

Summary of Proceedings of the Case Study Workshop

New Delhi 21-23rd August 2014

UNDP Conference Hall

UNDP, 55 Lodhi Estate, New Delhi

Introduction:

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 to the complex development environment in which they operate.

The Case Study workshop

As a step in addressing this critical gap, a **Training workshop on ‘Developing Case Studies in the Field of Public Administration and Governance’** was planned and organized by DARPG in collaboration with UNDP. The workshop has been planned for two phases. The **first phase**, for 3 days was organized from Aug 21-23, 2014 in UNDP Conference Hall, 55 Lodhi Estate, New Delhi.

The second phase will be held for 2 days on 31st October-1st November 2014. In the interim period, case studies will be developed and finalized.

Facilitator for the workshop

The workshop was being facilitated by Prof. Kent R. Weaver, Professor of Public Policy at Institute of Public Policy, Georgetown, an eminent expert with vast experience in case study formulation for the purposes of teaching, training and dissemination.

Objective of the workshop:

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

Outputs of the case study development workshop will be:

- Train faculty from central and state training institutions in case study writing and teaching;
- Preparation and finalization of 5 case studies related to public administration, governance, and service delivery will be developed and finalized.

Participants:

Participants at the training workshop included select faculty from Indian central and state administrative training institutes identified by DARPG, as well as a number of Department Personnel, PM Awardees, and various other organizations dealing with research, training and capacity building. A total of 34 participants were trained in the first phase.

Summary of Proceedings:**Inauguration:**

- The workshop was inaugurated by Shri. N. Ravi Shanker, Secretary, AR&PG along with UNDP Resident Representative Ms. Lise Grande.
- Other dignitaries present during the workshop were Shri. Arun Jha, Additional Secretary, AR&PG, Ms. V. Vidyavathi, Joint Secretary AR&PG, Shri Nagaraja K-- Director AR&PG, Mr. Jaco Cilliers, and Country Director UNDP.

Activities:

- The three day workshop began with introduction of participants and setting out objectives of the first phase, teaching plan and group case development sessions.
- The three day workshop included several sessions such as Introduction to Case Teaching and Participant-Centered Learning; Issues in Public Management; Introduction to Case Writing and Cases; Preparing for case writing; Case Writing skills; Case Teaching skills, Leading Participant oriented discussions; etc.
- Out of the given 8 cases suggested by the Department of Administrative Reforms and Public Grievances, participants were asked to voluntarily choose the cases on which they would like to work and develop as teaching aid. Based on a small class survey of group of participants, 5 cases were identified based on participant preferences.
- To provide hands-on experience many sessions on the above topics were carried out in groups wherein the participants were divided into 5 sub-groups based on the number of case studies that would be developed.
- The group-sessions involved brainstorming on each of the 5 cases. The discussions revolved around structuring a case, decide on the type of case decide on an opening and epilogue, identifying missing information and how to plug those information gaps etc to develop a good story and augment the case by adding relevant data, and evidence to strengthen the case .
- Since most of the cases provided by the Department are in form of best practices, structured as success stories, participants were asked to break the cases into two broad categories: decision-case and retrospective cases.

- The participants were also taught methods, skills and techniques to teach a case while making case teaching as a participant oriented learning tool. The participants learnt the nuances of case teaching such as case teaching plan, white board plans, discussion plans etc.
- As a result of the discussions held in the the first phase, participants in their respective groups volunteered to develop the cases under guidance of Prof. Kent Weaver.
- On the last day of the first phase of the workshop, the participants, the participants developed a mutually agreed time line based on group consultations within the group to develop the cases based on the table below:

Until September 20	Groups will work virtually
September 20	Group Coordinators send their first draft to Kent Weaver
October 20	Kent Weaver sends revised draft to all participants
October 31-November 1	Groups teach practice class
Until November 30	Groups revise drafts
December 31	Final draft completed

Proposed Activities in the Phase II of the workshop (31st October to 1st November 2014)

- The participants will meet again in End of October as per the schedule mentioned above and work together to finalize the cases.
- To begin with, they will first present their cases in a classroom setting in which the each of the group will undertake case teaching exercise while presenting their cases.
- After each case teaching session, the audience will provide feedback to each of the groups to improve upon case content, teaching style and lessons to be learned.
- These case studies will be further used as teaching materials by faculty from Central and State Training Institutions along with other agencies for training of civil servants.

The groups and list of members have been mentioned in the table below:

CASE STUDY GROUPS

Village Health and Nutrition Day in Complete Convergence Mode, Tripura		Removal of Encroachment of Structure – Maintaining Communal Harmony, Jabalpur, Madhya Pradesh		Education and Training Centre (ETC) – Dreams to reality, NMMC, Maharashtra		Sustainable Plastic Waste Management in Himachal Pradesh		Computerization of Paddy Procurement and Public Distribution System, Chhattisgarh	
1	Ashima Singh (GC)*	8	Nikhil J. Gupta (GC)*	14	Jyotsna Hirmukhe (GC)*	21	Rajesh Arya (GC)*	28	Debadyuti Das (GC)*
2	Ramesh Chandra Sethi	9	Himanshu Parekh	15	Neena Joseph	22	Suman Singh	29	Parkavi Kumar
3	Himanshujyoti	10	M K Tyagi	16	S. S. Srinivas	23	Ravi Sharma	30	Piyush Gupta
4	Niten Chandra	11	Shalja Joshi	17	Sudhir Kumar	24	Sachin Chowdhury	31	BK Rastogi
5	Manikant Giri	12	Sanjay Dubey	18	Seema Srivastava	25	JR Katwal	32	Harsh Kumar
6	R. K Choubisa	13	Subesh Kumar	19	Poonam Singh	26	Suresh Kumar	33	P K Tiwari
7	Mitali B			20	Sonal solanki	27	SK Nanda	34	Sudhanshu Tripathi

* GC – Group Coordinator.