

**Department of Administrative Reforms and Public Grievances (DARPG),
Government of India-UNDP Project 'Strengthening Public Administration and
Governance'**

**WORKSHOP ON DEVELOPING CASE STUDIES IN THE FIELD OF PUBLIC
ADMINISTRATION AND GOVERNANCE**

CONCEPT NOTE

BACKGROUND

India's public administration is the largest bureaucracy system in the world, including all levels of government and quasi government entities. Administrative reform remains an issue of critical importance for India, with the changing environment and rising aspirations of the people, as well as the need to provide greater accountability, improved efficiency and effectiveness in accordance with the evolving role of the Government.

A number of Commissions and Committees have been set up at the Centre for making recommendations on administrative reforms. These have resulted in the creation of a separate Department of Administrative Reforms in the Union and State Governments, setting up of the Indian Institute of Public Administration, setting up of the Central Vigilance Commission, constitution of Lokayuktas (anti-corruption ombudsman) in the States, strengthening of citizens' grievance redressal machinery and drawing up of citizens' charters, among other reforms. The Government of India has also put in place new legal frameworks, institutional arrangements, management systems and capacity development initiatives, including the adoption of results based performance management system by a number of central ministries, recognition of a number of basic rights (right to information, employment, education) and policy initiatives for governance reforms (Right to Service Delivery Acts). The Government has also instituted the Prime Minister's Award for Excellence in Public Administration and National Awards on E-Governance.

While acknowledging the existence of a strong rights-based framework and of policies to enhance government accountability and improve services to citizens,

there are continuing and acute challenges in implementation and effective service delivery. There is a need to ensure distribution of growth benefits to a large number of marginalized populations, for a simplification of rules and procedures, business process re-engineering and change management, integrated outcome-based policy making, improved internal communication and consultation across divisions, departments and ministries.

SOLUTIONS AND BEST PRACTICES

To address these challenges, there are a number of innovative solutions and best practices implemented by various state and district governments across the country, including e-governance practices and use of information and communication technologies. The identification and documentation of these cases, as well as the examination of other international, national and sub-national innovative practices on areas related to governance, public service delivery can support cumulative learning towards the strengthening of public administration and governance across the country.

The Government of India and UNDP have initiated a collaborative project 'Strengthening Public Administration and Governance', being implemented by Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Administrative Reforms, Public Grievances & Pensions. One of the key objectives of the project is to promote knowledge-sharing and support scaling up of national, sub-national and international best practices. This encompasses the identification, development and dissemination of evidence based case studies on national, sub-national and global best practices in the field of governance, public administration, public service delivery, transparency and accountability.

CAPACITY DEVELOPMENT ON CASE STUDY FORMULATION

While there are several institutions, both Government and non-government, who are collating and documenting best practices, there is lack of a rigorous process to develop case studies, based on best practices in public administration and governance for teaching and learning purposes. This is a critical gap and needs to be addressed to develop capacities of civil servants to understand best

practices and their application to respond the complex development environment in which they operate.

As a step in addressing this critical gap, it is proposed to hold a **5 day training workshop on 'Developing Case Studies in the Field of Public Administration and Governance'**. It is intended that the workshop be led by an eminent expert, with strength in case study formulation for the purposes of teaching, training and dissemination.

Objective of the training workshop is to develop capacities in case study development using recent best practices in India.

Participants at the training workshop will include select faculty from an Indian partner institution identified by DARPG, as well as a number of Department Personnel, PM Awardees, and other public administration training institutions and academies. The anticipated number of participants would be 40-45 persons.

Outputs of the case study development workshop will be:

- Training of Trainers for the selected faculty from the partner institution identified by DARPG
- Preparation of 8 case studies on specific PM Award winning initiatives, over a stipulated time period.

Sustained capacity development: With enhanced institutional capacity the partner institution would serve as the nodal agency to facilitate the ongoing training of faculty of the Central Training Institutes and Administrative Training Institutes, by way of organizing 4-5 training workshops through the year.
