ex-participants of different programmes of IIPA. However, only 3 persons (1.12%) responded, in writing, despite several personal follow-ups wherever possible. In addition, 12 Alumni of various courses were interviewed through telephonic interviews. Thus, a total of 15 (5.5%) responded out of 267 participants of IIPA programmes.

THE SECONDARY DATA

The secondary data provided by IIPA were the last 5 Annual Reports, and some Publication materials. In addition, information was also provided by the IIPA faculty members and the programme participants during the confidential interviews and focus group discussions.

STEERING COMMITTEE

A Steering Committee (consisting of the Director & a cross-section of faculty) was formed at the initial stage, which met twice to get a complete understanding of the purpose of the study; and also gave suggestions to ACORD. The Steering Committee not only provided the historical background of the IIPA and its present strengths and challenges, but it also suggested a modification in the title of the study, which was converted from “Reviewing & Re-tooling IIPA” to “IIPA Future Directions – A Collaborative Study”. **The basic objective of the study, utilising participatory processes, was to generate options and recommendations for IIPA’s future direction as an institution, based on an organizational diagnosis emerging from the experiential perceptions and qualitative information of a cross-section of IIPAs stake-holders.**

“COMMON-GROUND”

The report therefore can be seen as representing the “common-ground” insights of all the key stake-holders, confidentially shared, with a view to help the organisation diagnose

itself accurately. The insights may be expected or unexpected, but they are honest expressions by IIPA stake-holders, of their experiential realities of the institution, at a deeper level. This represents a landmark contribution of all the stake-holders, in the form of an experience-based diagnostic insight into the institute's dynamics, mind-set, beliefs, and culture – probably no other quantitative/ analytical approach would have brought the organisation dynamics to the surface, in such a short time-frame. The stake-holders of IIPA are attempting to communicate their experiential and diagnostic insights about the institution, to IIPA. Will IIPA be open to its stakeholder's experiential insights? Or will IIPA go into "rejection" or "denial" mode? IIPA has the unique opportunity to value its stakeholder's insights, and utilize its stakeholder's experiential perceptions, to chalk out a path to institutional change and dynamism.

OVERVIEW, & SOME KEY ISSUES

The Indian Institute of Public Administration (IIPA) was set up at the initiative of the first Prime Minister of India Pt. Jawahar Lal Nehru, in the year 1954, as a registered society under the Societies Registration Act 1860, with the purpose of developing effective administrators and senior policy makers, through training, research, consultancy, and publications. Over the last 50 years IIPA continues to conduct Training Programmes, Research Studies, and provides consultancy to various govt. departments as per its mandate. Although its mandate also covers the entire public sector enterprise space, this has greatly reduced over time, and this "space" has been taken over by other national institutions and private players.

Structure, Roles, & Role-Relationships:

In terms of legal structure, the "Society" which was originally constituted by the founding members, and registered (on 13-3-1954) under the Societies Act (1860) is the legal entity on which IIPA rests. In the registered society, the "empowered body" is the Executive Council (constituted as per Memorandum of Articles, by-laws, & rules).

Thus, the society, its membership, its Executive Council, and its General Body Meeting, are the key decision-making and decision-ratifying bodies, which constitute the foundation, on which the IIPA stands. The Director of the IIPA is appointed by the Executive Council, which determines his term of office and conditions of service [Rule 12(a)]. The Director is a Member-Secretary of the Executive Council, and is responsible for a) being involved in the council's policies, and b) is responsible for the implementation of those policies [Rules 12(b) & 12(c)].

The Chairman of the Executive Council (E.C.), the 4 Vice-Presidents, and the Honorary Treasurer are elected to the E.C. from among the members of the general body, & hold office as per rules.

The "Patron" of IIPA is the President of India, and the Vice-President of India is the President of IIPA.

The Executive Council – the key decision-making structure

The Executive Council is composed of:

1. The President of the Institute (Ex-Officio)
2. The Chairman of the Institute (Ex-Officio)
3. The 4 Vice-Presidents of the Institute (Ex-Officio)
4. The Honorary Treasurer
5. Twenty-eight members, elected or co-opted as per Rule 14(1)
6. Director of the Institute (Ex-Officio)

The Executive Council is responsible for the management & administration of the Institute (in accordance with the Rules & bye-laws), and is vested with all powers necessary or expedient for the furtherance of the objects Rule 17(1). Specifically, under Rule 17(2), the Executive Council has the power:

- a) to prepare and execute detailed plans & programmes for furthering the objects of the Institute;
- b) to receive, have custody of, and expand the funds of the Institute, & manage the properties of the Institute;
- c) to appoint & control staff for the efficient management of the affairs of the Institute, and to regulate their recruitment & conditions of service;
- d) to use & defend all legal proceedings on behalf of the Institute.
- e) to appoint an 11-member Standing Committee from its members (including the Director), to attend & deal with i) the current business of the Institute on its behalf, ii) any other business delegated to it by the EC [Rule 18(a)].
- f) to appoint an Academic Committee of not more than 15 members (including the Director as Chairman) to assist the EC in academic matters such as education, training, research, consultancy, publications etc. [Rule 18(b)].

Thus, in terms of fundamental legal structure, and powers, the Executive Council controls the IIPA's:

- plans and programmes;
- custody & expansion of funds;
- management of the properties & infrastructure;
- appointment & control of faculty & staff, & regulate their recruitment & conditions of service.

Main user & clients of IIPA

The main “users” of IIPA’s services are the Government of India. (mainly Central Ministries & Departments).^{*} State Governments have, over the decades, started their own State Institutes of Public Administration/ Administrative Training Institutes, and therefore nominations from the States have dwindled drastically for IIPA training programs. Even Central Ministries & Departments have many more options to turn to, for training, consulting, research, and other required services: MDI (Gurgaon), ASCI (Hyderabad), several IIMs, several Commonwealth and foreign institutes & universities, as well as Central Universities in India with strong Departments of Public Administration.

Mixed identity and culture

As per its legal status IIPA is a registered non-profit society (under the Societies Registration Act, 1860). However, the core grant is given by government through DoPT for a stipulated number of faculty / staff, and for the maintenance of its infrastructure by the Govt. of India. Salaries of faculty are also as per U.G.C. scales / revisions, and governmental rules & regulations are followed. Accordingly, a “govt. culture”, and a “UGC Culture” has seeped in. Yet, since the faculty members are designated as teaching professionals (e.g. Professors, Assoc. Professors, and Asst. Professor), and are planning & conducting training programmes largely in the class room-settings, the operational culture is that of an academic institution.

^{*} Please see the note on major clients/ users of IIPA’s Consultancy & Research Services at the end of this chapter.

This unclear, mixed culture, ("Regd. Society / Government / U.G.C./ Academic Institution) has also led to the identity crises of people. There is a lack of role-clarity, team-work, and accountability. Neither is there acceptance of a monitoring & assessment role of the Director (vis-à-vis the Professors & faculty) nor is there any well- established- result-oriented accountability system. There are no established "cost-centres" or "revenue-centres" At present the focus seems to be only on the activities, rather than on either the quality, or the results, or the real impact of their output. The "Indian University mindset" and its opposition to measuring results, or revenue-generation, or self-reliance, exists in the majority (80%) of the faculty. The predominant values that are most strongly defended are:

- a.) "academic freedom" without any controls or performance evaluation (again by the majority);
- b.) "full-funding" by government for operational costs, maintenance, and development/ upgradation of infrastructure & resources (all faculty).

The IIPA is expected to specialize in-depth in all aspects & facets of "public administration", public systems management, as well as the public sector enterprises (Central & State), but is mainly confining itself to "training", some studies, and a few consultancy projects.

Knowledge & Competence Capital

Even in the overall field of Public Administration (both "vertically" and "horizontally" in terms of "domains" and "sectors", including the whole field of the "public sector" industrial and business management functions) most stake-holders recognize that IIPA today does not possess world-class levels of "Knowledge & Competence Capital" in the following direct & relevant fields of effective Public Administration / Public Systems Management:

- Good Governance
- Strategic Planning
- Change-Management
- Knowledge-Management

- Public Sector Reforms (Structural, Financial, Legal etc.)
- Administrative Reforms
- Management Consulting (for Public Sector Industries)
- Industrial Consulting (for Public Sector Industries)
- Marketing Consulting (for Public Sector Enterprises)
- Municipal Reforms (Financial, Systems, Legal etc.)
- Citizen-Centric Administration
- Global Best-Practices (in the above fields/ sectors)
- Asian Best-Practices (in the above fields/ sectors)
- “Developing Countries” Best Practices (in the above fields/ sectors)
- Meticulous Implementation in Public Systems & Government.
- Training for Results (not just knowledge).
- Service Delivery & Citizen’s Satisfaction
- Complex Problem-Solving in Public Systems through Quantitative & Qualitative Techniques (OR, TPM, TQM, ERP, etc. for industries in the Public Sector)
- Quality Improvement in Public System Administration
- Motivation & Morale Improvement in Public Systems Management
- Transparency & Accountability Improvement in Public Systems
- Corporate Good Governance in PSE's.

Narrow definition of Public Administration

Too narrow a definition has been made of “public administration” and “training”, resulting in “role-erosion”, “role-restriction”, and “competence-erosion & restriction”. As a result, IIPA is not able to provide a full range of services required in the above relevant fields to the government, because it does not contain so much of the required “Knowledge-Capital” in the above vitally relevant domains of 21st century public systems management, administration & reform. In addition, almost the entire “space” occupied by the vast “public sector enterprise” systems, has been lost to competing organisations.

Re-positioning IIPA: Some Key Issues

To play a vital role once again in national development in all the above “vertical” (central, state, district, block, panchayat, and field-level public administration), and “horizontal” domains & sectors (public sector industrial enterprises, public sector commercial institutions, executive, legislative, & judicial administration systems etc.), IIPA is in need of sincere & serious “reinvention” and “re-engineering” as an institution (in the positive sense, and not as a criticism) in the following:

- a. All internal human resources & systems need to look **outwards** at major changes in the national, Asian and international environment in which public systems operate (China has changed, Russia is fast-changing, Eastern Europe has changed) – IIPA’s internal human resources will need to stop looking “inwards” or “upwards”, & stop focusing mainly on “subsidies” and “funding”, as well as stop “basking” in past laurels;
- b. IIPA’s human resources need to look to the **future** it can create/ re-create as an institution in a revitalized role in national development, and not to the past, except to use its past achievements and “golden-age” as a **spring-board** to the future;
- c. IIPA will need to embrace & utilize/ apply the best processes, models, & practices of “Change-Management”, a) for itself internally, b) for the nation’s development & change (in all the above aspects, sectors, & domains of public policy, strategy, and public systems administration) – IIPA will need to utilize “Future Search” methodologies, as well as “Real-Time Strategic Change” through “Large Group Dynamics” for achieving and sustaining its own turn-around and organizational-change;
- d. IIPA needs to bring in many new competencies, skills, and knowledge-capital in Consulting, Change-Management, Policy Research and Analysis, Best-Practices, Flawless Implementation, Action-Research, Knowledge Management, Infrastructure, Connectivity and many more vibrant Tools and Techniques, in order to contribute solidly in national development;
- e. If IIPA is to be a catalyst & model for national socio-economic development through innovative, citizen-centric public systems management, IIPA first needs to set a

credible example of institutional self-reliance itself. This it cannot do by confining itself to “training”, or doing studies. Even “training” has moved away from “concepts and principles” to “attitude & behavior change”, and from “training for knowledge” to “training for results”. Even training in the 21st Century needs to be based on solid action-research and “experiential-learning” techniques; the key parameters now for evaluating the effectiveness of training are “absorption”, “retention”, and “application on-the-job” (rather than ‘course feedback forms’).

- f. Govt. of India has many complex problems which need urgent solutions. Most of these complex public-policy and public-system-improvement problems are multi-disciplinary, and require a combination of world-class competence, research, and consulting/ implementing skills-and-competence-mixes. GoI is urgently searching for top-class institutions which will be of cutting-edge competence, independence, and confidentiality. GoI, as of today, does not find these requirements in today’s IIPA, to meet pressing needs of national policies, strategies, programmes, and projects.

A NOTE ON MAIN CLIENTS OF IIPA

During 2002-2003, the major clients of IIPA were identified from IIPA documents and data, utilizing the Pareto (80:20) principle – i.e. clients from whom more than 80% of the professional revenue was generated, under different heads of Research and Consultancy were the following:

Main Clients: 2002-2003:

Research Projects:

1. Ministry of Rural Development
2. Ministry of Agriculture
3. Dept. of Personnel & Training
4. Ministry of Social Justice & Empowerment

Consultancy Assignments:

1. Central Warehousing Corporation
2. CFS, Navi Mumbai
3. NSCFDC (National Scheduled Caste Finance Development Corporation)
4. MCD (Municipal Corporation of Delhi)
5. Ministry of Rural Development
6. Dept. for Development of NE Region (Gol)
7. Ministry of Environment & Forests & World Bank
8. Department of Info Systems & Admin. Reforms (Punjab Govt.)

In the previous two years, the major clients of IIPAs Research and Consultancy Services were the following:

Main Clients: 2001 - 2002

Research Projects:

- i) Ministry of Urban Development & Poverty Alleviation.
- ii) Ministry of Agriculture.

- i) Panchayat & Rural Development Dept., Govt. of Assam.
- iv) Ministry of Social Justice & Empowerment.

Consultancy Assignments:

- i) Central Warehousing Corporation
- ii) University of Manchester / DFID.
- iii) Fauna Flora International
- iv) Govt. of Punjab
- v) APDC, Bangkok
- vi) CFS, Navi Mumbai
- vii) ESIC (Employees State Insurance Corporation)
- viii) MoEF / World Bank

Main Clients: 2000 - 2001

Research Projects:

- i) Ministry of Urban Development & Poverty Alleviation
- ii) Ministry of Agriculture
- iii) UP Forest Project / World Bank
- iv) Ministry of Rural Development
- v) NCDM (National Centre for Disaster Management)
- vi) Ministry of Social Welfare.

Consultancy Assignments:

- i) MoEF / World Bank
- ii) Central Warehousing Corporation
- iii) Govt. of Punjab
- iv) Kendriya Vidyalaya Sansthan
- v) University of Manchester / DFID
- vi) Ministry of Health & Family Welfare

MEMORANDUM FOR THE DIRECTOR, FBI

DATE: 10/15/68

TO: SAC, NEW YORK

FROM: SAC, NEW YORK

SUBJECT: [REDACTED]

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[REDACTED]

[REDACTED]

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[REDACTED]

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In addition to the above major clients and users of IIPA's Research and Consultancy Services, there were also some small externally funded projects, as well as IIPA funded micro-projects (ranging from Rs.10,000/- to Rs.75,000/- each).

TRAINING PROGRAMMES OF IIPA:

During the past 3 years, the pattern of participant numbers attending the fee-based training programmes, has been as follows:

a) Fee-based Training Programmes offered by IIPA:

2002-2003: Eight fee-based training programs were conducted by IIPA, in which the participant numbers ranged from 6 to 7 (3 programmes), 10 to 20 (3 programs, and 20 to 30 (2 programs).

2001-2002: Twelve fee-based programs were conducted, with participant numbers ranging from 5 to 6 each (5 programs), and a maximum number of 14 to 15.

2000-2001: Seventeen fee-based program were conducted, with participant number ranging from 3 to 7 each (seven programs), 10 to 15 (six program) 20 to 27 participants (two program) and 30 to 35 participants (2 programs).

b) Sponsored Training Programmes:

The main activity of IIPA consisted of sponsored training programs, with the following pattern:

2002-2003 (Sponsored by DoPT): In 2002-2003, IIPA conducted 12 training programs sponsored by DoPT, with participants ranging from a low of 5-10 per program, a mid-range of 10-17, and some with 20-30 participants. This year, the long APPPA program had 39 participants.

Other Sponsored Programs: In 2002-2003, there were 23 other sponsored training programs, with participants ranging from a low of 9 per program, to a high of 49.

Programs under the Centre for Urban Studies: There were 9 programs in the year, with participants ranging from a low of 8, to a high of 55.

Programs under the National Centre for Disaster Management: 3 Conferences and 16 Training Programs were conducted under the NCDM, with participants ranging from 21 to 48 in the training courses, and from 82 to 282 in the larger conferences.

Collaborative Programs: 2 collaborative workshops were conducted for French Civil Service Officers, with 10 and 18 participants respectively.

2001-2002 (Sponsored by DoPT): In 2001-2002, IIPA conducted 12 training courses sponsored by DoPT, with participants ranging from 10 per program, to 38. This year, the long APPPA programme had 38 participants.

Other Sponsored Programs: In 2001-2002, a total of 16 other sponsored training programs were conducted, with participants ranging from 11 per program, to 34.

Programs under CUS: Eight training programs were conducted under the Centre for Urban Studies, with participants ranging from 10 per program, to 21.

Programs under NCDM: Eighteen training programs were conducted under the National Centre for Disaster Management, with participants ranging from 12 per program, to 35. One large awareness workshop attracted 110 participants.

Collaborative Programs: Two collaborative training programs under the Colombo Plan were conducted, with 20 and 22 participants respectively.

2000-2001 (Sponsored by DoPT): In 2000-2001, IIPA conducted 7 training courses sponsored by DoPT, with participants ranging from 10 per program, to 31. The long APPPA course this year had 31 participants.

Other Sponsored Programs: A total of 21 other sponsored programs were conducted in 2000-2001, with participants ranging from 13 per program, to 25.

Programs under CUS: Eight training programs were conducted under the Centre for Urban Studies, with participants ranging from 11 per program, to 27.

Programs under NCDM: Eleven training programs were conducted under the National Centre for Disaster Management, with a range of 14 to 35 participants. Five larger awareness workshops attracted 88 to 115 participants.

Collaborative Programs: Two collaborative training programs were conducted during the year, with 12 and 21 participants respectively.

SOME KEY ISSUES:

From the above **data of the last 3 years**, the following main points emerge:

1. **There is an urgent need to increase the number of high-value consultancy and research projects from more ministries / departments / states;**
2. **IIPA's fee-based training programs are not attracting a good response – more than 50% of them get only 10 or less participants.**
3. **Even a scan of the sponsored training programs, shows that between 25% - 30% of the courses attract less than 15 participants.**

IIPA needs to do a full costing of its training expenses (including full overhead costs), and establish a clear “minimum break-even point” of the “participant group size”. In case of IIPA with its large overhead costs, the minimum group size may be between 25-30 participants per course.

SUMMARY OF IIPA'S MAJOR COSTS & INCOME TRENDS
(From 1996-1997 to 2002-2003)

This summary of the 6-year trends of IIPA's major costs and income streams (from FY 96-97 to FY 2002-2003) indicates a "snap-shot" of the institute's position:

MAJOR COSTS:

1. **SALARY TRENDS:**

In 96-97, salary costs stood at Rs. 160 lacs (rounded off), and increased to Rs. 271 lacs (rounded off) in 2002-2003, despite cost-control effort mainly by not replacing/recruiting for retirements and resignations. This represents an increase of over 66% in 7 years.

2. **CAMPUS MAINTENANCE COSTS:**

From Rs. 37 lacs (rounded) in 96-97, this again has increased to Rs. 79 lacs (rounded) in 2002-2003, despite efforts at cost control. This represents an increase of over 100% in the seven-year period upto 2002-2003.

3. **ADMINISTRATIVE & MISCELLANEOUS COST:**

These costs also increased from Rs. 37 lacs (rounded) in 96-97 to Rs. 69 lacs (rounded) in 2002-2003. This represents an increase of over 80% in the seven-year period.

SUMMARY:

Thus, the picture on these 3 major costs heads can be indicated at a glance, as follows (rounded off):

<u>Cost Head</u>	<u>1996-1997</u>	<u>2002-2003</u>
1. Salaries	Rs. 160 lacs	Rs. 271 lacs
2. Campus Maintenance	Rs. 37 lacs	Rs. 79 lacs
3. Admin. + Misc. Costs	Rs. 37 lacs	Rs. 69 lacs
Total:	<u>Rs. 234 lacs</u>	<u>Rs. 419 lacs</u>

This represents an increase of over 75% in the seven-year period, despite rigorous cost control and non-replacement of manpower due to financial stringency. These costs will continue rising – salaries are linked to government scales, (with increases/ merger of DA etc.), and time-based increments and statutory increases.

MAJOR INCOME STREAMS

1. **Governments Grants:** Grants from all government (& other) sources totaled Rs. 176 lacs in 96-97. This increased to a peak of Rs. 348 lacs (rounded) in 98-99, and has reduced in 2002-2003 to Rs. 292 lacs. This represents an increase of 65% in the seven year period.
2. **Internal Revenue:** Generation of internal revenues was at Rs. 97 lacs (rounded) in 96-97, rose to Rs. 265 lacs (rounded) in 2000-2001, and fell to Rs. 199 lacs (rounded) in 2002-2003. Over the 7 year period, this represents an increase of a little over 100%.

The picture at a glance is as follows:

	<u>Income Head</u>	<u>1996-1997</u>	<u>2002-2003</u>
1.	Grants	Rs. 176 lacs	Rs. 292 lacs
2.	Revenue	Rs. 97 lacs	Rs. 199 lacs
	Total	<u>Rs. 273 lacs</u>	<u>Rs. 491 lacs</u>

Over the 7 year period, receipts increased by nearly 80%, whereas three major costs increased by over 75% in the same period. However, out of the total income: professional revenue constitutes 21% to 23% approx; non-professional income constitutes 17% approx; and the DoPT grant constitutes 60% (as per the analysis of schedule 13 data given in the IIPA published Annual Reports – these percentages are rounded-off averages over the last 5 to 6 years).

MAIN PROFESSIONAL ACTIVITY TRENDS:

An analysis of the trends of revenue-generating activities in terms of Research Studies, Consulting Assignments, and Training indicates the following pattern:

1. **Completed Research Studies:** In 96-97, nine (9) research study assignments were completed; this rose to 15 in 2000-2001, and has come back to 9 in 2002-2003.
2. **On-going Research Studies:** In 96-97, there were 18 on-going research studies (at various stages). This increased to 31 in 97-98, fell to 17 in 2000-2001, and further reduced to 7 in 2002-2003.
3. **Completed Consulting Assignments:** In 96-97, seven (7) consulting assignments were completed. This fell to 3 in 2000-2001, and again rose to 9 in 2002-2003.
4. **On-going Consulting Assignments:** From four (4) in 96-97, this rose to 10 in 2000-2001, and went to 8 in 2002-2003.
5. **Short-term Training Courses:** In 96-97, seventy-five (75) short-term training courses were conducted. This reduced to 65 in 2000-2001, and came up to 70 in 2002-2003.
6. **Long-Courses:** From one (1) long course in 96-97 (APPPA), the number increased to 3 (in 1998-1999), 4 in (1999-2000), and came down to 2 in 2002-2003. The long courses added in addition to APPPA, were:
 - PG Professional Program in IT & Management
 - MBA in Public Service Management (with the University of Birmingham)
 - PG Diploma in Computer Application for MCD Officers.

Annual Training Programmes Analysis (1995-96 to 2002-2003):

The “Activity Analysis Chart” on the following page provides a summary, which is self-explanatory. This “Activity Analysis” was presented and discussed with the Director and Senior Faculty Members as a group. The chart focussed on revenue-generating training activities, and therefore did not cover book reviews, & attendance at conferences undertaken by faculty members (since the latter did not generate any revenue). The accuracy of the data derived from the last 8 annual reports of IIPA was cross-checked during the discussion, and its validity confirmed. Over the 8-year period (95-96 to 2002-2003), the average number of training programmes in which faculty contributed training sessions remained consistently between 2.1 and 2.8 per annum/ per faculty member.

(PTO: Activity Analysis”)

ACTIVITY ANALYSIS: TRAINING PROGRAMMES

The following table & analysis of the training programmes of IIPA were presented to the Director and Senior faculty of IIPA in a Focus Group Discussion (FGD). The accuracy of the data and analysis derived from published reports of IIPA was cross-checked during the FGD and its accuracy & validity confirmed. The data in column 6 of Table – 1 below initially raised several queries & reactions (since the averages appeared to be low). By the end of the FGD the validity was reconfirmed as factual and data based – the Director requested the faculty to look into the implication and come up with suggestions for improvement of performance.

	1				2	3	4	5	6
	Management Development Programmes								
	I		II						
Sponsored by DoPT		Programmes Sponsored by Other Ministries	Fee-based Programmes Organized by IIPA	Programmes of the Centre For Urban Studies	National Centre for Disaster Management	Other Workshops/ Seminars	Long Term Programmes	Average Number of Training Programmes in which Faculty Contributed Sessions	
Orientation Programmes	Special Programmes								
	No. of Programmes	No. of Programmes	No. of Programmes	No. of Programmes	No. of Programmes	No. of Programmes	No. of Programmes	No. of Programmes	
1995-96	4	18	26	5	9	7			2.2
1996-97	9	15	24	5	10	10	2	1	2.4
1997-98	8	15	20	7	6	12	5		2.3
1998-99	10	7	17	8	7	10	7	3	2.4
99-2000	11	8	18	10	8	7	9	4	2.3
2000-01	5		19	17	8	16		2	2.1
2001-02	11		23	8	9	19		2	2.8
2002-03	12		22	8	9	19		2	2.7

Total number of training programmes conducted during the session 2002-2003 = 72
 Total number of faculty members during the session 2002-2003 = 26
 Average number of Programmes conducted per faculty member during the session 2002-2003 = 72/26 = 2.7

Please note:

- This activity analysis does not include the “non revenue generating” activities of the faculty (e.g. Book reviews, conference attendance etc.)
- The National Centre for Disaster Management has recently become an independent institution.

SUMMARISED FINANCIAL ANALYSIS

An analysis of “Schedule 13” of the IIPA audited accounts for the 5-year period 1997-98 to 2001-2002 shows the following summarised picture of the main items of “Receipts” and “Expenditure”, as seen through the 5-year average figures:

RECEIPTS:

		<u>5-year average</u> <u>(97-98 to 01-02) (Rs./lacs)</u>
1.	Non-plan grant: DoPT	303.69
2.	Training Fees	77.88
3.	Consultancy Fees	13.71
4.	Member Subscriptions	9.43
5.	Rent Receipts	32.50
6.	Publications Income	4.04
7.	Other Income	55.27
8.	Transferred from Research Endow. Fund	3.50
9.	Recovery of Advances	4.80
10.	Transfer Settlement of Pay Commn. Award	3.25
	Total Receipts (5-year avg.):	508.07

EXPENDITURE:

		<u>5-year average</u> <u>(97-98 to 01-02) (Rs./lacs)</u>
1.	Pay & Allowances	264.81
2.	Training Programme Expenses	40.33
3.	Campus Maintenance	64.72
4.	Admin + Misc. Charges	59.05
5.	Publications	8.42
6.	Library Books	10.74
7.	Branch Promotion	5.91
8.	Research Studies	0.79
9.	Transferred to I.D.F.	28.00
10.	Transferred to MCD dues A/c	4.60
11.	Miscellaneous Expenses of RDA	0.23
12.	Advances to Employees	10.09
13.	Purchase of Assets	0.62
14.	Transferred to Pay Comm. Arrears	3.25
	Total Expenses (5-year avg.):	501.56
	Average annual excess of income over expenditure:	Rs. 6.50 lacs

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

From the above 5-year averages, some of the key ratio-analysis percentage-figures indicate the following:

RATIO-ANALYSIS:

		<u>5-year average</u> <u>(97-98 to 01-02)</u>
1.	% of DoPT grant to total receipts	61%
2.	Salary Cost as % of DoPT grant	87%
3.	Salary Cost as % of total expenditure	53%
4.	Training Fee as % of total income	15%
5.	Consultancy Fee as % of total income	3%
6.	Member Subscription as % of total income	2%
7.	Publication Income as % of total income	1%

Compared to the above ratios derived from the 5-year averages (97-98 to 01-02), the ratio-analysis for 2002-2003 shows the following:

		<u>Previous 5-year</u> <u>average</u>	<u>2002 - 2003</u>
1.	% of DoPT grant to total receipts	61%	57%
2.	Salary Cost as % of DoPT grant	87%	95%
3.	Salary Cost as % of total expenditure	53%	54%
4.	Training Fee as % of total income	15%	17%
5.	Consulting Fee as % of total income	3%	3%
6.	Member Subscription as % of total income	2%	2%
7.	Publication Income as % of total income	1%	0.8%

INSIGHTS:

The ratio-analysis percentages are holding their pattern over the last 5 to 6 years, and of major concern to IIPA's survival are the following:

1. The total "professional income" from all sources (including Member Subscriptions) ranges only between 21% to 23% of total income.
2. Training Fee income ranges between 15% to 17% of total income.
3. Consulting Fee income ranges only around 3% of total income.
4. Member subscriptions range around 2% of total income.
5. Publication income ranges around 1% of total income.

6. "Other Income" (non-professional income from rentals, investments, interest etc.) contribute a range between 16% to 17.5%.
7. The DoPT grant represents 60% of total income on average; professional income is 23%; non-professional income is 16-17% on average.
8. While "Pay & Allowances" average Rs. 265 lacs per annum, the total "professional income" averages Rs.105 lacs per annum. Thus, between one parameter ("Pay & Allowances") and all professional income put together, there is an average annual deficit of Rs.160 lacs.
9. Each rupee of total employee cost, only generates around 40 paise of professional income over the past 5 to 6 years.
10. The average "Training Programme Expenses" of approx. Rs.40-42 lacs per year (over the past 5-6 years) is only a "financial accounting number" indicating certain "direct" training expenses. Hence, it is perhaps incorrect to compare the average "Training Fee Income" of Rs.75-80 lacs, with "Training Programme Expenses" of Rs.40-42 lacs (average) per year. Since IIPA does not have in place a "Total Costing System", it would perhaps be misleading to conclude that training programmes yield around 100% "return" to IIPA. If full costs of "Full overheads loading" and "Cost of idle infrastructure" are included in "Total Costing of Training", it is likely to show a different picture.

Even with a "minimum proportionate" allocation of overhead costs, at least 20% of overhead costs (Pay & Allowances + Campus costs + Administration Cost) needs to be borne by the Training Function. The average total of these 3 major overhead costs (Rs. 265 lacs + Rs. 65 lacs + Rs. 60 lacs) amounts to Rs. 390 lacs per annum – 20% of this, amounts to Rs. 78 lacs per annum (average). This figure added to direct Training Programme Expenses of Rs. 42 lacs, gives a total Training Cost of Rs. 120 lacs (78 + 42 = 120). Compared to an annual Training Cost estimate of Rs. 120 lacs, Training Income averages only Rs. 75 to 80 lacs per year. Thus, even with a "minimum" allocation of 20% of overhead costs, the Training Function is in deficit situation.

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

Since Training is the major function, at least 50% of overhead costs (Rs.185 lacs out of Rs.390 lacs) should be carried by it, according to a “rational proportionate” system of cost allocation. This would indicate the extent of the “invisible” deficit generated by Training as a function.

While Training Fee income has increased in absolute terms (in round figures from 45 lacs in 97-98 to 87 lacs in 2002-2003), **as a percentage of total income** it has remained stuck in the 15% - 17% band over the last 6 years.

Similarly, while Consultancy Fee income has increased in absolute terms (from 7 lacs in 97 - 98 to 16 lacs in 2002 - 2003), **as a percentage of total income** it has remained marginal, in a band of 2% - 3% over the last 6 years.

Publications income has also remained static at around 1% of total, and Member Subscriptions at 2% of the total.

This constitutes the main challenge before IIPA: How to increase the percentage share of “professional income” from around 20%, to least 30 or 33% of total income in the next 2 to 3 years? The key seems to lie in a vigorous thrust to more high-value consultancy projects and applied research studies.

APPPA PROGRAMME

IIPA has been running an Advanced Professional Programme in Public Administration (APPPA) since the year 1975 for 30-50 participants each year. This programme is the prestigious programme of IIPA in which, over the years, several senior civil servants have participated. This 9-month “Academic and Training Programme”, is conducted in collaboration with Punjab University. While the Post Graduate participants who successfully complete the course are awarded a M.Phil. degree in Social Science from Punjab University, others are awarded a Masters Diploma in Public Administration of IIPA. The programme includes Field Visits by the participants in Rural/ Urban settings in different parts of the country. The programme also involves a foreign visit for the participants in a European country (like UK, France or Belgium) to understand public administration practices in these countries.

The DoPT, (Ministry of Personnel, Pension and Public Grievances) provides approximately 2-3 crores as grant to IIPA for this programme, depending on the number of participants. The Directorship of the programme is from among Senior Faculty by rotation. The stated objectives of the programme are directed towards sharpening the participants analytical abilities, administrative skills and techniques, for better understanding of development processes, and contribution to better governance.

The IIPA faculty perceives the APPPA programme as its “flag-ship” course, and by and large is of the view that it is organized very well. They state that the written feedback by the participants is generally good and the programme is much sought after by senior civil servants. However, a different set of perceptions emerged in the confidential interviews.

What “motivation” leads serving officers to apply to participate in the APPPA course? Participants were very frank both in confidential interviews and the “Focus Group Discussion”.

The top reason most often cited was: “To remain in Delhi, for another year” (for various reasons – both personal and official). This was followed by:

- “To come to Delhi & spend time in the Capital (for various reasons)
- “To go abroad” (during the sponsored foreign visits of the program).
- “To get an M.Phil added to my CV” (or a Masters Diploma of IIPA).
- “To get a break from a previous tough stint or posting”.

Only 15-20 percent of those interviewed mentioned “To see what I can learn, & whether it will be useful practically in my work”.

The Defence Service Officers interviewed stated that since they could not get nominated to any long courses of the Defence Services, they were sent to the APPPA Program – they questioned the relevance of the program for their role or responsibility in the Defence Sectors, after going through the program.

Finally, several of those interviewed reported that many sessions in the program are not attended by more than 50% of the participants – roughly half the participants or more do not have any interest in the course-work. Faculty & Course Directors also report that they do not have much control or hold over the participants, & that being strict with those who “take it easy” will “boomerang” or be counter-productive. Overall, a “laissez-faire” situation prevails, with a few exceptions among some participants & faculty. Over half of those interviewed viewed the course as “academic” and “not practically relevant or useful” for on-the-job applicability, while around one-third felt that it exposed them to concepts and principles relating to public administration.

When asked why they give different positive feedback in the formal evaluation sheets to IIPA – most respondents mentioned that they wanted to be “positive” and “polite” to IIPA for all the efforts they had made.

On the overall analysis it appears that given the present scenario, the GoI is not getting full value for the money that it is investing in APPPA programme. It will be useful to review the entire structure of the programme, specially with a view to enhance its quality

& bring it to the level of satisfaction that a senior civil servant would expect from the course. APPPA, should then become a course which is sought after for its value addition to the participants capacity for better administration & governance, rather than just for a 'break' after a tough assignment or to stay back in Delhi for another year. A few options need to be looked at, to enhance the "return on investment" of the Govt. of India.

APPPA Program: Review & Re-positioning

Why look at review and re-positioning with regard to the APPPA Program? Why not let it continue running, year after year, with some incremental modifications? After all, it has run continuously for more than 25 years, so presumably it must be good?

The logic for reviewing it from its very root-concept and model is 3-fold:

- i) Has the GoI received good value for the more than 50 crores spent on this scheme over the years? The feedback from the cross-section of the government and most participants, is not at all encouraging.
- ii) Have the officers who spent their 9-12 month's sabbatical in the APPPA program, improved their effectiveness on the job, or achieved better results, improved their department's functioning, changed their own attitude, mindset, or behavior on the job? Feedback from a cross-section of IAS officers is poor on all these counts. None could identify any real "transferability" of knowledge, or any specific upgradation of competence, or any attitudinal & behavioral change on the job. In fact most of the feedback described the APPPA program as "academic", "theoretical", "far removed from practical realities" , and not offering any way of solving live problems or improving the civil service. Many of the participants interviewed volunteered the view that faculty for the APPPA course (whether from IIPA or "visiting faculty) themselves had not much exposure to the "practical realities" of civil service problems, constraints, and obstacles. Some participants suggested that the course faculty should spend a year or two in actual jobs in the civil service, & check whether the theoretical inputs they provide are relevant or practically usable. Almost all participants interviewed rated most "external" or "visiting" faculty as "very average" or even "poor". A few (20-30%) of the internal faculty were rated "good", but the

majority were rated as “average” to “below average” in terms of their “credibility” and “ability to even hold the groups interest or attention”. A majority of the respondents describe the course as “lacking vitality, dynamism, and practical relevance”.

- iii) Is Punjab University the best one for the APPPA course to be associated with? With at least 10-12 other prestigious universities in India, with much higher quality rating, this linkage is open to serious question & doubts. In the minds of most participants interviewed, Punjab University is not rated “top-class” in terms of track record or reputation.

Finally, there is no screening or evaluation of applicants in terms of their aptitude, motivation, or capacity to extract value & bring back a good “return on the investment” of time & money, back on the job, or back into the civil service system. We are given to understand that virtually no applicant is turned down or screened-out (whether from the civil service, defence service, railway service, or other services of the government). No genuinely “prestigious” or “high-quality” course for the civil service in the UK, USA, or France today, will admit “all-comers”; there is a rigorous screening process including a panel interview, standards of admission are high, and only the best are enrolled.

All these points emphasize the need to raise the key issue below, in the interests of IIPA, of the civil service, and of the GoI which invests a major chunk of money (nearly 3 crores per annum approximately, under various heads of grants).

KEY ISSUE:

The civil service system has a policy of providing a “sabbatical” (for their professional development). The purpose of a professional sabbatical is not to provide for “R + R” (rest & recuperation), or to stay on in Delhi for personal or family reasons. The purpose is to develop and grow the officers competence, motivation, and performance-improvement capacity through professional growth & learning, so that s/he performs much more effectively and helps to provide “transformational leadership”, & become a “role-model” for other officers in the civil service system.

KEY QUESTION:

What is the best way to exploit the positive, developmental potential of a sound sabbatical system? And how to prevent a sabbatical system from degenerating to meet “personal agendas” rather than “professional agendas”? And how can GoI get the best “return on investment”? If it is just a “perk” of office, we can forget about these issues. But if we are serious that “scarce resources” must generate the best returns, we need to find a better way.

ACORD recommends the following key points to re-position the APPPA course as a practically useful “project-based” model:

Step-1:

Civil Service Officers who seek to apply for a professional sabbatical, must identify a “live”, real-world problem or issue of his/her ministry, (or of the civil service, or public administration system) and develop a “problem-solving” project, or a “systemic improvement” project. He or she needs to develop a concise:

- i) Definition of the problem, issue, or goal of systemic-improvement;
- ii) The “value” of solving the problem, or raising system-performance, needs to be estimated
- iii) The potential contribution to national-development, performance-improvement, and/or system effectiveness also needs to be evaluated.

Dept. Heads need to review and evaluate their officers project-proposals very rigorously, on the parameters of relevance, utility, and value-addition.

Step-2:

A rigorous system of “screening & selection” needs to be planned & put in place (perhaps by DoPT). Standards of proposals, & track records of officers need to be high. It may be stated in advance that only 1 out of every 2 or 3 project proposals will be approved – this will improve the quality and value of the sabbatical project proposals and screening process.

Step-3:

A list of the top 10-12 universities / institutes in the country need to be identified & approved by DoPT – these could include some high-quality Central Universities. Institutes of

Excellence, as well as IIMS, IITs, and National Law Institutes (since good project proposals may cover a wide range of issues).

Step-4:

Civil Service Officers whose project-proposals are approved by an interview panel (consisting of DoPT representative, other Ministry Representatives, & Central University/ Institute representative) should be assisted by IIPA to find an appropriate project-guide from among one of the approved Universities / Institutes of Excellence. A Senior Faculty Member of IIPA may be associated as “mentor” for the project, and IIPA provides library & knowledge resources for the officer’s project.

Step-5:

DoPT can sanction & provide a project-support-fund of Rs.1.0 lakh to each selected officer, along with a 1-year sabbatical leave. When the project study is near completion, or after 6 months, DoPT can provide a sum of Rs.50,000/- for the preparation, finalization & DTP/binding costs of the project report to the officer concerned, and a sum of Rs.50,000/- per candidate (“mentored” by IIPA) to IIPA.

Step-6:

In the 12th month of the year, DoPT needs to organize a high-level viva interview of the officer’s project presentation, & assess how s/he will apply & utilize the project to raise performance levels & results back in the job. Successful candidates can be awarded an applied-research based M.Phil, for their approved project work thesis.

In this model, for about 50 serious sabbatical projects of direct, practical relevance to GoI, and to the nation’s development, DoPT would spend about 2 lacs per candidate. The cost to DoPT per annum would be Rs.1.0 crore, while IIPA would get a grant of 25 lakhs (this may be doubled to 50 lakhs – 1 lakh to IIPA for each of the 50 candidates, provided IIPA can justify the role & contribution it can play).

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

In addition to the above “model” of a professional sabbatical system for civil service development, from the confidential interviews a few more serious suggestions & recommendations emerged:

- i.) With regard to the internal faculty, there should be high-quality performance “benchmarks” put in place, and these should form the basis of weeding-out “average” and “poor” performers. External experts could also sit-in, and do a “professional peer-review” of course design, methodology, content, and faculty effectiveness.
- ii.) After the present batch of APPPA participants complete their programme, do not take in any more in the present version of the course.
- iii.) Design and introduce a system of “Continuing Education Credit” (CECs) to short-term course participants (based on their performance-assessment, and quality of “follow-up” project that they write on how effectively they are implementing what they learn). DoPT and MHA may introduce a system by which government (both central and state) provide recognition of such CECs in the annual performance review (ACRs), and promotions of Civil Service Officers (if feasible).
- iv.) Change the focus of IIPA from an “Academic Institute” to a “National Institute for Best Practices” in good governance, citizen-centric administration, and civil-service reform. IIPA’s major thrust should be on gathering, systematizing, and sharing “best practices”, and train public systems administrators (from policy formulators to implementers) in the “How To” of meticulous and speedy implementation. “Practical implementation of policy initiatives” in a “mission-mode”, will be the central theme & purpose of IIPA.
- v.) IIPA needs to design & develop on-line, innovative courses, that would be relevant for a.) civil service officers, and b.) public sector managers, in the 21st century. To reach a wider client-base, e-learning models, & knowledge-management systems need to be developed. IIPA can get excellent content converted into appropriate format, utilizing tools such as multi-media, self-paced learning over the web etc. IGNOU, Hughes DIRECWAY, and Maharashtra Knowledge Corporation Ltd. have already designed and launched web-based learning-management-services and fee-based courses, to reach a wide range of adult and in-service learners.

The 21st century model is: “Take learning, training, education to the people”, whereas the 20th century model was: “Bring people to the training centre”. A complete paradigm-shift is fast taking place, and IIPA should ensure that it does not “miss the bus” by rigidly holding on to old models of class-room training & learning. There is a very huge need, and hence a very large market for fee-based web-based learning courses of good quality. IIPA can explore collaboration, leveraging, and link-up with private-sector domain-specialists. Private sector companies can join the program by paying franchise-fees to IIPA, and they in turn will collect fees from users for facilitating access to this IIPA education/training service. IIPA can develop the “Digital Class-Room Model”, and short-courses can be offered on a distributed-learning basis. Some of the faculty for this can be selected from civil service officers (or IIPA course participants) who have successfully implemented “best practices” in citizen-centric administration and good governance. In the 21st century, it is absolutely vital that IIPA harnesses “Web-based Learning & Knowledge Management” through technology and high-quality content. In 3-4 years, IIPA could be servicing a large all-India clientele of fee-based, module-based, web-based courses. IIPA has a major opportunity to leverage “public-private partnerships” (national, Asian and international), to reach a large base of in-service and pre-service clientele, in India, South Asia, and developing countries.

IIPA: “SWOT” ANALYSIS

A “SWOT” analysis of IIPA would be a useful diagnostic tool, especially since it is based on the actual experience of internal and external stakeholders who spoke freely in confidential interviews and “focus group discussions”. The strengths, weaknesses, opportunities, and threats, (to IIPA) emerging from a cross-section of faculty, management, staff, participants, and users of IIPA’s services, can be summarised as follows:

STRENGTHS:

The main strengths, on which there is a large degree of agreement among all stake-holders are:

- Good basic infrastructure (though it needs refurbishing after 50 years), by way of auditoriums, class-rooms, offices, hostel, cafeteria, living quarters, space, size, layout, gardens, etc.;
- A good, extensive library, built up over decades, specializing in public administration and many related disciplines (though again, physical repair & refurbishing are needed);
- Experienced support staff (over 150), not only for the administrative departments and faculty support, but also for the hostel, cafeteria, maintenance, gardens, security, covering all services necessary for a residential training complex;
- A large seven-acre campus, in a prime location, with a good past history and tradition of having made a major contribution to the in-service training of civil service officers, and of having been a premier institution for the development of public administration in the country. (**Please note:** SWOT theory and principles do not accept a past strength as a present strength, but we have included it here because many of the stakeholder in confidential interviews and focus-group discussion perceived it as a “potential strength” if it can be re-vitalised);
- Some faculty are active, hard-working, and co-operative with positive attitudes, making efforts to generate consultancy projects, studies, and revenues for the

institution – as per stakeholder perceptions across a cross-section, this constitutes approximately 25-30% of the present faculty.

- IIPA has a large membership (over 10,000 members) and a wide network of its own Regional Branches and Local Branches all over the country. Although only around 1000 members are “active”, and approximately 25-30% of the branches organize some meaningful activities, this is perceived as a potential strength which IIPA can build upon, and exploit better, in the interest of improving public administration across the country.

WEAKNESSES:

The major weaknesses emerging from the experiences and perceptions of a cross-section of stake-holders are the following:

- Very weak marketing – this is the most serious weakness of the institute, which cuts at the very root of its survival in the present competitive environment. There may have been historical reasons for weak marketing of its services, faculty, & capabilities (e.g. the first 3-4 decades of the “Socialistic era” in India, with centralized planning, adequate government funding, and a lot of work-assignments from government – i.e. as much as the institute could respond to and accept). But after the global and national “paradigm shift” from 1991 onwards, lack of a marketing culture and drive has affected the survival of many government-funded organisations. Whatever the causes and reasons, weak marketing is a critical issue. **Several ministries/ departments of GoI have never been given a formal marketing – presentation by a top faculty-team of IIPA in the last 5-10 years. Most ministries/ departments do not know what IIPA faculty can do for them by way of consultancy, policy-research, or impact-evaluation studies; similarly IIPA does not know what GoI (or its ministries/ departments) want or expect from IIPA.**
- The second major weakness is that IIPA is not perceived by existing or potential clients as “vibrant”, “dynamic”, “innovative” or of “cutting-edge quality”. Perceptions are so important, that social sciences today defines perceptions as “social

realities” which influence decision-making by potential clients. Instead, IIPA is perceived as a “has-been”, “over-the-hill”, “average”, “routine”, “not inspiring” (even in many training courses which are supposed to be IIPA’s forte). Will IIPA be willing to examine and accept honest feedback, and take corrective action? Or, will it continue in holding its own belief system?

- The first 2 weaknesses give rise to a third one – because of weak or non-existent marketing, as well as indifferent or negative perceptions of clients/ potential clients, many of the proposals that faculty prepare and submit, do not fructify into projects. IIPA has a low “conversion-ratio” of proposals to actual contracts. This further demotivates the faculty, many of whom have developed the view that each potential client has their “historically preferred” consultants & institutions for research and consulting assignments.

Hence many faculty are not able to achieve “market-entry” in the areas of consultancy, policy-research, & evaluation-studies, and they have developed the “self-fulfilling-prophecy” that “market-penetration” is impossible, or very difficult for IIPA.

- The fourth weakness is the historically developed “dependency-syndrome”: i.) dependence on government grants, ii.) dependence on government assignments (whether in training, consulting, or research). Even a 10% reduction per year in one of the government grants over the last 3 years, has exposed the fragile weakness of the institute. Since the institute has formal rules tying it to UGC scales of pay and allowances, as well as the Fifth Pay Commission and merger of 50% of DA in Basic Salary etc., it is struggling from this year to meet Salaries/ Wages and other rising operational costs. The institute has done cost-cutting (by standard methods of non-replacement of staff & faculty, and reducing maintenance & running expenses), but **cost cutting has never ensured the survival of any organisation, unless it also succeeds in increasing revenue – generation through: a.) vigorous marketing (in a “mission-mode”) as well as b.) client-relationship-management (CRM); these require detailed understanding of client-needs/ requirements, and delivering**

superb services to achieve “customer delight”. Cost-cutting alone will not ensure survival.

- The fifth weakness is that IIPA does not have any “competitive advantage” or USP (“Unique Selling Proposition”). Even in the field of Public Administration, clients and potential clients do not perceive any special “intellectual capital” or outstanding expertise. If IIPA does possess some unique set of competencies, it has failed to “market”, communicate, or convince its potential clients. There are, in addition, several other top-rank universities with outstanding professors and researchers in public policy, public systems management, and public administration. **IIPA is perceived as a “generic” or “generalist” institution working in some fields of public administration, and not a powerhouse of innovative or “high-impact” output. IIPA has no “stars” or “team of stars” among its trainers, researchers, or consultants. IIPA itself has not communicated innovativeness, vibrancy, or dynamism, to its wide range of potential clients.**
- IIPA has “vacated” the entire “public sector enterprise space”, over the years, and virtually handed it over to ASCI, MDI, and the IIMS. IIPA is also not very active at the state level, and has vacated the “space” to the ATIs (Admin. Training Institute) or the SIPA’s (State Institute of Public Administration). IIPA has not developed “collaborative agreements” to partner with the ATI’s or SIPA’s. IIPA has been in “withdrawal” mode for over a decade, and not in an “assertive” or “competitive” mode as an institution. IIPA wants a “captive” market, or a “protected market” and does not like change or competition.
- The cross-section of stakeholder perception also brings out the following twin-weaknesses:
 - i. Break-down of internal communication between more than 50% of the faculty and the management; a culture of “defensive-offensive” relationships and communication, (or its breakdown) has become endemic. Several faculty have filed cases against the institute. Many meetings, including the formal committee meetings become loud, stressful scenes, so much so that GoI committee members have stopped attending most meetings for quite some time.

ii. Weak external communication with clients and potential clients. For example, in the case of IIPA's fee-based training courses, a covering letter along with an enclosure giving information about the course, is considered adequate & sufficient communication – as a result, some of these courses attract only 5 or 6 participants, and about one-third of the courses attract 10 or less participants. Overall IIPA has become oriented to the “class-room”, “internal meetings”, and “cabin / office”; the majority of time is spent in-house, & not sufficient time is spent with client-ministries and departments. The latter therefore do not know what IIPA can do for them, in most cases. IIPA is not on their “radar screens”.

- Most faculty are perceived as lacking “state of the art”, or “cutting-edge” innovativeness in newer areas of Change Management, Citizen-Centric Public Administration & Good Governance (both in training and consultancy/ research).

OPPORTUNITIES:

- There is today a great need for identifying, compiling, and spreading “Best Practices” in Good Governance, Civil service Reform, Change Management, and a host of other issues related to Citizen-Centric Public Administration, not only in India but in all developing countries. This need exists not only for building up knowledge, but also for development of appropriate skills & competencies, to apply and cascade the “Best Practices” throughout the administrative system.
- Govt. of India itself has several needs for Policy Research, Administrative Reforms, and Civil Service Performance Improvement, & is willing to support/ fund viable & innovative projects.
- These provide big opportunities to IIPA to step in & offer its services to various Ministries, Departments, autonomous & public service organisation, on various aspects of “Change-Management”, “Good Governance” & “Best Practices”.
- In the open global scenario several competent consultants from various parts of the world & within the country are available to provide their skills in these areas. Once IIPA gets into these new opportunity areas, other organisations with similar mandate

can collaborate with IIPA, both nationally & internationally. Even for the existing programs IIPA can identify competent & experienced consultants, since they are available, and improve upon the overall performance of the institute.

- India has embarked on a mission to become a “developed country by 2020”. Huge opportunities exist in training people at various tiers in public administration through modern techniques & technology, from the block level to the senior administrators in the country. If IIPA taps these opportunities, it can both meet a large need as well as generate revenue of high volume.
- There are also potential opportunities in collaborations and partnerships. IIPA can consider the possibilities of collaborating with some organisations with a wide network, & introduce innovative programme for administrators; (including through distance-learning, and web-based learning through IT, wherever appropriate & possible).
- Public-Private partnership is well accepted in present times, and IIPA has the opportunity of inviting collaborative projects with private consulting organisations. This way IIPA can attract world class institutions & consultants, who can (in turn) attract good consultancy projects & time-bound “Research Studies” in the areas of Good Governance, Citizen-Centric Administration, and Civil Service Reform.

IIPA now has a clear opportunity to re-position itself as the ‘National Institute’ of “Best Practices”. Some of the focus areas of “Best-Practices” could be:

- **Effective Policy Implementation**
- **Good Governance**
- **Citizen-centric Administration**
- **Administrative Reform**

The large infrastructure and support staff of IIPA represents an opportunity – IIPA can focus on “maximizing capacity utilization” through examining several models: i.) “public-private partnerships”, ii.) collaboration, iii.) “poly-clinic” models with high quality consultants.

THREATS:

- Other institutions have developed their own “brand-image” and strong “niches” (ASCI, MDI, IIMS), and they win a lot of government contracts in consulting, research, and training.
- Other private sector consulting / training companies – both Indian and International (e.g. Price Waterhouse, Boston Consulting, McKinsey, Noble & Hewitt etc.) have displayed greater vigour and talent, and have won many State and Central Government assignments (most of Rs.1.0 crore and above each) in the fields of Strategic Planning, Vision & Mission Development, Public Systems Reform, and Public Systems Management.
- Other national institutes established by GoI have developed “specialist sectoral” expertise and strengths “under one roof” (e.g. National Institute of Rural Development, National Labour Institute, National Institute of Nutrition, National Institute of Educational Planning & Administration, National Institute of Health & Family Welfare etc.). Virtually each ministry and each sector, have developed specialist institutes for research, training, field projects & consultancy; they will prevail over “generic” institutions like IIPA which span a “broad-spectrum”. **“Differentiate, or perish” is the iron-law of institutional survival and growth, and this applies to IIPA also. “Differentiation” is the proven, fundamental factor, which is vital to attract more clients and better projects. But IIPA is perceived across-the-board, as a “generic institution”, which has seen better days, and is now in decline. This is a major threat.**
- The cross-section of stake-holders also perceives a major threat in the form of the 10% reduction per year in the grant from DoPT, which has taken effect in the recent couple of years. Although the reductions in grants by GoI have been part of a broad policy which has affected other institutes, it has created much anxiety and insecurity at IIPA. While DoPT has guaranteed continuation of the “core grant” to cover salaries of the present faculty, this has not yet motivated the faculty to develop or present any turn-around action-plan to cover the financial gap / deficit. The institute even agreed to faculty demands to increase the percentage of consultancy fees to be shared with

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faculty to 30%, but this has not led to much increase in consultancy contracts. When an organism/ organisation does not respond to a crisis, it may be in a stage of “terminal illness”, or it may be complacent because job security and salaries/ increments are guaranteed. Either way, this constitutes a grave, internal threat to the organisation’s survival. For the last few years, there are only 3 major grants (from 3 departments of GoI) which are helping to keep IIPA afloat. If any of them is constrained to reduce their grants (due to budgetary or fiscal pressures), IIPA will be in serious trouble to survive, and it has no turn-around action-plan in place. If IIPA continues to function as it does (with marginal or “incremental” improvements), without developing its own viable turn-around action-plan, it will not survive its present decline or crisis.

IIPA: DIAGNOSTIC INSIGHTS & STRATEGIC OPTIONS

Based on confidential interviews with a cross-section of faculty, staff, participants of courses, funding agency, Executive Council, Director, and other "stake-holders" of IIPA, as well as based on "Focus Group Discussions" with faculty, staff, and participants of courses, we present the following diagnosis, historical evolution, and a possible turn-around strategy:

DIAGNOSIS:

- 1.) IIPA, as an institution, has a "core" weakness: It has a very weak marketing capability. In fact, it neither sees itself as a marketing organisation, nor is it structured and staffed to aggressively or competitively market its services. All management authorities & experts are unanimous that an organisation which is weak in competitive marketing, will gradually dwindle, and may even find it difficult to survive (regardless of reasons).
- 2.) IIPA sees itself, and describes itself as an "academic institution". It sees itself as a "University Institute" with Professors, Associate Professors, Asst. Professors, Support Staff, and attached hostel, and faculty/ staff quarters, with UGC scales of pay, and job-security of a government employee with time-based promotions.

The "**fundamental beliefs**" of a faculty-driven academic institution is:

- i.) The GoI should fund the institution fully, through the appropriate Ministry/ Dept.;
- ii.) If, for any reason, participant enrollment reduces or dwindles (in education or training courses), the faculty (or Head of the institution) believes they are neither responsible nor accountable; instead, the belief is: someone "out there" has to fill the gap
- iii.) The faculty can design and conduct a certain range of courses (depending on the faculty mix & number), as per academic norms. If certain courses are more in demand, or less in demand, the faculty believes it is not to be held responsible – these changes are

due to "external market forces", over which faculty believe they "have no control or influence".

The mind-set of the majority of IIPA faculty, is firmly based on the above 3 points.

HISTORICAL EVOLUTION:

- 1.) For the first 25 to 30 years of its existence, IIPA was "given" (or "assigned") more & more work by GoI, and hence the institute developed a strong "dependency" on Govt. to provide it with adequate work (whether in the form of studies, consultancy projects, or even sufficient nomination of participants to courses). This is not surprising, since IIPA was initiated nurtured, and developed by the first Prime Minister of India (who also initiated the series of 5-year Plans, the Planning Commission, & several new "institutions" of independent India). There was so much work to be done with a sense of urgency, that almost all the institutions set up during the first decade (after 1950) grew, expanded, were loaded with assignments, and made significant contributions to national development.
- 2.) IIPA also grew very steadily and strongly, and since it was the only institute focusing on "Public Administration" (as recommended by the Appleby Report), it was entrusted with designing and conducting a number of studies and training programmes for building up the Civil Services in modern democratic India.
- 3.) However, this growth in work (in various aspects of Public Administration) and the expansion of the faculty & infrastructure, **carried within it the seeds of 2 future weaknesses** which could (and did) become "threats" to the survival of the institution:
 - i.) Virtually none of the growth in work or assignments required any "marketing" – work & assignments of various kinds were "assigned" or "offered", and its was really a question of how much IIPA could "take-on". In an era of "shortages", "production" (of goods & professional services) was the key virtue or "value", while "marketing" was viewed as an unnecessary "cost" or even a capitalistic "vice" in the first 3 socialist

decades. In fact, the emphasis in all (or most) new institutions was "production", and not marketing (since there was huge pent-up "demand" in all sectors, severe "shortages", and low "supply"). Hence, an analysis of thousands of new projects in the first 30 years (whether in the public sector or even private sector), shows that almost all were "production-centered" to meet "import requirements" (for "self-reliance") or to meet large demand gaps. There was virtually no need to invest in areas/ sectors/ projects which needed "market-creation" (except in cosmetics and toothpastes). Hence, IIPA also became "production-centered" (and not marketing-oriented), designing & producing courses and studies which were assigned to it – it did not have to market itself or "compete" for assignments in its first 3 decades.

ii.) Second, with large shortages in all sectors/ areas, and a national mission for "planned growth", GoI also continued setting up many new institutions, some of which would later become strong "competitors" to IIPA (ASCI, IIM's, MDI, and Central Universities with strong Departments & Faculty in Public Administration, Public Policy, Public Systems Management, Law & Justice, Consumer Protection, Local self Government, Environment Protection, Social Justice, Employment-Generation, Poverty Reduction, Economic Growth etc.). Like IIPA, they were also "demand-led", and therefore generating demand for their services through marketing was virtually not even required.

4.) However, during and after 1990-1991, when the country was on the brink of imminent international debt default and financial collapse, India went through a "paradigm-shift" in economic thinking and political philosophy. Earlier, there were also major global shifts outside India. In the 80's itself, China started modernization and reforms in the economic sphere, & started entering the global economy after more than half a century of self-imposed isolation. In the late 80's, the East Bloc and the Soviet Union went through rapid collapse (economically, politically, socially). Large developing countries like Brazil & Argentina also

collapsed & defaulted on international debt repayments, with massive internal inflation, and unemployment. Even Europe and the USA was hit by stagnation and low growth. It was globally a turbulent era, with OPEC oil shocks, followed by the "East Asian Tigers" in trouble, & even Japan going into recession & negative growth, which lasted more than a decade.

- 5.) **This cataclysmic shift is very important in understanding how earlier organizational or institutional apparent "strengths", can rapidly become "weaknesses" & even "threats" to survival.** India had to pull back from the brink of near collapse, go through a "modified" "Structural Adjustment Program" under pressure of IMF/ World Bank, rapidly "globalise" and integrate with the world economy, abide by WTO principles & agreements if it wanted a share of global trade, and seek/allow FDI, FII investment, and open the doors to a "market economy", and imports, as well as allow global MNC entrants (even in Education, Consultancy, Research, and Training). Liberalization, Privatization, & Globalization became the new imperatives, both for survival and growth.
- 6.) In 10 years, between 1991-2001, the whole scenario had changed, and India has been rapidly propelled into a virtual "market-economy", with sufficient food-stocks, strong foreign exchange buffer, a 300 million consumer-class, no queues for cars or other luxury goods, and severe competition in every sector (whether from internal or external competition), including the professional services sector.

At the same time, with a rising fiscal and monetary debt, and with most state budgets in a deficit, public funding (as a % of the GDP) is decreasing in all the earlier state/ govt. supported sectors (whether, Education, Health, Social Services). The pressure is on everywhere, to reduce subsidies and grants (even in public services), and move to new forms of "sustainability" and "self-reliance".

- 7.) However, while manufacturing companies (in the public sector & private sector) fight hard to survive and grow in a competitive market economy, **institutions of government (especially "Non-Profit Societies" set up by Central or State Government under the Societies Registration Act) will find it very difficult to make the transition, without a helping hand.** The reason is that manufacturing

companies (whether public sector or private sector) always had specialized departments of marketing, sales, advertising, market-research, exports etc., and long experience of commercial operations (even though in an earlier "protected economy").

Companies (whether public sector or private sector) could also raise working-capital from Banks/ Financial Institutions, Project Funding, Equity Funding from equity markets, Term-Loans and a range of sophisticated financial instruments. A registered society cannot tap any commercial sources of funds to tide over a lean period. It will be forced to cut back – on people, on infrastructure, on knowledge resources, on services. With no history or culture of "marketing", no capability of competition, and with dwindling resources, work-generated gradually reduces, income reduces, morale & motivation suffers, internal conflict increases, and a "downward spiral" is set in motion. Usually, even the funding or sponsoring departments begin to reduce their support, especially when there is an all-round pressure to reduce "subsidies" and "grants" (due to budgetary deficits, or fiscal and monetary deficits). When all other social-service & human-development sectors are under pressure, and grants / subsidies are being cut all-round, it becomes difficult even for government to justify supporting a government-initiated society or institution.

Strategic Options

In such a scenario, is there any "Strategic Option" which has a reasonable chance of working for IIPA?

After analyzing several possible options, ACORD sees promise in a specific combination of strategic steps. Before arriving at these steps in the turnaround of IIPA as an institution, we have also looked at the "Easy to prescribe, logical, but nearly impossible to achieve, prescriptions". We enumerate the key ones here:

- i.) The first "easy logical prescription" is: "IIPA should quickly develop a high level of its own marketing effectiveness". Sounds logical & very

professional, but IIPA has no history, experience, or "culture" of marketing for over 40 years since inception (although some faculty are trying to make efforts). It would be very naïve if we suggest this – it will not happen in the next 1-3 years, and IIPA does not have the luxury of time. The strategic mechanism has to be quick & effective for it to work.

- ii.) The second "obvious" prescription is: "IIPA should quickly develop some innovative projects and programs". Easily stated, & it even sounds logical/rational. But the hard fact is that "Innovation & Creativity are difficult and rare". Also, innovation and creativity do not come in sudden spurts in an organisation, just because they are needed – they require a "culture" & history of developing innovative services (or products), as well as sustained investment in R&D, acquisition of the best talent, and networks/relationships with "centres of innovation".

This recommendation is often prescribed by many standard studies & reports, but the "do-ability" factor is very low. It is not a strategic option for an achievable turnaround of IIPA, at this juncture.

- iii.) The third "easy, impressive prescription" is: "IIPA should develop a strategic "competitive advantage" or set of advantages" to get a greater share of consulting, problem-solving, research, & training projects. This sounds logical, because if this can be done, and done rapidly, IIPA can compete and win against the IIMs, MDI, ASCI, and the "Big-Six" MNC consulting, research, & training organisations (McKinsey, Boston Consulting, PriceWaterHouse, KPMG etc.). However, the hard fact is that such organisations focused rigorously for decades, on building up key, strategic, competitive advantages and global "best-practices". since they were "marketing-driven" and "market-driven" from their inception. Not easy to do, and definitely not in the short run where survival is at stake. The "do-ability" factor is again very low, as a solution or strategy for IIPA's turn-around at this juncture.

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- iv.) The fourth standard prescription is: "IIPA should attract & appoint some world-class faculty from top-notch global institutes, who can attract good projects/ revenues, through their reputation and networks". Sounds good, even logical. But there are major problems in implementation. Let us look at just 4 problems:
- a) Such people are very, very expensive – even if a separate, whole new funding arrangement is set up, who will foot the bill?
 - b) Such people would have worked in global institutions, & would not be familiar with problems & ground - realities in India.
 - c) IIPA would need to be a "world class institution to attract & retain such world-class professionals, whose name can generate large projects, or pull in major funding".
 - d) Such people long to go back after 2-3 years, either to their original institution, or to another global assignment.

In terms of "do-ability", again the success-probability of this kind of recommendation is very low.

Having considered these predictable types of recommendations (and other similar impressive-sounding ones), **we recommend the following possible strategic steps for the Turn-Around of IIPA through on "MoU-based Annual Work-Contract" model:**

STEP-1:

This first step is suggested, based on the following factors and ground-realities:

- i.) DoPT ("Department of Personnel & Training") is the main "oversight" agency of GoI for IIPA.
- ii.) DoPT is the Department which has knowledge, information, and awareness of a wide range of services required by GoI as a whole, in the areas of:
 - a) Training Needs Analysis & Requirements;
 - b) Design & Planning of Training (emerging/ innovative/ futuristic);
 - c) Volumes & Types of Training to be conducted for various branches/ levels of the Civil Service;

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- d) Issues & Problems of the Civil Services, which need Problem-Solving/ Consulting interventions;
- e) Several types of applied research studies needed for/ by the Civil Services/ Public Administration/ Public Systems Management, covering a range of services, including:
- Future Requirements of the various branches/ levels of the Civil Services
 - Policy Studies (Options & Analysis)
 - Policy Impact Assessment
 - Effectiveness & Impact of Civil Service Reform
 - Good Governance Studies
 - Best-Practices in Public Systems Management
 - Citizen-centric Public Administration
 - Improving Service Delivery in Public Administration
 - Performance Assessment in the Civil Services
 - Change-Management
 - Human Resource Development for the Civil Services
 - Other emerging needs
- iii.) Keeping the above wide range of needs (for studies, training services, projects) in **Step-1**, the **DoPT develops a clear MoU with IIPA**, for 2 years in the first instance, covering:
- Objectives of the MoU
 - Scope of Work (Needs & Range of Services required)
 - Terms of Reference
 - Nature of Relationship
 - Deliverables
 - Quality Standards
 - Time-Lines
 - Fee Structure
 - Other Costs/ Reimbursement Structure

- Evaluation Mechanism
- Renewability Terms for MoU

STEP-2:

Simultaneously, the Director, Executive Council, Chairman, & Senior Faculty of IIPA will also need to have focused internal discussions on **how to plan & prepare for the most efficient & effective ways of delivering on the range & quality of services required by GoI, through IIPA's MoU with DoPT. A 6-8 member "MoU Task Force" needs to be set up by IIPA.**

STEP-3:

- i.) DoPT, should not increase the present level of the grant given to IIPA for salaries of core faculty, but should "pay for services delivered" additionally by IIPA to DoPT/ GoI under the terms of the MoU.
- ii.) Subsequent to establishing the formal MoU mechanism, **DoPT commissions from IIPA**, a range of studies, projects, research, & training, broadly amounting to a certain volume in annual fees (broken down into 4 quarters, with some advances & specified instalments) **through "work-contracts"** signed with the Director of IIPA and one Senior Faculty Member or (Chairperson of an appropriate Centre of Specialisation). Even studies, projects, & assignments from other Govt of India Departments & Ministries may either be channeled through DoPT, or, DoPT be kept informed on regular monthly basis.

STEP-4:

DoPT holds regular review meetings (once a month to begin with, & then once in 2 months) with the Director of IIPA and the Chairpersons of the 8 Specialist Centres. The focus for both IIPA & DoPT on these reviews will be on the progress of Work-Contracts and MoU in terms of:

- Deliverables
- Time-Schedules
- Quality Standards
- Progress

- Completion
- Evaluation of Quality
- Usefulness
- Revenue earned

STEP-5:

DoPT & IIPA under the MoU system, may plan for a range of studies/ projects/ services worth an additional Rs. 1 to 2 crores for the first year, and gradually increasing in value based on good quality, timely deliverables, and a good working relationship. In about 3 years time, IIPA could be in a position to sign-up, and reliably deliver good quality work-projects to DoPT worth Rs.5 to Rs.10 crores per annum. There is no dearth of work in several areas of public administration, public policy, public service delivery, good governance, civil service development (whether through applied research, action-research, policy-analysis, consultancy, problem-solving, impact-assessment, change management, & human resource development for the whole range of the civil services). As the work volume grows significantly, IIPA should appoint project-specific Consultants in specialized fields on contractual terms only.

BENEFITS OF THE DoPT - IIPA MoU:

Through the MoU mechanism, and a range of "work-contracts", DoPT will communicate very clearly what GoI expects from IIPA. In turn, IIPA will also be able to present & communicate a whole range of work which they are equipped to handle, with good quality standards and reliability of delivery / deliverables. With good communication between DoPT and IIPA re-established, the MoU mechanism has an opportunity of being an strategic instrument of turnaround.

STEP-6:

During the first 2 to 3 years that the MoU and annual work contracts system is developed and implemented, directly with DoPT, IIPA continues to propose and develop assignments with the other Ministries with which they already have a good working relationship (e.g. Ministry of Urban Affairs & Employment, Ministry of Agriculture etc.). IIPA can develop MoU based relationships with an annual plan of work

contracts and commissioned assignments (in consultancy, applied research, & training) with these present Ministries with which IIPA is closely working, with a **clear goal of 15-20% increase every year.**

STEP-7:

IIPA needs to identify 6-8 major additional Ministries (other than the above) **and 5-7 State Governments**, and work towards developing the **MoU based system**, with **annual "contracting" of consultancy & research assignments.** Some of the Ministries have working arrangements for training, consulting & research studies with specialized national institutes (e.g. NIRD, NIN, NLI, NCAER, etc.). However, in their own **"niche" areas** of improving civil service systems, good governance, citizen-centric public administration etc. **IIPA would be the only national specialized institute**, with experience and a track record of 50 years. IIPA can set specific goals of achieving an additional Rs.1-2 crores worth of annual work assignments from 6-8 Ministries. In case more specialist resources are needed to deliver on these, IIPA can utilize **project-based contractual specialists**, to augment their own faculty where necessary.

STEP-8:

The "Top Team" of IIPA, consisting of the Director & the Senior Faculty needs to constitute itself into an **"Institutional Marketing Team"** to sustain the efforts at turnaround of IIPA. This top-level team needs to get into a **single-point "mission-mode": To win clients, assignments and work-contracts on an increasing basis, & to generate higher revenues, for fulfilling its mission of promoting good governance for national development".**

In this context, **tremendous synergies are additionally possible between IIPA and the Planning Commission.** Both organizations focus on national development and good governance as the basis for sustained growth with equity & social justice. The Planning Commission also **"contracts out" large volumes of studies, applied research, policy-option analysis, performance evaluations, impact-assessments, and consultancy projects.**

The "Top Team" of IIPA needs to make a series of presentations to the Dy. Chairman and Members of the Planning Commission, as well as to the Secretary, Advisers and Directors, and "market" their own expertise & track record vigorously, to win a share of the large amount & value of assignments that the Planning Commission "farms out" every year. As IIPA delivers good quality work, in time, to the Planning Commission, it will build confidence, and win more assignments which contribute to national development and good governance. Here again, the clear goal is to achieve a 15-20% increase in work contracts each year from the Planning Commission.

SUMMARY OF STRATEGY FOR IIPA:

The key "building-blocks" of the possible strategy for IIPA, can be summarized as:

1. IIPA gets into a single-point "Mission-Mode".
2. The Mission is:
"To successfully turn-around IIPA in the next 12-24 months".
3. To achieve this Mission, and get into a genuine "mission-mode", the Director & Senior Faculty form a "Mission Task Force" for achieving these key goals"
 - set an example internally, with immediate effect, of "leadership by example", to function as a good turn-around team;
 - restore good communication internally, and externally;
 - identify, & meet top-teams of all "high-potential" ministries, departments, states, and national development organizations (e.g. Planning Commission etc.), to sign MoUs and work-contracts (including, & first, with DoPT);
 - design, develop, and deliver a high volume and quality of "outputs" to 8-10 "high-value" client-organisations (in addition to the present ones);
 - Retain all major client organizations, generate better repeat assignments, & add some major clients each year.
 - Achieve 2-3 crores worth of additional revenue in the first year (in addition to existing revenues & grants) with a 20% growth each year.

MISSION & STRUCTURE OF IIPA

The Mission of any organisation is related to a specific overall goal, and gears the energies of the organisation towards that Mission. This Mission also becomes the driving force in the organisation, and contributes to achieving the goals and objectives towards which the Mission is directed.

This Mission therefore is always precise & clear, and establishes the end result of the impact that an organisation is trying to achieve.

At the present juncture the major Mission of IIPA is to **turn around itself** and to **win back the confidence of its clients & stake-holders**. For this, the establishment of good communication linkages with Dept. of Personnel & Training, and other Ministries, is the first step required. The Director & Senior IIPA Faculty need to work together as a "Turn-around Team" to build networks with different potential clients, and win assignments in the areas of its expertise. **For this mission to be achieved, it is absolutely vital for IIPA to rebuild good communication both externally and internally.**

In the next two years IIPA needs to move from the present "dependency-syndrome", to a pro-active approach. It can then review its progress & activities and address national issues like Good Governance, Change Management, Problem Solving, Decision-making, & Effective Implementation, through its programs and activities. In the next two-year period IIPA can turn-around its own culture, competencies & skills in the above areas by collaborating with other specialists (both individuals & organisation).

Half-way through the two year period, an exercise can be undertaken by IIPA with its key stakeholders to jointly develop a "New Culture & Competence" which will be the guiding force for all its future programs & activities, and make a unique contribution to achieving the Vision of "Good Governance for National Development" in the 21st Century.

At the moment it is recommended not to modify the organisation structure of IIPA, since that will divert the energies away from turning-around and revitalizing IIPA, both financially and in terms of the morale in the organisation. **But, it will be useful & necessary (in about 2 months) to build up a clear “cost-centre” structure, and a corresponding “revenue-centre” structure. Each of the 8 Centres of Excellence should take on the discipline of managing itself on a “cost-and-revenue” structure basis. The “cost-centre structure” needs to be based on “full costing” (including full allocation of all overhead costs, and not only direct expenses). Each of the Heads of the Centres of Excellence need to take full responsibility for balancing revenues and costs, and each faculty member needs to take accountability for specific revenue-generation to balance at least 50% of the overhead costs per faculty member.**

IIPA: ROAD-MAP FOR TURN-AROUND “OWNERSHIP”

In developing a road-map for IIPA’s turnaround, the following milestones are vitally important:

1. Till now, the Senior Faculty & Director have **not** jointly developed, agreed upon, or presented their “Turn-Around Action Plan” for IIPA. **This is very significant, because almost all turn-around research and case – studies demonstrate that till the “top-team” of any organization: i) takes the “ownership” and “commitment” for turn-around; and ii) develops and agrees on its turn-around strategy & operational plan, no turn-around can be achieved.**

Therefore, in the case of IIPA, its own Senior Faculty Group (which must include the Heads / Chairmen of the 8 Centres, and all full Professors) plus the Director and Registrar, need to themselves develop the “Turn-Around Action-Plan”. Either the Director can lead the Team, or appoint a Senior Professor to lead the effort. External agencies cannot revitalize an institution or achieve turn-around.

2. Step-2 is that this Turn-Around Team needs to commit itself to a 3–month timeframe to come up with a joint, agreed, “Turn-Around Action Plan”.
3. The Turn-Around Team needs to commit itself to work in “Mission-Mode” (not “business as usual”), to stretch itself fully, to tap its own experience and ideas, as well as the inputs of all the other internal stakeholders (including all other faculty, departments, Executive Council Members, other Committee Members), and develop a strong, achievable, Turn-Around Action Plan.

4. The Turn-Around Action Plan, in order to be viable, needs to include the following major components:
- i) The vast needs in the country for:
 - a. training of public service officials (from the taluq / block level upwards to Secretaries to Govt. of India);
 - b. policy-research & applied research studies across all ministries / departments at the centre as well as in all the states;
 - c. consultancy projects in administrative reforms, civil service performance improvement, citizen-centric administration, municipal system reform, public utility reforms (power, water, transport etc.), good-governance, and e-governance.

It will be useful to estimate the size of the present market for these services, as well as of the untapped markets & unmet needs.

- ii) The fresh / new strategies that **IIPA will implement to market itself vigorously and continuously** to all the major ministries / departments at the centre, the states, and the Planning Commission to win large new / long-term contracts in training, consultancy, field-projects, monitoring and evaluation studies, policy-research etc.
- iii) The “Marketing & Client-Relations Plan”, so **that all potential clients are fully aware of what IIPA can deliver, and IIPA understands what various potential clients need and will pay for.** This close working with all potential clients will enable IIPA to build a data-base of market-research and consumer-research, showing what each ministry / department spends on consulting, research, & training, and what their needs are in specific terms, so that IIPA can offer tailor-made programs, and bid for larger chunks of the total annual pic.

- iv) The Turn-Around Action Plan needs to also **develop and agree on goals / targets for the following, including increase per year over the next 3 years:**
- a. Annual Revenue Generation in Consulting Projects.
 - b. Annual Revenue Generation in Studies / Applied Research.
 - c. Annual Revenue Generation in Fee-Based Training.
 - d. Annual Revenue Generation in Sponsored Training
 - e. Annual Revenue Generation by each Faculty Member at 3 levels.
 - i. Professor
 - ii. Associate Professor
 - iii. Asstt. Professor

These goals / targets agreed upon, need to be broken down into quarterly goals / targets, and a self-monitoring and evaluation system put in place by the Turn-Around Team. It will also be useful for this team to estimate the potential that can be achieved from each of the ministries / departments / states, develop an “ABC Analysis” of the potential, and put greater energy and effort into the “High Potential / High Probability” potential clients.

- v) The Turn-Around Action Plan also needs to cover how IIPA can harness and exploit new training / learning technologies, as well as institutional-collaboration models, including:
- a. “Web-based”, fee-based training / learning for a wide variety of subjects within IIPA’s range of expertise;
 - b. Public-private partnerships and collaborations which are mutually beneficial financially, and help IIPA reach a wider audience;
 - c. Potential (very real) for IIPA to become a “Virtual Institute” in all disciplines related to public systems management, public administration (all 4 tiers), good governance, social justice

administration, municipal administration, development administration / poverty alleviation etc.

- vi) The Turn-Around Action Plan needs to include **specifics** on how the Team will identify and **tap the large pool of professional talent in India** (in terms of economists, political scientists, public systems specialists, management / marketing / finance specialists, technology / engineering / science professionals, as well as consultants researchers, and trainers in the private and public sectors as well as academia & research institutes). The aim is to **access, empanel, & utilize a better quality mix of professionals and consultants**, with good reputation and deliverables, at **an economical cost to IIPA**. The internal faculty could play the lead role of putting together project teams, bidding for large projects, and managing the delivery of services to clients with a high level of quality, timeliness, & client-satisfaction.
- vii) The Turn-Around Action-Plan needs to develop some **specifics** on:
- a. **How the “capacity-utilization” of IIPA’s vast infrastructure can be improved;**
 - b. **The “break-even-point” (in terms of number of participants per training course);**
 - c. **How salaries, retirement benefits, and major operational costs are going to rise (projections / estimates for the next 3 to 5 years);**
 - d. **Estimates of costs of minimum refurbishing needs;**
 - e. **How to structure the main “cost-centres” and “revenue-centres” in the institute, and set-up a self-monitoring system for both.**

The Turn-Around Team can add its own additional points to make the Action-Plan successful. **The final chapter should spell-out the “Time-bound Implementation Plan” with a built in quarterly self-monitoring and assessment system.** A “Recognition & Reward System” needs to be included to

share some of the gains, but only if at least 80% of the additional targets are achieved.

For every **additional Rs. 1.0 crore** of revenue generation achieved, DoPT can consider providing a **matching-grant** towards the IIPA Modernisation & Development Fund.

In 3 months (or less), once the Turn-Around Action-Plan is ready, the **Top Team needs to present it to the Executive Council and DoPT, take their inputs, develop a consensus on a final Action-Plan, and get a “sign-off” to start immediate & rigorous implementation, with a specific time-frame.**

Only when the Top Team rallies & galvanises the institution, by working closely together to agree on a Turn-around Action Plan to re-vitalize the organization – only then will any support and help from outside be of any value. **Outside institutions cannot turn-around an organization – only its Top Team can. For that to happen, the Top Team needs to come up with its own Turnaround Action Plan, in which it believes, takes “ownership”, & implements vigorously.**

The Top Team needs to convince itself, and convince those from whom it is seeking support, (DoPT) that it has a serious Turn-Around Plan, and that it is a achievable with a vigorous effort. Only then will support flow in – and continue as long as good results are achieved through the turn-around action-plan.

* * * * *

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

LIST OF FACULTY MEMBERS

Professors Scale of Pay Rs.16400-450-20900-500-22400

Sl. No.	Name	Date of Birth	Date of Joining IIPA	Date from which holding the post of Professor	Date of Retirement
1.	Prof. Jaideep Singh	07-01-1946	12-07-1973	17-03-1986	31-01-2008
2.	Prof. R.K. Sachdeva	01-09-1945	01-04-1972	30-04-1991	31-08-2007
3.	Prof. J.C. Kapur	04-01-1943	10-03-1971	30-04-1991	31-01-2005
4.	Prof. R.K. Tiwari	05-06-1942	01-01-1973	30-04-1991	30-06-2004
5.	Prof. S.S. Singh	20-06-1949	01-10-1985	29-10-1992	30-06-2011
6.	Prof. (Mrs.) Aasha Kapur Mehta	20-04-1954	01-05-1986	27-10-1997	30-04-2016
7.	Prof. V.K. Sharma	15-01-1948	27-07-1992	27-10-1997 (Presently on Deputation)	31-01-2010
8.	Prof. P.K. Chaubey	01-07-1951	17-12-1997	17-12-1997	30-06-2013
9.	Dr. (Mrs.) Bharati Sharma	31-05-1948	01-01-1998	01-01-1998	31-05-2010
10.	Prof. Anil C. Ittyerah	11-02-1951	21-01-1981	18-10-2001	28-02-2013
11.	Prof. (Mrs.) Rajesh Singh	07-09-1948	06-01-1992	18-10-2001	30-09-2010
12.	Prof. Pranab Banerji	29-07-1953	08-07-1986	26-04-2003	31-07-2015
13.	Prof. Jayatilak Guha Ray	12-09-1948	01-11-1985	26-04-2003	30-09-2010

Professors Scale of Pay Rs.16400-450-20900-500-22400 (On Contract Basis)

Sl. No.	Name	Date of Birth	Date of Joining IIPA	Date from which holding the post of Professor	Date of Retirement
1.	Prof. M.H. Malick	22-03-1949	25-10-1999	25-10-1999	(N.A) Extending term upto 24-10-2004

Professors Scale of Pay Rs.16400-450-20900-500-22400 (On Deputation Basis)

Sl. No.	Name	Date of Birth	Date of Joining IIPA	Date from which holding the post of Professor	Date of Retirement
1.	Prof. P.S.N. Rao	23-04-1964	01-08-2003	01-08-2003	N.A

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

Associate Professors Scale of Pay Rs.12000-420-18300

Sl. No.	Name	Date of Birth	Date of Joining IIPA	Date from which holding the post of Associate Professor	Date of Retirement
1.	Dr. Radha Kant Barik	12-09-1950	04-12-1991	04-12-1991	30-09-2012
2.	Dr. (Ms.) Sujata Singh	31-03-1949	01-08-1980	27-10-1997	31-03-2011
3.	Dr. (Ms.) Dolly Arora	25-08-1956	01-12-1997	01-12-1997	2016
4.	Shri Rakesh Gupta	26-06-1952	28-09-1977	11-08-1999	30-06-2014
5.	Dr. S.K. Bhattacharya	14-01-1954	27-10-1999	27-10-1999	31-01-2016
6.	Dr. (Mrs.) Lipi Mukhopadhyay	22-11-1949	10-11-1983	18-10-2001	30-11-2011
7.	Dr. (Mrs.) A. Sarada	21-07-1943	08-05-1991	18-10-2001	31-07-2005

Assistant Professors (Sr. Scale) Pay Scale of Rs.10000-325-15200

Sl. No.	Name	Date of Birth	Date of Joining IIPA	Date from which holding the post of Asstt. Professor (Sr. Scale)	Date of Retirement
1.	Shri N.C. Ganguli	28-10-1943	02-08-1971	09-09-1991	31-10-2005
2.	Dr. V.N. Alok	14-11-1964	01-09-1999 (Presently on Deputation)	01-09-2003 (Sr. Scale)	30-11-2026

Assistant Professors Pay Scale of Rs.8000-275-13500

Sl. No.	Name	Date of Birth	Date of Joining IIPA	Date from which holding the post of Lecturer	Date of Retirement	Remarks
1.	Mrs. Charu Malhotra	11-09-1966	30-05-1991	04-09-2002 (Presently drawing Scale of Pay of Rs.10000-325-13500 w.e.f. 18-10-2001)	30-09-2026	Subject to approval by Executive Council

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

NUMBER OF FACULTY MEMBERS RETIRING BY 2008 (5 YEAR TIME-SPAN)

Sl. No.	Faculty	Number Retiring By					Total Number Retiring By 2008
		(30-06-2004) + 1 (On Contract)	(31-01-2005)	-	(31-08-2007)	(31-01-2008)	
1.	Professor Scale of Pay Rs.16400-450-20900-500-22400	1 (30-06-2004) + 1 (On Contract)	1 (31-01-2005)	-	1 (31-08-2007)	1 (31-01-2008)	4
2.	Associate Professor Scale of Pay Rs.12000-420-18300	-	1 (31-07-2005)	-	-	-	1
3.	Assistant Professor (Sr. Scale) Pay Scale of Rs.10000-325-15200	-	1 (31-10-2005)	-	-	-	1
4.	Assistant Professor Pay Scale of Rs.8000-275-13500	-	-	-	-	-	-
	Total Number Retiring	2	3	-	1	1	7

Note: Over the next 5 years, the retirement rate averages 1.4 per year.

Confidential Interview Guide

(For IIPA Senior Faculty, Faculty, & Senior Officers)

1. IIPA's history & background (Salient features)
2. IIPA's perceived strengths
3. IIPA's perceived weaknesses
4. Competitors to IIPA
5. Financial Trends of IIPA
6. Opportunities for IIPA
7. Threats facing IIPA
8. Internal "Culture" of IIPA
9. IIPA's external relations
10. IIPA's "competitive advantages" and USP
11. IIPA's "competitive disadvantages"
12. IIPA's mandate
13. IIPA's Vision & Mission
14. IIPA's major clients
15. Analysis of IIPA's "marketing capability"
16. IIPA's "revenue-centres" and "revenue-generation-model"
17. IIPA's "cost-centres"
18. IIPA's "Knowledge Capital"
19. Organisational diagnosis
20. "Mind-sets" of key stake-holders
21. What does Govt expect from IIPA?

22. IIPA's structure & functioning

23. Role and effectiveness of:

- Executive Council
- Academic Council
- Director
- Centres of Excellence
- Committees
- Faculty

24. State of Infrastructure

25. Organisational Health & Dynamism

26. Is IIPA positioned for national & global competition?

27. Suggestions & Recommendations

Confidential Survey

(For Indian Institute of Public Administration Programme Participants)

I. Background Information:

1. Name of the IIPA program(s) attended.
2. Year and Duration of the program(s) attended.
3. Name of organization that sponsored you for the IIPA program(s).
4. Your designation and posting at the time you were sponsored for the program(s).
5. Your current designation and posting.

II. Your Perceptions:

1. What were your expectations when you were sponsored for training in IIPA?
2. In what aspects were your expectations fulfilled?

IIPA FUTURE DIRECTION – A COLLABORATIVE STUDY

3. In what aspects were your expectations not fulfilled?
4. What are your major concerns as a public administrator?
5. What special training do you need to fulfill your responsibilities more effectively?
6. In what aspects did your training in IIPA meet your needs?
7. Can you list the courses/ topics that you found were relevant to your needs?
8. Were you able to apply the knowledge gained in carrying out your functions more effectively? Can you please cite some examples.
9. What courses/ topics you found were redundant during your training?
10. What additional courses/topics would you suggest for inclusion in the future programs?

11. What aspects of the training methodology did you find to be effective?

12. What aspects of the training methodology did you find to be ineffective?

13. Kindly indicate the changes required to make IIPA a global institute in terms of:

- (i) Infrastructure
- (ii) Course content
- (iii) Training methodology
- (iv) Assessment system
- (v) Quality competence of IIPA faculty
- (vi) Any other

III. Your Suggestions:

14. Would you recommend your colleagues to attend the IIPA training programs?

Yes No

15. Would you want to attend it again? Why?

Yes No

16. To make it a world class training institute, what in the IIPA Training courses should be:

- Kept as it is:

- Deleted:

- Added:

17. In case you have some knowledge of the following, please evaluate them:

a. IIPA Research Studies: Excellent Very Good Good Satisfactory Poor

b. IIPA Consultancy Work: Excellent Very Good Good Satisfactory Poor

c. IIPA Publications: Excellent Very Good Good Satisfactory Poor

Date: _____

Signature _____

CONFIDENTIAL SURVEY

(For Indian Institute of Public Administration Employees)

Q. 1 Please do not write your name or sign anywhere.

प्र० 1 कृपया अपना नाम और हस्ताक्षर कहीं पर न करें ।

Q. 2 Please read all the queries once at a glance, before beginning your response.

प्र० 2 अपना जवाब देने से पहले, कृपया एक बार सभी प्रश्नों को पढ़ें ।

i) Mention 3 things that work well (at present) in the “IIPA”:

i) IIPA में होने वाले तीन कार्यों को लिखें जो सुचारु रूप से चल रहे हैं ।

ii) Mention 3 things that do **not** work well in the “IIPA”:

ii) IIPA में होने वाले तीन कार्यों को लिखें जो सुचारु रूप से नहीं चल रहे हैं ।

iii) Mention the top three strengths of the “IIPA”:

iii) IIPA की तीन मुख्य विशेषताएँ लिखें ।

iv) Mention the top three weaknesses which, if overcome, shall make the “IIPA” the most effective organisation.

iv) IIPA के तीन ऐसे कमजोरियों के बारे में बताएँ (यदि कोई हो तो) जिनके हल होने से यह एक बहुत ही प्रभावशाली संस्था बन सकती है ।

v) In your view, based on your own experience & what you have seen over the years, what should be the 3 issues to be addressed on top priority basis for the betterment of IIPA's own functioning.

v) आपके अपने अनुभव और पिछले कुछ वर्षों को ध्यान में रखते हुए आपके विचार में प्राथमिकता के आधार पर तीन ऐसे कौनसे मुद्दे हैं जिसकी सहायता से IIPA के कार्य प्रणाली में सुधार हो सकता है ।

Q. 3 Please give your views / suggestions and input on the following for overall improvement in IIPA:

प्र० 3 कृपया IIPA के सम्पूर्ण सुधार के लिए निम्नलिखित तथ्यों पर अपने विचार / सुझाव दें ।

- Hostel
- छात्रावास

- Canteen & Kitchen
- कैन्टीन और रसोईघर

- Auditorium
- सभा भवन

- Conference Room
- सम्मेलन कक्ष

- Audio / Video Equipments
- ऑडियो / विडीयो संसाधन

- Infotech / Connectivity
- सूचना प्रौद्योगिकी / सम्पर्क

- Garden
- उद्यान

- Security
- सुरक्षा

- Maintenance
- रख-रखाव (अनुरक्षण)

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- Cleanliness & Hygiene
- सफाई और स्वच्छता

- Motivation & Morale
- प्रेरणा और मनोबल

- Financial Self Alliance
- वित्तीय आत्म-संधि

- Strengths and Capabilities
- शक्तियाँ और योग्यताएँ

- Needs of users & clients
- उपयोगकर्ता और ग्राहक की आवश्यकताएँ

- Addl. Competencies & Skills needed in IIPA
- IIPA में आवश्यक अतिरिक्त सकुशलता तथा निपुणता

- Cost Reduction
- खर्च में कमी

- Surplus Generation
- अतिरिक्त उत्पादन

- Library
- पुस्ताकलय

- Publications
- प्रकाशन

- Possible Collaborations
- संभावित सहयोग

Date:

IIPA EXECUTIVE COUNCIL MEMBERS INTERVIEWED

- | | | |
|----|------------------------|---|
| 1. | Mr. T.N. Chaturvedi | Chairman, Executive Council |
| 2. | Mr. G.L. Joneja | Vice President & Chairman - Study Committee |
| 3. | Mr. B.C. Mathur | Honorary Treasurer |
| 4. | Dr. P.L. Sanjeev Reddy | Director & Member Secretary |

SECRETARIES To GoI & SENIOR OFFICERS INTERVIEWED

- | | | |
|----|--------------------|---|
| 1. | Mr. Arun Bhatnagar | Secretary, Personnel & Training, Govt. of India |
| 2. | Mr. M. Shankar | Secretary, Rural Development, Govt. of India |
| 3. | Mr. S. Regunathan | Secretary, Animal Husbandry & Dairying |
| 4. | Mr. P.D. Shenoy, | Secretary, Labour, Govt. of India |
| 5. | Mr. O.P. Agarwal | Jt. Secretary (DoPT), Govt. of India |
| 6. | Mr. Salim Haque | Director - Training (DoPT) |

IIPA Faculty Interviewed

Sl. No.	Name	Designation
1.	Prof. Jaideep Singh	Prof. of Behavioural Sciences
2.	Prof. S.N. Mishra	Prof. of Rural Studies
3.	Prof. S.S. Singh	Prof. of Justice and Administration
4.	Prof. P.K. Chaubey	Prof. of Economic Administration
5.	Prof. (Mrs.) Bharati Sharma	Prof. of Management (Organisation and Behavioural Sciences)
6.	Prof. M.H. Malick	Prof. of Project Management
7.	Prof. (Mrs.) Rajesh Singh	Prof. of Behavioural Science
8.	Shri Pranab Banerjee	Associate Prof in Economics
9.	Dr. (Ms) Dolly Arora	Associate Prof. in Government and Politics
10.	Shri Rakesh Gupta	Associate Prof. in Operations Research
11.	Dr. S.K. Bhattacharya	Associate Prof. in Foreign Trade and Commerce
12.	Dr. (Mrs.) Lipi Mukhopadhyay	Associate Prof. in Behavioural Science
13.	Shri N.C. Ganguli	Assistant Prof. in Management Studies
14.	Dr. (Mrs.) A. Sarada	Assistant Prof. in Economics
15.	Mrs. Charru Malhotra	Assistant Prof. (System Analysis and Programming)

IIPA Senior Administrative Staff Interviewed

Sl. No.	Name	Designation
1.	Dr. Naresh Kumar	Registrar (F&A)
2.	Mr. P. Bapaiah	Dy. Registrar (F&A)
3.	Mr. T.K. Kaul	Dy. Registrar (AS)
4.	Mr. U.S. Rawat	Astt. Registrar
5.	Mr. B.K. Suri	Librarian
6.	Mr. Suresh Kumar	Dy. Librarian
7.	Mr. R.C. Sethi	Superintendent (Training)

IIPA Accounts Admn. & Support Staff Interviewed

Name	Designation
1. Ms. K.P. Indra	UDC (High Grade)
2. Ms. Latika	UDC (High Grade)
3. Mr. Rajesh Kumar	LDC
4. Mr. Rakesh Joshi	LDC (Sr. Scale)
5. Ms. Sarita	LDC
6. Ms. Leela Kartiken	Asst. Accounts
7. Ms. Jamuna Chandra	Asst. Accounts
8. Mr. R.D. Kardam	Asst. Accounts
9. Ms. Kamlesh Chopra	Asst. Accounts
10. Ms. Kusum Gupta	Asst. Admin.
11. Mr. Sant Lal	Asst. Admin.
12. Mr. Kamal Chawla	Asst. Admin.
13. Mr. Rakesh Kumar	Room Attendant (Hostel)
14. Mr. Adesh Kumar	Room Attendant (Hostel)
15. Mr. Rishi Pal	Room Attendant (Hostel)
16. Mr. Prem Singh Negi	Messenger or "Daftri"
17. Mr. Ramesh Kumar	Messenger or "Daftri"
18. Mr. Rajender Kuamr	Messenger or "Daftri"
19. Mr. Ram Jagat	Mali (Gardener)
20. Mr. Mustaqeem	Cook
21. Mr. Kamlesh Verma	Cook & Waiter
22. Mr. Ram Chander	Security Guard

Names of the Current APPA Participants Interviewed

Sl. No.	Name
1.	Mr. George Mathew
2.	Mr. P.V. Sharma
3.	Mr. S.K. Nafri
4.	Brig. Jaya Kumar
5.	Brig. Mankekar
6.	Brig. S.M.S. Rathore
7.	Grp. Captain S.K. Raina
8.	Mr. Santosh Kumar Kavita
9.	Mr. Gyan Chatterjee (IAS)
10.	Mr. K.P. Singh (IAS)
11.	Mr. S.C. Panda (IAS)
12.	Mr. D.P.S. Nagal (IAS)

IIPA ALUMNI WHO RESPONDED TO THE INTERVIEWS

Sl. No.	Alumni	Present Post Held / Designation
1.	Ms. Sudha Rani Bidani	Secretary, Ministry of Consumer Affairs, Food & Public Distribution
2.	Bhyrovabhotta Narayana	Dy. Chief Commercial Manager / Passenger Reservations, Chennai, Indian Railways
3.	Ms. Monika Chakrabarty	Dy. Chief - HRD, Rural Electrification Corp. Ltd.
4.	R.K. Kukreja	Regional Provident Fund Commissioner, Employees Provident Funds Organisation.
5.	V.K. Arora	Consultant, NCCFI Ltd.
6.	Lt. Col. R.K.S. Kustiwalla	Member Consumer Redressal, Distt. Despite Forum
7.	Mr. Krishan Lal Minocha	Jt. Director
8.	Mr. Rajendra Prasad Agarwal	Inspector General Forests, Ministry of E&F
9.	Puran Chand	Pay & Accounts Officer, Deptt. of Consumer Affairs
10.	Ms. Anju Nigam	Jr. Law Officer, Slum & JJ Deptt.
11.	S.D. Meena	Assistant, Ministry of Consumer Affairs, Food & Public Distribution
12.	R.C. Dhankar	Under Secretary, Deptt. of Consumer Affairs
13.	Rema Tsomo	Office Superintendent, Tibetan Welfare Office, Sikkim
14.	Ms. Kim Maria Misao	Monitoring Assistant
15.	K.P. Singh	Programmer, PU Computer Centre, Patna University, Patna.

LIST OF ACORD TEAM MEMBERS INVOLVED IN THE STUDY

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|---|---------------------|
| 1. Prof. George Koreth, Chairman - Board of Governors | Project Advisor |
| 2. Ms. Kiron Wadhera, President & CEO | Project Director |
| 3. Ms. Jaya Indiresan, Advisor | Project Associate |
| 4. Mr. M.K. Aggarwal, Member, Board & Governors | Project Associate |
| 5. Ms. Jyotsna Majumdar, Assistant Director | Project Coordinator |
| 6. Mr. Kamal Oberoi, Consultant | Project Associate |
| 7. Ms. Maryam Fozia, Asstt Programme Officer | Support Team Member |
| 8. Mr. Hitesh Gulliani, Programme Officer | Support Team Member |
| 9. Mr. Ashish Chopra, Secretary | EDP Support |
| 10. Mr. R.S. Yadav, Secretary | EDP Support |