



考試院 100 年度考銓業務國外考察
印度考察團考察報告

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中華民國 101 年 3 月

March, 2011

目 錄

第一章 前言	1
第一節 考察緣起.....	1
第二節 行程紀要.....	4
第三節 考察主題及子題.....	7
第二章 印度國情簡介	11
第一節 地理人文.....	11
第二節 政治.....	13
第三節 中央行政部門.....	16
第四節 印度公務人員制度概述.....	24
第三章 印度公務人員考選制度	27
第一節 考選組織.....	27
第二節 公務人員考選.....	29
第四章 印度公務人員退撫制度及退撫基金管理	36

第一節 簡介.....	36
第二節 印度公務人員退撫制度.....	37
第三節 退撫基金管理與運用.....	41
第五章 印度公務人員之培訓.....	43
第一節 印度公共行政學院簡介與沿革.....	43
第二節 印度公共行政學院任務與目標.....	46
第六章 印度公務人員之人事管理.....	51
第一節 人事、行政申訴及退休養老部簡介.....	51
第二節 多元的印度人事管理.....	53
第七章 考察心得與建議.....	59
參考文獻.....	66
附錄一：考察團成員名單.....	69
附錄二：考察團行程表.....	70
附錄三：考察主題英議題旨.....	71
附錄四：印度聯邦公共服務委員會座談簡報資 料.....	75
附錄五：印度國營退休基金簡報資料.....	88

附錄六：印度國營退休基金「員工強制基金組織」 回覆考察主題資料.....	96
附錄七：印度公共行政學院訓練行事曆.....	101
附錄八： 37th advanced professional programme in public administration.....	121
附錄九： IIPA NEWSLETTER.....	133
附錄十：考察活動照片.....	140

第一章 前言

第一節 考察緣起

二十一世紀的政府部門在全球化、資訊科技發展、知識經濟時代來臨、政經社會環境重大變遷之下，遭受到更為複雜、迅速、激烈的挑戰，當今政府如何建構合理的政府職能及組織規模，進而提升政府效能與整體競爭優勢，實乃刻不容緩之當務之急。本院為國家最高文官制度主管機關，掌理考試、公務人員之銓敘、保障、撫卹、退休事項及公務人員任免、考績、級俸、陞遷、褒獎之法制事項，對各機關執行考銓業務並有監督之權。秉於憲法賦予職掌，自當盱衡世局，配合國家建設發展需要，以開創性的宏觀視野，配合全球化、資訊化發展趨勢，積極建構與國際接軌之考選制度，選拔優秀公務及專技人才，以靈活機關用人及提供優質專業之公共服務。爰本院於 100 年度施政計畫訂有研究考察各國文官制度項目，期藉由實地考察汲取他國經驗，增進國際人力資源與文官制度交流平台之建立，並作為改進我國文官制度之參考。

印度為世界上最早實行近代資產階級文官制度的國家之一，也是發展中國家實行公務人員制度歷史悠久、經驗相

當豐富的國家。自 1950 年獨立後，印度政府對文官制度進行了改革和重建，以適應獨立後政權建設和社會經濟發展的需要。印度幅員廣大人口眾多，且農、牧、魚、礦各項資源均稱豐富，因此不論從國土面積、天然資源及人口數來看，印度都是不可忽視且深具發展實力的大國，其重要性不可小覷。印度國力在過去十多年快速成長，不僅被列為「金磚四國」之一，中國大陸、日本、美國領導人也接連走訪印度，但自民國 39 年 4 月印度與中國大陸建立正式外交關係後，我國與印度間的官方接觸交流，即呈現停滯狀態，雙方僅有零星私人間往來，此現象一直持續至民國 84 年臺印雙方互設代表處，兩國間始有正式的聯繫管道。

鑒於目前我國考試院及相關部會對於印度之文官制度尚乏考察資料，爰本院特於 100 年 10 月籌組印度考察團，經多次密集行前會議，由高委員明見擔任團長，連同陳委員皎眉、黃委員俊英、李委員選、歐委員育誠、蔡委員良文、張委員明珠、考選部曾常務次長慧敏、公務人員保障暨培訓委員會廖主任秘書慧全、行政院人事行政局李參事郁貞、公務人員退休撫卹基金管理委員會余專門委員崇堯、內政部警政署刑事警察局何科長招凡、李偵查員立祥、本院陳處長堃寧、張參事兼主任紫雲及翁編譯淑慧等一行 16 人籌組考察

團，於 100 年 11 月 1 日至 9 日（前後共計 9 日）赴印度考察，希望能藉實地考察他國考選、訓練、退休基金管理及人事管理等相關實務經驗，配合我國國情，作為改進我國文官制度與政策興革之參考，俾建立一流之文官團隊，進而提升國家競爭力。

第二節 行程紀要

考察團於民國 100 年 11 月 1 日（星期二）清晨自桃園中正國際機場啓程，同年 11 月 9 日（星期三）深夜返國，考察時程計 9 日，先後拜會我國駐印度代表處、「聯邦公共服務委員會」(Union Public Service Commission)、印度國營退休基金「員工強制基金組織」(Employees' Provident Fund Organization, EPFO)、印度公共行政學院 (Indian Institute of Public Administration)、瓦拉那西市自治機關(Varanasi Nagar Nigam) 等機關，茲簡述考察行程紀要如下：

一、我國駐印度代表處：

11 月 1 日（星期二）下午 5 時與我國駐印度代表處進行座談，由翁代表文祺、石副代表柏士率同各組組長及秘書等簡報我國與印度於經貿、科技、文化、僑務、教育、國防等交流現況及未來展望，並答覆考察團有關印度及外交人員人事制度等多項考銓問題。

二、印度「聯邦公共服務委員會」

11 月 2 日（星期三）下午 3 時由駐印度代表處翁代表文祺及謝秘書政璋陪同參訪印度「聯邦公共服務委員會」(Union Public Service Commission)，由該委員會主任委員(Hon'ble Chairman)Mr. D.P.Agrawal 親自接待，秘書長 (Secretary)Mr. A. Bhattacharyya、副秘書長

(Additional Secretary)Mr.Sen Gupta 等人簡報印度文官之特色、考選程序、測驗方式等，並與各委員就命題及面談方式等相關考選問題進行意見交流。

三、印度國營退休基金「員工強制基金組織」

11月3日(星期四)上午10時30分，由駐印度代表處汪秘書強陪同前往印度國營退休基金「員工強制基金組織」(Employees' Provident Fund Organization, EPFO)進行拜會，由該組織主任委員(Central P. F. Commissioner)Mr. Shri Ravi Mathur 親自接待本團，副主任委員(Additional Central P.F. Commissioner)Mr. S. R. Joshi 等15人簡報印度國營退休基金之特色、經營模式及相關規定等，並答覆考察團所提有關該退休基金投資績效及管理方式等相關問題。

四、印度公共行政學院

11月3日(星期四)下午3時30分，由駐印度代表處石副代表柏士及汪秘書強陪同前往印度公共行政學院(Indian Institute of Public Administration)進行拜會，由學院值月教授 Prof. Vinod K. Sharma 及 Prof. Dolly Arora 與 Prof. Sushma Yadav 等人介紹該學院於印度文官制度中所扮演之角色及印度文官培訓課程發展方向等，並就該學院之定位、與國際機構及學術機構合作事宜、經營方式、課程設計等議題與各委員進行交流討論。

五、瓦拉那西市自治機關

11 月 4 日（星期五）中午考察團飛抵瓦拉那西市（Varanasi）後，即前往瓦拉那西市自治機關（Varanasi Nagar Nigam）進行拜會活動，由瓦拉那西市政局長（Municipal Commissioner）Mr. Shri Rajendra Singh 及市政副局長（Additional Municipal Commissioner）Mr. Shri Sachchidanand Singh 接待考察團，並說明印度民主制度、中央政府與地方政府分權、政務官及事務官與民選代表間之權衡互動關係、文官制度等，會中除答覆本團參訪委員有關印度選舉及文官制度等多項問題，並就文官之遴選及任命等問題進行意見交流。

此次赴印度考察，行前承外交部、交通部及駐印度代表處鼎力協助安排相關行程及拜會事宜，我國駐印度代表處翁代表文祺、石副代表柏士並於本考察團抵達後，親自接待本團全體成員，並分別指派汪秘書強及謝秘書政璋協助本考察團安排相關行程，且陪同拜會各考察機關。由於上開人員之全力協助，本考察團考察行程得以順利圓滿完成，謹表示由衷謝忱。（考察團成員名單、行程表、機關拜會行程表如附錄一）

第三節 考察主題及子題

考察團於行前舉行多次籌備會議，蒐集印度相關文官制度資料，研擬考察主題及子題，並將之翻譯為英文說明，以利考察團與拜會機關人員互動交流，並商請駐印度代表處代洽當地拜會機關及安排拜會時程。茲列述本次考察主題如下（其英議題旨，請參見附錄三）：

考選與培訓議題

一、 公務人員考選制度與程序

- (一) 公務人員考試之應考資格為何？是否依學歷條件分設不同等級？又是否依工作類別而有其他特殊規定（如技術類別公務人員應考資格限制畢業系組所）？
- (二) 公務人員考試應試科目如何設計？是否區分為普通科目與專業科目？科目數為何？考試方式為何？命題、閱卷等典試工作之權責主管機關為何？

二、 專技人員考選制度與程序

- (一) 法官、檢察官、律師是否均經考試取才？若經考試取才，是分別辦理或合一考試？合併訓練？其考量重點為何？

- (二) 醫事人力如何培育？其考試是否採用臨床技能測驗（Objective Structured Clinical Examination, OSCE）？
- (三) 建築師、工程師人力如何培育？其考試前是否先經一定年限之實務經驗養成？

三、測驗方式

- (一) 特殊國家公務人員(如外交官、調查人員、國安人員)實施心理測驗情形(含採行置於那一階段、對於錄取與否之影響)。
- (二) 國家公務人員甄選口試辦理情形(含題目預擬、題庫建置、口試評量實施、口試委員訓練)。

四、公務人員培訓制度

- (一) 貴國公務人員訓練之辦理方式為何？有無專責機關或採完全委外方式辦理？如委外方式，係由政府統一選定適合之訓練機構、學校？抑或由公務人員依其訓練需求自行選擇訓練機構、學校？
- (二) 貴國是否規定公務人員升任某一層級（rank）職務，應先經過一定訓練？如有，如何規定？其訓練之方式、課程為何？如何加以考評？
- (三) 貴國訓練單位，如何評估訓練成效？在反應、學習、行爲及結果四層次中，是否評估到行爲及結果層次？又，如何追蹤、評估？是否可提供相關

追蹤指標或案例？對目前公務人員培訓體系及培訓成效是否滿意？是否尚有改革計畫？

銓敘議題

一、退休制度

- (一) 貴國現行公務人員退休制度之退休年齡、年資採計、退休條件、退休給與及退休準備金責任（退休金之經費來源）為何？
- (二) 貴國公務人員退休所得與在職所得相比，約佔多少百分比？其中在職所得之內涵為何？
- (三) 貴國公務人退休制度建立以來，曾經幾次重大修正？其主要改制重點為何？現行公務人員退休制度是否面臨應待檢討修正之問題？未來是否有推動改革之擬議？規劃之改革方向為何？

二、退撫基金管理

- (一) 貴國公部門哪幾類人員須撥繳退撫基金？人數各為何？目前基金規模有多大？
- (二) 貴國公部門人員之退撫基金有無成立基金管理及監理專責機構？其機構名稱為何？各隸屬於何部門？其權責為何？
- (三) 貴國公部門人員之退撫基金之主要投資運用項目為何？是否有委託外部專業機構代為運用？其自行及委外操作金額比例為何？運用績效各為何？

人事管理議題

一、員額管理

- (一) 政府部門公務人力運用態樣（或種類）及其近 5 年來人數變動情形？
- (二) 現行公務人力管理機制及其運作情形？
- (三) 有無實施公務人力精簡經驗，所採取策略及執行成效為何？

二、公部門身心障礙者之進用情形

- (一) 政府機關進用身心障礙者之現況？
- (二) 有無訂定定額進用之規定或其他進用規定？

三、中央與地方公務人員

- (一) 中央機關與地方機關之公務人員進用有無區別？
- (二) 地方機關公務人員培訓的基本方向、目標、機制的設計與運作實況為何？

第二章 印度國情簡介

第一節 地理人文

印度的正式國名是印度共和國（Republic of India），位於南亞次大陸，介於印度洋、阿拉伯海、孟加拉灣間，北與不丹、尼泊爾接壤，另以喜馬拉雅山與中國大陸為鄰，東與孟加拉及緬甸為鄰，西邊與巴基斯坦為鄰。地形大致可區分為北邊的喜馬拉雅高山區、中部恒河平原區、西部沙漠區、南部德干高原半島等 4 大區域。國土面積為 328 萬 7,263 平方公里，約台灣的 91 倍，居世界第 7。12 月至 4 月是冬季，4 至 6 月為夏季，6 至 9 月為季風期常為全國多數地區帶來豪雨，10 至 12 月為後季風期。

印度具有多元民族組成、複雜的宗教、眾多的語言、及種姓制度的特色。

在人種方面，有最早居民達羅毗荼人、中亞草原游牧民族的雅利安人、及波斯人、希臘人、伊斯蘭教徒、蒙古人與印度人混血的蒙兀兒人。2010 年 7 月總人口達 11 億 7,310 萬人，僅次於中國大陸（13 億 3,014 萬人），識字率 61%（2001 年人口普查），人口成長率 1.376%，1-14 歲人口佔 30.5%、15-64 歲人口佔 64.3%、65 歲以上人口佔 5.2%。據 2001 年的全國普查，印度教人口佔總人口 80.5%、伊斯蘭教 13.4%、基督教 2.3%、錫克教 1.9%，佛教 0.8%、耆那教 0.4%、其

他尚有拜火教、猶太教等。

印度地方語言多達 200 種以上，另外已登記的還有超過 1600 種語言。目前北印度語（Standard Hindi）、英語及其他 21 種地方語言地位均受官方承認。政府運作及商務活動以英語、北印度語為主，而英語也是未使用北印度語各省之間的主要溝通工具。

印度的種姓制度（Caste System）迄今約 3,500 年歷史，除了婆羅門、刹帝利、吠舍、首陀羅等四個階級，另有所謂賤民（the untouchable/Dalit）階級，地位在上述四個種姓階級之下，或說根本不在種姓之列（out caste）。1950 年印度憲法第 17 條雖已明文規定廢除「賤民制」，亦即廢除了種姓制度，但印度社會及分工仍受該制度之羈絆，迄今一般大眾仍積習難改。低種姓群體也逐漸在政治上覺醒，形成自己的政黨、協會等組織，積極參與政治活動；政黨也增強對種姓的利用，導致各種選舉離不開種姓因素，種姓的衝突加碼影響著政局，種姓制度仍揮不去的深深影響著印度文化、社經、政治發展（經濟部投資業務處，2011：12-13）。

第二節 政治

印度是聯邦制國家，採行政、立法及司法三權分立。全國分 28 州及 7 個中央直轄區。各州的政治體制與中央幾乎完全一致。印度憲法對府際權限的劃分傾向了聯邦集權，有時甚至摒棄了聯邦制在立法、司法、財政、行政等各方面的某些典型特徵。

印度實質政體為內閣制，總統、副總統為虛位元首，由國會兩院及地方議會組成的選舉團推舉，任期 5 年。由總統任命的總理領導的部長會議、內閣是實際領導核心。目前總統是帕蒂爾（Pratibha Patil）女士（2007 年 7 月就任），總理是辛格（Manmohan Singh）（2004 年 5 月就任）。

一、行政：

分中央（Union）、州（State）及地方（Local）三級，中央由總統、副總統、總理及內閣（Council of Ministers）組成，州共有 Andhra Pradesh、Arunachal Pradesh、Assam、Bihar、Chhattisgarh、Goa、Gujarat、Haryana、Himachal Pradesh、Jammu & Kashmir、Jharkhand、Karnataka、Kerala、Madhya Pradesh、Maharashtra、Manipur、Meghalaya、Mizoram、Nagaland、Orissa、Punjab、Rajasthan、Sikkim、Tamil Nadu、Tripura、Uttar Pradesh、Uttaranchal、West Bengal 等 28 州及 Andaman &

Nicobar、Chandigarh、Dadra & Nagar Haveli、Daman & Diu、Delhi、Lakshdweep、Pondicherry 等 7 個中央直轄區（union territories）組成（經濟部投資業務處，2011：9）。

二、立法：

印度國會是最高立法機關，分聯邦與人民上下兩議院。聯邦院（Rajya Sabha，上議院）議員 250 名，其中 238 名由各省議會議員投票產生，12 名由總統任命有傑出貢獻的人擔任，任期 6 年，每 2 年改選 1/3。人民院（Lok Sabha，下議院）議員 545 名，其中 543 名由人民直接選舉產生，每 150 萬人分配 1 個名額，任期 5 年，2 名由總統任命（經濟部投資業務處，2011：10）。

三、司法：

分最高法院、高等法院、地方法院三級。最高法院（Supreme Court）為最高司法機關，設首席大法官 1 名，大法官 25 名，由總統依法定程序任命，任期至年滿 65 歲止。高等法院（High Court）18 所，各所的首席法官由總統諮詢中央首席法官及各該州州長後任命；以每州各設 1 所為原則，惟其中 3 所轄區跨州，如孟買高等法院轄區包括 Maharashtra、Goa 兩州及 Dadra & Nagar Haveli、Daman & Diu 等 2 個中央直轄區。地方法院（District Court）係依各州所轄之區（district）

設置地方法院，為各該州高等法院的下屬機構，分民事庭及刑事庭 (Session Court) (經濟部投資業務處，2011：10)。

第三節 中央行政部門

印度的中央行政部門主要由「總統 (President)」、「部長會議 (Council of Ministers)」和「總理 (Prime Minister)」組成。

印度憲法規定，聯邦的行政權屬於總統，但又規定設立總理為首的部長會議在總統行使職權時協助總統。以總理為首的部長會議掌握了印度行政實權，印度憲法中雖無內閣的設置，但卻是部長會議的領導核心，一切重要政策的制定與執行。因此，內閣是印度國家機器的軸心，總理是內閣的主宰，內閣的一切活動是在總理領導下進行的（石忠山，2007）。

一、總統：為印度憲法規定的國家元首。

- (一) 候選資格：所有年滿 35 歲，並未任職於印度政府任何有給職務的印度公民，皆有權競選印度總統。
- (二) 任期：除了死亡、辭職或遭彈劾罷免外，印度總統任期 5 年，可連選連任。印度憲法未明定總統連選連任的次數，依照歷任總統所建立的憲政慣例，印度總統向來不超過兩任。
- (三) 選舉方式：採比例代表制的「單記可讓渡投票制 (single transferable vote)」間接選舉產生。是由來自聯邦議會兩院，以及各幫議會成員組成的「選

舉團 (electoral college)」，採「單記可讓渡投票制 (single transferable vote)」，至少須獲得 51% 的選票才能算當選。

(四) 主要職權：聯邦政府的一切行政行為均應以總統的名義進行。總統除了享有特定的豁免權外，主要職權有：

- 1、行政權：總理及各部會首長任命案、中央政府其他重要人事任命案（如，最高法院院長、高等法院院長、駐外使節任命等）、三軍最高統帥、各國使節之到任接見、負責國際條約之締結、特赦、戰爭與和平之宣告。
- 2、立法權：簽署國會通過的法案使生效力、退回國會通過的法案並要求重審、國會議期的召開與結束宣告、下議院之解散、特定法案送交國會討論前的預先批准權、國會休會期間頒布特定「命令 (ordinance)」。
- 3、財政權：財政法案需事先徵得其同意始得送交國會討論。
- 4、司法權：總統的行為免於司法單位之檢調、任命最高法院及高等法院法官（無須獲得兩院任何一院的同意）、對於法案合憲問題得徵詢最高法院之

意見。

- 5、緊急命令權：總統認為存在著印度憲法第 352、356、360 條規定的三種國家緊急狀況的任何一種情況時，有權在全國或部分地區宣布緊急狀態，提出不同的緊急措施，甚至在第二種狀態可接管州政府的全部職權，實行「總統治理」-- 「國家緊急狀況 (National emergency)，發生戰爭、內部騷亂或外來侵略」、「州憲法機能停止之緊急狀況 (Emergency due to Failure of Constitutional Machinery of States)，某州政府不能按憲法規定進行工作」、「財政緊急狀況 (Financial Emergency)，聯邦或某州的財政穩定與信用受到了威脅」。
- 6、負責 6 個直屬的獨立機關與 1 個日常辦事機關：印度憲法規定，印度政府設有聯邦公務人員委員會、選舉委員會、印度審計長、表列種性和表列部族專員公署、印度總檢察長、少數民族語言專員公署等 6 個機關，名義上直屬總統並對總統負責。其中聯邦公務人員委員會也是本次考察的對象之一。另，總統設有秘書處為日常辦事機構。該處通常由總統秘書、特別助理、軍事秘書、新聞秘書、私人秘書組成。

以上權力，除任命總理外，實際上都由總理以總統名義行使。在一般情況下，總統只是名譽元首，是「國家統一的象徵」，總統的作用要在國家處於嚴重動亂或是發生嚴重的政治危機和政府危機時，才能表現出來。

二、部長會議：

印度憲法規定設立以總理為首的部長會議，協助總統行使職權並向其提出建議。為印度國家最高行政權力之政府單位，係由總理領導全體各部部長（內閣部長）、國務部長和副部長組成，集體對人民院負責。總理與部長對總統是否提出建議以及提出何種建議，任何法院不得加以干預；總統在行使其職權時，根據部長會議的建議行事；總統可要求部長會議重新考慮其建議，然後依據重新考慮後的建議行使其職權。

（一）組成方式：1、由總統依憲法及憲政慣例，任命國會多數黨領袖為總理。2、由總理提議部長人選建議總統任命之。3、除了國會兩院議員外，極少數的專家人士也有可能被延攬為部會首長。

（二）三個層級：1、最高層級的各部首長，為中央政府的內閣成員（內閣部長），參與政府的各項活動，不侷限於本部業務；2、第二層級的國務部長（Ministers of State），他們負責本部工作並享有對本部會業務推動的獨立權責，除了因事關該本

部會業務而受邀參與外，無需出席內閣會議；3、第三層級的副部長，他們只負責本部工作，未享有對於本部會業務施行的獨立權責。

(三)與內閣的差異：印度憲法中並無設立內閣的規定，只規定設立部長會議，但實際上部長會議很少開會，經常開會的是內閣，人數較少，便於總理及時透過內閣處理一些重大事項。印度大部分重要的國家政策係由內閣成員所決定，部長會議成員對所有政策與規劃負集體責任並獨立司掌各該本部會的各项法案。所有內閣成員都是部長，但並非所有部會首長皆為內閣成員。通常由總理邀請傳統重要部會首長或其他部會之重量級人物10-20人入閣。依慣例，內閣有三項主要職權：1、對重大問題作出政策決定、或提交議會討論，或提請總統直接頒布執行；2、按照議會所通過的法律和總統所頒布的法令行使權力；3、協調和劃分各部的權力，監督政府政策的貫徹執行，部會間業務發生衝突時，亦由總理於內閣會議中協調解決。

三、總理：

是印度國家行政權力的真正掌控者，由總統任命，任期5年，可連選連任。印度憲法並未明文規定總理應來自國會

兩院的哪一院，甚至總統可以在國會各政黨不具過半之絕對多數的特殊情況下，任命國會外人士為印度總理。通常總統依憲政慣例，任命國會多數黨領袖為總理。因此，印度的國會選舉，在印度的政治實踐中，幾乎也可以說是總理之選舉。總理須向總統報告部長會議對於管理聯邦事務和立法建議的一切決定；向總統提供關於管理聯邦事務和立法的建議；經總統要求，將已由一閣員作出決定而尚未經部長會議討論的任何事項提交部長會議討論。其職責略分有：

- (一) 組織各部會：可擬提各部會首長名單建議總統任命，總統對此名單沒有否決權；各部會首長的去留，由總理決定；總理死亡或請辭，所有部會首長隨其總辭；總理可以隨時更換部長會議成員。
- (二) 分配部長職務：總理有權決定行政部門的規模、設立部門的類別與項目、入閣的成員。由於總理握有人事權，因此，必要時可任用國會外的專家人才成為部長會議成員。
- (三) 擔任內閣委員會主席：總理為所有內閣常設與特設委員會（**Standing and ad-hoc Committees of Cabinet**）之主席，召開並主持所有內閣會議；藉由解除部會首長職務之權，可對部會首長會議成員提出警告、建議或任免。內閣設有常設委員會（實際上是個小組）旨在協助內閣仔細審查某些

重大問題，一般不能就問題作出最後決定。其中有「人事任命委員會」，協助審查有關副秘書級以上政府官員的任命。

- (四) 擔任政策協調主席：當部會間業務發生衝突時，由總理透過了解各部會業務的推展，並調閱相關案件的檔案資料，予以調解。
- (五) 做為總統與內閣的溝通橋樑：總理有責任向總統匯報內閣所做的任何決議，當總統不接受總理所提出對於特定事務的建議時，總理可選擇辭職，但是在總理擁有國會多數支持下，這種情況的幾乎是零，不可能發生。
- (六) 政府政策的發言人：在國會中宣告所有重要國家政策，是印度實際上真正的國家領導人。

四、印度中央行政機關特色：

- (一) 印度憲法雖規定以總理為首的部長會議是最高行政權力機關，實際上內閣會議代行部長會議的職權。總理掌握組閣大權，內閣成員-部長由總理提名總統任命，所有的決策，沒有總理的同意，內閣無法做出決定。因為未設副總理，各部部長職責明確，直接與總理聯繫請示。
- (二) 內閣部長可兼幾個部的部長，有些部設國務部長，

主管內閣部長指派給他的一部份工作，有時國務部長也獨立負責一個部的工作。

- (三) 各部的日常工作由聯邦政府秘書主持，執行部長的決策。各部下面設置的司或局的工作由聯合秘書主持。有些部政府秘書和聯合秘書之間還設有輔助秘書和特別秘書。

第四節 印度公務人員制度概述

印度實行公務人員制度最早可追溯到英國東印度公司（East India Company）統治時期，是亞洲最早採用公務人員制度的國家之一。在殖民統治時期，印度就建立了高度精英化的公務人員制度，公務人員（elite Indian Civil Service）被視為英國殖民統治的“鋼架”（“steel frame”）（張素玲、周靜，2011）。

1855年，東印度公司在倫敦舉行了第一次公開考試，文官的任職與考試結合起來，標誌著近代文官制度在印度的初步形成。1858年，英國議會通過了《印度政府法》。1861年英國政府制訂《印度文官法》（The Indian Civil Service Act），完整的考用制度，奠定印度文官體系的良好體質（霍媛，2007）。

1950年印度獨立後，公佈了《1964年中央文官（行爲）條列》、《1972年中央文官（退休）條列》、《1973年中央文官（工資）條列》等一系列有關考試、任用、選拔、見習、行爲、紀律上訴和年金等方面的條例。這些條例和規定的頒佈，使印度文官制度更爲健全完善發展。

印度公務人員分行政（India Civil Services, ICS）及工程（India Engineering Services, IES）兩大領域，ICS下有全印文官（All India Services，在聯邦與州之間通用的文官，擔任聯邦與州的重要職務，由聯邦公務人員委員會 UPSC 統一招

考錄用)、中央文官 (Central Civil Services, 在中央所屬各部門任用, 分科技性與非科技性兩類)、州文官 (State services, 由各州單獨或幾個州聯合招考錄用管理, 擔任縣以下的區稅收與行政職務) 三大類; IES 則有「土木工程」(Civil Engineering)、 「機械工程」(Mechanical Engineering)、 「電機工程」(Electrical Engineering) 及「電子及電信工程」(Electronics & Telecommunication Engineering) 四大類 (張煜霖, 2010: 16)。

上述公務人員均分為 Group A (包括副秘書級、下秘書級)、Group B (包括股長、助理官員級)、Group C (辦事員)、Group D (勤雜人員, 包括清潔工) 等四等。狹義的文官僅指 Group A 和 Group B 的官員。Group C 和 Group D 的人員, 只是政府雇用的工作人員。

在印度要成為公務人員, 必須要通過印度公務人員考試。公開考試、擇優錄用。公開考試、擇優錄用、機會平等, 這是印度文官制度的基本原則。遵照憲法所規定的機會均等的原則, 聯邦公務人員委員會每年為招考 Group A 和 Group B 全印文官和中央文官的新成員舉辦一次的公開競爭考試, 凡具有大專學歷或受過專門訓練, 年齡在 21 歲至 30 歲的印度公民, 都可參加考試。此外, 考慮到各地區、各民族發展的不平衡, 還為表列種族和表列民族保留了一定名額, 降低條件錄取。工作人員選拔委員 (The staff Selection

Commission) 會每年 6 月為 Group C 文職人員舉辦考試、州為州文官等各自舉辦考試。另外，尚有為其他工作人員的雇用招考。

印度文官的考用程序完整而嚴謹，以 2007-08 年度為例，一共有 109 萬 9,634 人報名總計 13 項的公職考試，初試後選出 4,184 人參加第二輪口試，最後僅 2,889 人取得任用資格，其中文職 (Civil) 1,466 人，軍職 (Defence) 1,423 人⁵。由 2008-09 年度的考試結果來看，高級行政官 (Indian Administrative Service ,IAS) 僅率取 120 人、外交官 (Indian Foreign Service ,IFS) 僅考用 26 人、高級員警官 (Indian Police Service ,IPS) 只錄取 130 人；此種由接近萬中選一的社會菁英為主體所建構的印度文官體系，加以印度對文官的紀律監控十分嚴格，不得參加黨派政治及競選活動，造就印度行政系統縱使在政府更迭頻繁的年代，仍能維持穩定運作 (Union Public Service Commission ,2010;林惠玲，2007：73-77；張煜霖，2010：44-45)。

第三章 印度公務人員考選制度

第一節 考選組織

印度公務人員建立有年也早已形成周全的制度，有關印度公務人員進用制度在憲法第二章專章公共服務委員會 (CHAPTER II—PUBLIC SERVICE COMMISSION)訂有規範。目前公務人員的考選相關事項係由公共服務委員會負責辦理：

一、印度公共服務委員會 (Public Service Commission)

公共服務委員會的起源可追溯到英國統治時期，最早的公共服務委員會建立在西元 1926 年 10 月，後於 1937 年被轉型為聯邦文官委員會 (Federal Public Service Commission)，直到 1950 年 1 月印度獨立後，依憲法第 315 條改為聯邦公共服務委員會 (Union Public Service Commission, UPSC)。印度憲法第 315 條規定，聯邦應設立聯邦公務人員委員會，各州應設州公務人員委員會。委員會為憲法規定的特設獨立機關，聯邦公務人員委員會的主席和委員由總統委派；州公務人員委員會的主席和委員由州長委派。任期均為 6 年或年滿 65 歲，視何者先屆臨。委員是由政府體系、學術界、軍人或其他領域頂尖的人選出，任職期間均不得從事本職以外的工作，任職期滿後不得在聯邦政府或州政府內重行任職，但州公務人員委員會的

主席和委員可被委派為聯邦公務人員委員會的主席或委員，也可以被委派為其他州的州公務人員委員會主席（州公務人員委員會主席除外）。聯邦公務人員委員會的委員，可被委派為州公務人員委員會的主席。

二、委員會功能

依據憲法第 315-323 條，平等（equity）、正義（justice）和公平（fair）為委員會選才的原則；它是一個獨立的機關是以功績而非其他考量來做為選才依據。為保持機密，委員會對所形成的決定都會詳為記錄以資透明，再由最高法院確認其過程。依憲法第 320 條規定，委員會功能為：

- （一）辦理職缺進用人員考試。
- （二）參與對人員之陞遷（promotion）和遷調（transfer）原則的訂定。
- （三）有關懲戒、陳情事項。

第二節 公務人員考選

依憲法第 320(1)條公務人員之考選是由 UPSC 辦理，2009-2010 年計有 14 種，10 種為文官（Civil Services/Posts）及 4 種軍職考試（Defence Services）¹；2007-2010 年每年合計大約有 100 多萬人參加（詳表 1）；在全國 45 個城市 100-1100 個地區辦理。

表 1.2007-2010 年參加公務人員考選人數

種類/年度	2007-08	2008-09	2009-10
文官 (Civil)	641,308	539,631	896,804
軍職 (Defence)	458,326	401,886	603,983
合計	1,099,634	941,517	1,500,787

資料來源：整理自 Union Public Service Commission, 2010.

¹ 以 2009-2010 年為例，舉辦的 14 種文職公務人員為：1.Civil Services(Preliminary)Examination (CSP)、2.Civil Services(Main) Examination (CSM)、3.Indian Forest Service Examination (IFoS)、4.Engineering Services Examination (ESE)、5.Indian Economic Service/Indian Statistical Service Examination (IES/ISS)、6.Geologists' Examination (GEOL)、7.Special Class Railways Apprentices' Examination (SCRA)、8.Central Police Forces (Assistant Commandants) Examination (CPF)、9.Combined Medical Services Examination (CMS)、10.Limited Departmental Competitive Examination for Assistant Commandants in Central Industrial Security Force (CISF,LDCE)。另外 4 種軍職考試分別是：1.National Defence Academy and Naval Academy Examination (NDA & NA, I & II) ;2.Combined Defence Services Examination (CDS, I & II)

印度公務人員之任用有多種不同途徑，包括：

- 一、招募（recruitment）進用是經由競爭考試及面試。
- 二、直接招募（direct recruitment）則是以面試來甄選。
- 三、陞遷與代理之任命（Promotion & Deputation）。

考選流程分爲三個階段：

- 一、基礎考試（preliminary examination objective type，客觀式試題），是二項必選的（compulsory papers）。
- 二、傳統紙筆測驗（written examination conventional type），有 9 項測驗，以 CSM（Civil Service Main Examination）爲例，包含英文（English Language 只要門檻標準）、一種印度語（Indian Language 只要門檻標準）、二項一般科目（General studies）、論文（essay）、四個選試科目（從 55 個科目中自行選擇）。
- 三、面試（interview）。

招募原則或條件限制特別是有關年齡、經驗、招募方式等均須依法明訂；依據憲法第 321 條目前已訂有超過 14,000 項大小規則。其中有關年齡的限制，一般爲 21-30 歲，特殊類別上限有 3-5 歲的彈性空間。公務人員在印度享有相當高

的社會地位，因而具有高度的競爭性，以 2009-2010 年幾項考試來看，錄取率不高。

表 2. 2008-10 年職缺、申請人數、面試與被推薦人數等統計

年度類別/人數	職缺	申請人數	面試人數/ 被推薦人數	申請倍數 (APR)	獲任職率 (RPR)
1.CS(M),2008	881	325433	2136/791	369	0.90
2.ESE,2008	482	65156	1137/413	135	0.86
3.CPF,2008	376	68088	855/376	181	1.00
4.IES/ISS,2008	27	3958	54/25	146	0.93
5.GEOL,2008	219	3359	414/216	15	0.88
6.CMS,2009	512	29096	1044/450	57	1.00
7.IFoS2009	45	135539	232/45	3012	1.00
8.SCRA,2009	85	43262	226/85	508	1.00
9.CISFLDCE,20 09	20	659	72/20	33	0.91

資料來源: 整理自 Union Public Service Commission ,2010.

註：1. APR (Applicants to Post Ratio) :指申請人數為職缺數的倍數。

2. RPR (Recommendation to Post Ratio) :指被推薦者獲得任職的比率。

3. 各類別考試簡稱請參考前註。

為維持社會及制度的公平，憲法第 16(4)條訂有不同弱勢社會族群代表他們在政府的比例，比例是依人口比訂定，

目前是：

- 一、Scheduled Castes (SC) 15%。
- 二、Scheduled Tribes (ST) 7.5%。
- 三、其他弱勢 (Other Backward Classes OBC) 27%。

保留比例制是印度政府政策，由委員負責甄選過程分為直接招募 (Direct Recruitment) 和陞遷 (Promotions)；直接招募又分為競爭考試和直接面試。在 2010-2011 年間以 SC/ST/OBC 三類進用有 1531 人經由考試，520 人是經由直接面試。以身分保留名額言，身障者在 2008 年被推薦任職者有 20 人。女性在 2008-2009 年，894 人申請，面試 306 人，推薦 143 人；2009-2010 年，1185 人申請，面試 344 人，推薦 166 人。SC/ST/OBC/或身障者，其考試標準較一般寬鬆 (relaxed standards)，對這些經由依比例保留進用的人員，在任職後委員會會提供 3 個月到一年不等在職訓練，以使其能達到一般的標準。

面試 (interview) 是很重要的甄選方式，通常是在筆試之後辦理或直接面試，每個面試委員會是由 UPSC 的主席或一位委員及二至四位外聘的專家協助，這些成員都是他們各別領域的專家，UPSC 建有這些專家的資料庫包括他們的學術背景、專業資格和出版。口試委員會是高度保密的，任何委員甚至是主席都無人可以事先知道被面試者的身分。平均

而言，每年大約有 100 個職缺是由直接面試或是先考試後面試；申請人數每年間變化很大可能從 5 萬到 30 萬不等，參加面試人數一般是職缺的 5-12 倍。

委員會只對公務人員部分進行面試，軍職部分則將筆試成績送給國防部由其自行進行面試。在面試過程，2009-2010 年中成立 8 個人格測驗委員會（Personality Test Boards），受試者可選擇英文或印度語做為測驗語言。經由面試的直接甄選是不包含在競爭性考試的進用人員，在 2008-09、2009-10 二個年度中，UPSC 直接面試方式人數如表 3。

表 3. 2008-2010 年經由面試遴選人數

年度/人數	申請人數	面試人數	被推薦人數
2008-09	46648	4492	865
2009-10	82221	3280	808

資料來源：整理自 Union Public Service Commission ,2010.

由直接面試任職者原則上不再採用考試，但如果申請人數與職缺數比太高時則會先以考試做篩選，以 2009-2010 年為例，有 Dental Surgeon (1913/7)、Deputy Director in the Employees' State Insurance Corporation (15940/71)、Deputy Central Intelligence Officer in Ministry of Home Affairs (2857/7)、Medical Officer of Government of National capital Territory of Delhi (4933/10) 等七項職缺先採用測驗篩選。

陞遷遴選是針對現職人員的任用，在 2010-2011 年間有 3598 人被推荐參加 A 類的陞遷，符合參加陞遷的人選是由 UPSC 主席或委員主持的部門陞遷委員會(Departmental Promotion Committee DPC)來決定，其成員包括部或部門 (Ministry /Department) 的人員，條件是依據招募規則 (Recruitment Rules) 選出資深成員，委員數的遴聘一般原則是，假如缺額為 N，缺額在 10 人之內委員數為 $\{(2*N)+4\}$ ，若缺額多於此 10 人則為 $\{(1.5*N)+3\}$ ，但最少要 24 人。

DPC 評量候選人資格的適任性是根據其服務紀錄及過去 5 年的機密報告做為參考;其基本要求為(1)修訂前的薪資在 12000-16000 盧比之下的表現需為"佳"(Good);(2) 修訂前的薪資在 12000-16000 盧比之上的表現則需達到"非常好"(Very Good);達到這些標準會被評為"適格"(Fit)，才能被推荐參加面試。

SC/ST 的缺額保留給 Group B 及從 Group B 陞遷到 Group A 最低一級，假如缺額數無法在一般範圍內考量(例如 2 倍缺額加 4 人)則會增加到缺額的 5 倍；甄選的標準如同陞遷參加者之表現要達到 '好'或'非常好'

各機關對聯合委員會的推荐人選原則上應該在 10 週內通知被推薦者，但實際上各機關會有延遲或拒絕任命的情形，這種狀況聯合委員會對被否決的案子再予以處理，其處理方式如下:

當主管機構的決定與委員會建議不一致時，UPSC 必須根據理由做成參考意見再度考量其建議。

假如再度考量後仍然不同或不同意時，必須將參考意見送至人事及訓練處（Department of Personnel & Training，DoP&T）做成最後決定前列入考量。

第四章 印度公務人員退撫制度及退撫基金管理

第一節 簡介

印度中央政府及各州政府公務人員的退撫規定，雖各有不同，但大都類似中央政府之規定，退撫制度之實施，分爲三個時期，西元 1952 年以前，其退撫經費係全由政府編列預算支付之「恩給制」，屬隨收隨付制（pay as you go），未建立退撫基金。其次於 1952 年 3 月以後，建立了由雇主與雇員共同提撥基金成立的「雇員公積金制度」，其退撫經費改由公積金支付，屬於確定給付制（Defined benefit）。嗣於 2004 年 1 月 1 日以後，爲減輕政府財政壓力及擴大參與率，新進人員改適用新的個人帳戶制，名爲新的退休金系統 New Pension System（NPS）屬確定提撥制（Defined contribution），其退撫給與改由個人帳戶累積之本息支付（Sane R., & A. Shah,2011a）。

第二節 印度公務人員退撫制度

1952 年 3 月以前，係屬傳統的公務人員退休金制度（Traditional civil servants pension 簡稱 TCSP），退撫經費係屬於由政府編列預算支給之恩給制，未建立退撫基金，屬於隨收隨付制 pay as you go，其適用對象僅限於中央政府的雇員（公務人員）。其領取月退休金之條件為服務 10 年或 20 年以上年滿 58 歲，其月退休金之計算，以雇員退休前最後 10 個月的薪水平均數為基數，任職每滿 1 年給與 60 分之 1，最高採計 33 年，月退休金最高為退休前最後 10 個月的薪水平均數之 50%，並允許其中之 40% 作為一次給予，並於退休 15 年後恢復；另領月退休金人員亡故後，其配偶每月可領取原月退休金之 30% 至終身，其月退休金額亦隨著消費者物價指數調整，故其退休所的替代率最高為 50%，比我國的 70% 為低，其遺族之月撫慰金為原月退休金之 30%，亦比我國之 50% 為低(Sane R., & A. Shah, 2011a)。

1952 年 3 月以後，為增進人民福利與社會安全，根據憲法規定，於 1952 年 3 月 1 日頒佈「雇員公積金及雜項規定法」(Employees Provident Fund & Miscellaneous Provisions Act 1952)，原則規定 20 人以上之機構及公司行號其人員均須強制提撥退撫基金，提撥率雇員為基本工資之 12%，另雇主相對提撥 12%，合計為 24%，另有些經過特許之公司，可不參加公積金，但其自行建立之退撫基金之提撥率須優於

公積金（大致為各 15%），退撫給與亦不得低於公積金之給與。統計至 2011 年 3 月底，參加公積金之公私立機構計有 66 萬 0546 個；參加人數有 6158 萬 9 千人；領受人有 352 萬 6 千人，積金規模約為印度盧比 4 兆 6637 億元，約美金 1038 億元，台幣 3 兆 1140 億元，所提撥之基金用於支付下列 3 項退撫計劃：

一、雇員的公積金計畫 1952（Employees Provident Fund Scheme 1952 EPF）：

雇員提撥的 12%+雇主提撥的 3.67% = 15.67%，（其中雇主提撥的 8.33%部分用於 1995 年的雇員退休金計畫），於雇員退休時支付金額=雇員和雇主所提撥之基金 + 利息收入—無需償還的貸款（房屋、重大疾病、結婚或教育兒童和特殊情況下允許不用退還之貸款），沒有推行年金制，係為為一次給付，為可攜式之帳戶，目前利息由政府統一規定為年息 8.5%，類似定期存款。退休條件：服務 10 年或 20 年以上，年齡原為 58 歲，1998 年改為 60 歲及 10 年年資，可選擇提前領取，但不得低於 50 歲。

二、雇員退休金計畫（Employees Pension Fund Scheme 1995（EPS），取代家庭退休基金計畫（Family Pension Fund Scheme 1971（FPS））：

是支付倖存者和殘疾者退休後每月生活退休金，其提撥

率為 8.33%的僱主提撥 + 1.16%的政府提撥=9.49%，其退撫基金本息用於支付僱員之月退休金，傷殘養卹金及遺族養卹金。

- (一) 月退休金：服務每滿 1 年給與過去 10 個月工資平均水準的 60 分之 1，最高給與 50 % (33 年的服務年資)。
- (二) 傷殘養恤金：沒有最低服務年資限制，是完整退休養老金。
- (三) 遺屬養恤金：以尚存配偶及子女 (50%的養恤金，配偶和子女各占 25%)。

三、僱員存款連結保險計畫 (Employees Deposit Linked Insurance Scheme 1976 (EDLI))：

係僱員在服務中死亡的情況下作出的額外付款，數額等於累積結餘，有最低公積金 Rs 60,000 (6 萬印度盧比) 的限制。其基金係由僱主額外提撥僱員基本工資之 05 % 所組成。

2004 年 1 月 1 日以後新進人員，改為 1 人 1 帳戶可攜式之確定提撥 (DC) 制，New Pension System (NPS)，係因參加強制公積金人員之覆蓋率低 (僅佔工作人口之 12 %)，及支付退休金費用金額高，每年約佔國內生產總額

GDP（約 1 兆美元）之 2.31%，約美金 230 億元，合台幣約 6900 億元，已造成政府重大財政負擔，潛藏負債已達國內生產總額 GDP（約 1 兆美元）之 55.8%，約 5600 億美元，約台幣 16 兆 8 千億元，故低覆蓋率及高費用，為改革之二大主因。NPS 由雇員提撥基本工資之 10%，另雇主相對提撥 10%，合計為 20%，所提基金由專業經理人運用，參加人員可選擇適合自己的投資組合，目前除了少數 3 個州及軍人外，中央政府及大部分州均已實施 NPS。目前參加人數約 110 萬人，參加人員於年滿 60 歲退休時，可申請一次領回個人帳戶中累積本息之 60%，其餘 40% 以年金方式定期領取，由於投資風險自負，且在野黨不支持，故參加人員並不多。

印度軍職人員之退休金，仍是屬「恩給制」，屬確定給付制（DB），退撫經費全由政府編列預算支付，並未自 2004 年 1 月 1 日起納入改革為屬確定提撥制之 NPS，其退休條件為須服務 20 年以上，始可領取月退休金終身，與我國軍職人員退休條件相同，其月退休金最高亦為退休前最後 10 個月的薪水平均數之 50%。

第二節 退撫基金管理與運用

一、強制雇員公積金之管理機構：

為印度的「雇員公積金組織」(Employees Provident Fund Organisation 簡稱 EPFO)，是隸屬中央政府勞動及就業部之法定機構，負責執行強制性公積金的收支與管理。全國有 281 個分支機構，計有 24000 名員工，該組織內設中央受託委員會 (Central Board of Trustees)，是公積金之決策及監督機構，委員會主席為勞動及就業部部長，其成員尚包括副主席、中央政府代表 5 人、州政府 (地方政府) 代表 15 人、雇主代表 10 人、雇員代表 10 人及中央公積金基金處處長，共同負責基金的監管。

二、公積金之運用單位及運用項目：

公積金係全部委託給印度國家銀行運用，主要投資於政府、國營企業之有價證券之債券，尚未投資股市、共同基金及國外投資，故資金幾乎均流向政府，其收益率由政府規定年息為 8.5%，類似定期存款，故受 2008 年之金融風暴影響較小。

三、新退休金系統 (NPS) 基金的管理及運用：

NPS 屬 1 人 1 帳戶之確定提撥制 (DC)，其所提撥的基金係委託外部的專業經理人負責運用，其監管機構為財

政部之「退休基金監督及發展局」(Pension Fund Regulatory and Development Authority)，簡稱 PFRDA，其投資項目及上限比例如表 4：

表 4. 新退休金系統 (NPS) 投資項目及上限比例

投 資 項 目	上 限 比 例
政府證券 (中央及州)	55%
公司債券 (私人公司債務及定期存款)	40%
貨幣市場工具(包括貨幣市場共同基金)	5%
股票及股票相關的共同基金	15%

資料來源:Sane R., & A. Shah,2011b:22.

其在 2008-2010 年加權平均收益率為 11.88%，收益數至 2010 年 12 月，約為美金 16 億元，合台幣約 480 億元。

第五章 印度公務人員之培訓

第一節 印度公共行政學院之簡介與沿革

印度文官的培訓主要有四類：實務培訓（on-the-job，低階等公務人員的邊做邊學的培訓）、就職培訓（pre-entry training，高中階等公務人員就職前的基礎與專業演練學習）、在職培訓（in-service training，在職中高階等公務人員的進修、晉升、專業與特殊需要培訓）、離職培訓（post-entry training，高階等公務人員官離職後的長期進修）（林良光，1995）。

本次參訪之印度公共行政學院（Indian Institute Of Public Administration，簡稱 IIPA），是印度一所國家級、專門性的、提供中高階公務人員在職（in-service）培訓的學院，在公共管理領域有著悠久的歷史，並在印度公務人員培訓領域享有舉足輕重的地位，為印度重要傑出的學術機構，並與中央政府及州政府緊密連結。

從 1948 年起，印度政府即邀請專家、學者就公務人員制度及國家行政管理的各項政策，進行系統化的調查分析，並且提供建言。美國錫拉丘茲大學（Syracuse University）麥斯威爾公民權及公共事務學院（Maxwell School of Citizenship and Public Affairs）院長安坡碧先生（Paul H Appleby），在福特基金會的資助下，對印度公共行政情況進

行調查研究，並做成了「安坡碧報告」，基於安坡碧報告的建議，在當時印度總理尼赫魯（Pt. Jawaharlal Nehru）的主持下，於 1954 年 3 月 29 日創立了 IIPA(Indian Institute Of Public Administration ,2009)。

IIPA 下設 12 個學術中心，分別為：

- 一、農村發展行政中心（centre for rural development administration & panchayati raj）。
- 二、經濟分析與財政管理中心（centre for economic analysis and financial management）。
- 三、公共政策規劃與環境研究中心（centre for public policy, planning and development studies）。
- 四、人力資源開發與行為研究中心（centre for human resource development and behavioural studies）。
- 五、國營事業管理研究中心（centre for management studies & public enterprises）。
- 六、資通科技與 e 化政府學習中心（centre for learning in ict & e-governance）。
- 七、社會福利行政與司法中心（centre for social welfare administration and administration of justice）。
- 八、環境與氣候變遷中心（centre for climate change, environment and drought administration）。
- 九、管理倫理中心（centre on ethics in governance）。

十、管理資料庫與資源中心（governance data base & resource centre）。

十一、都市研究中心（centre for urban studies）

十二、消費者研究中心（centre for consumer studies）。

IIPA 擁有 31 位優秀的教授，且皆來自各種不同的背景，如公共行政、政治學、社會學、經濟學等領域。各教授可以依興趣自由選擇參與 2 至 3 個學術中心的學術活動。學院有超過一萬名終身會員(life memembr)（包括 104 個海外會員及 162 個法人會員），並由會員推選出行政顧問(executive counselor)，而行政顧問屬於管理階層。

IIPA 之運作，曾經全部由政府提供資金，但現在的資金來源，50%為政府投資、50%則來自學院本身。因此，培訓課程分為兩種，一種是學費制（fee based），例如面臨氣候變遷問題，就開辦學費制課程；然而 90%至 95%的課程都是由政府機關資助的，資金來源包括國內政府部門、聯合國組織、世界銀行及其他國際組織等，例如都市研究中心(center of urban studies)、消費者研究中心(center of consumer studies)，前者完全由都市事務部資助，後者完全由消費者事務部資助，而培訓課程完全是依照該部門的需求而設計。

第二節 印度公共行政學院之任務與目標

IIPA 的基本任務為培訓政府和公共事務部門人員的領導及行政能力；加強與各國政府聯繫，深化在公共管理、經濟學、政治學方面的研究；組織培訓及教育課程，舉辦研討會、學術會議、工作坊及講座，以做為實務者與學者間知識經驗的交流；為政府及企業提供諮詢服務，出版著作、刊物，廣泛傳播知識，推動政策的制定及實施；廣泛設立國內、外分支機構，建立會員網路，激發會員對學院的貢獻；增進和其他主要國家、國際組織及機構的合作，建立戰略聯盟及夥伴關係。

IIPA 為完成上述任務，確立了以下工作原則：以學員（受訓者）為導向；致力於提高培訓計劃的品質；與國內及國際其他機構建立戰略聯盟及夥伴關係；努力提高專業組織的贊助專案；增加直接投入培訓預算的比例；從以供給為基礎的培訓課程，轉向以需求為基礎的培訓專案；創新培訓理念，採用現代培訓方法。

IIPA 當前的目標是發展 SMART 的政府，SMART 代表了：簡樸的(Simple)、道德的(Moral)、當責的(Accountable)、負責的(Responsible)、透明化的(Transparent)。

IIPA 的主要活動，包括培訓、研究、顧問諮詢服務，以及包括出版期刊、舉辦研討會、工作坊等資訊傳播和交流事項，茲分述如下：

一、培訓活動：

由於印度大學中較少教授公共行政的課程，因此 IIPA 特別著重於提供這方面的學習資源，且大部分的培訓都是以需求為導向的，此外，培訓課程也隨著全球化及科技發展的變遷趨勢，而不斷的與時俱進。

IIPA 有兩大旗艦課程：其一是公共管理高級職業培訓專案(APPPA)，是針對主管級高階文官的培訓課程，為期 9 個月；另一是提供給科學家、技術人員的基礎訓練課程，為期 3 個月。

公共管理高級職業培訓專案(APPPA)，受到來自人事訓練處 (Department of Personnel and Training，簡稱 DoPt)、行政改革與公共事務申訴處 (Department of Administrative Reforms and Public Grievance)、退休福利處 (Department of Pension & Pensioner's Welfare)，以及印度政府的資助。該專案針對全印度政府中高層官員的培訓需求，其中包括來自部隊、政府官員、大學教師及其他發展中國家的政府官員等。主要是傳授學員關於公共管理的基本知識、技能和方法，培養學員的社會責任感，以及高度關注社會政治、經濟等問題。

具體課程主要分為四大部分，即：(一)管理研究。分為 3 個模組：管理基礎、當代管理及有效管理等課

程。管理基礎課程包括公共管理、公共政策、經濟理論基礎、行政法及財政管理等。當代管理課程包括新出現的經濟問題、人類價值觀與道德、環境與減少災害風險、人權與社會公正等。有效管理課程包括資訊技術、電子化政府、網路應用服務、電腦應用及辦公自動化等。(二) 選擇專門研究。研究分為兩個方向：一是發展及政策，主要側重於與公共行政管理有關的具體發展及政策問題。二是行政和管理，主要包括四種課程：人力資源開發、創業與行業發展、消費者保護法、政府間關係等。(三) 專題研究。包括經驗介紹、實地考察（農村與城市發展研究及國外研究）、關於財政分權與地方治理的工作坊和研討會、涉及管理、環境、發展、知識產權、科學、技術等方面的當代問題與先進經驗的專題講座及小組討論等。(四) 論文。學院鼓勵學員對於有興趣的領域，或對於與其資助機構相關的領域撰寫論文。

IIPA 在培訓方法上主要採用傳統講授法、學術會議法及案例研究法，此外，社會考察及調查研究也是重要的教學方法。除了學習基礎知識及專業知識外，學員要用較多的時間進行實習考察，這種方法促使學員走出校園，接觸社會及民衆，對於增強公務人員與民衆的聯繫，瞭解民衆的疾苦，提高公務人員的公共管理能力，極有助益。

IIPA 與一般大學的 EMBA 課程不同，一般大學的 EMBA 課程會授予學位，而 IIPA 不授予學位，且 IIPA 提供較多的是短期的訓練，包括 9 個月、3 個月、甚至 3 天的訓練計畫。IIPA 目前沒有提供高階政務官 (political officers) 及民意代表 (elected representatives) 的訓練，只有初次被選進議會的人員有為期幾天的職前說明。而關於公務人員晉升，IIPA 於兩年前開始針對某些非常重要的高階職位，要求參與 1 個月的訓練課程，其中兩週在印度受訓，兩週在美國受訓，這是屬於管理階層的職前訓練。

IIPA 也接受社會機構人員，主要是企業管理人員的培訓，並為他們制定培訓專案，培訓內容主要是有關印度社會、政治與經濟制度、政府治理、金融管理、人力資源、自然資源與環境發展管理、農村發展、城市規劃及地方財政等。

二、研究、諮詢及資訊交流活動：

過去五十幾年中，IIPA 在開展培訓活動的同時，也積極進行研究及諮詢活動，且此一向為其優勢所在。IIPA 為 G15 成員國的傑出人力資源總部，以及 Panjab 大學的博士研究中心，對於促進印度公共管理各方面的深入研究，及在協助中央、各州、地方各級部門改善運作方面有重大貢獻，同時也有效促進了學

院教授在學術研究能力上的提升。迄今為止，IIPA 已開展兩百多項研究，主要是關於政府系統在政策制定、執行、評估與監督，經濟領域與其他領域的社會政策執行，城市與農村地區的基礎服務，以及為市民提供更優質服務等研究。由於印度是一個農業大國，為了提供更好的服務，IIPA 著力於進行農業問題的研究。

IIPA 為擴大研究諮詢的影響力，主要採取兩種途徑，一是出版著作和期刊，學院創立了兩本享譽國際的知名專業季刊—印度公共管理雜誌、Nagarlok 城市事務版；二是舉辦研討會及相關會議。IIPA 所屬的圖書館收藏來自世界銀行的出版物，刊物由世界銀行、聯合國等贊助出版，是學院知識傳播的管道，而其傳播的對象是向全世界，不僅限於 IIPA 會員而已。

三、國際交流合作：

IIPA 與許多國家皆有合作關係，例如英國、納米比亞、斯里蘭卡等，合作關係是以活動為基礎(activity based)，當 IIPA 認為可以跟某個國家合作進行某項業務時，就會與其簽訂 MOU。此外，IIPA 也提供訓練服務予外國部門，例如 2010 年提供 7 個培訓課程給包括黎巴嫩、斯里蘭卡及越南等國家。

第六章 印度公務人員之人事管理

第一節 人事、行政申訴及退休養老部簡介

「人事、行政申訴及退休養老部」(The Ministry of Personnel, Public Grievances and Pensions)係直接隸屬於印度總理之人事業務主管機關，其部長亦掌管部分之議會事務，該部主係負責公務人員之進用、訓練、生涯發展、福利、行政改革及退休公務人員之職務分配等事項，分由以下所屬機關掌理：

- 一、人事訓練處 (Department of Personnel and Training，簡稱 DoPt)
- 二、行政改革與公共事務申訴處 (Department of Administrative Reforms and Public Grievance)
- 三、退休福利處 (Department of Pension and Pensioner's Welfare)

人事訓練處之人事政策簡介如下：

- 一、彈性化保留科技人力。
- 二、人員進用方式之革新。
- 三、釐定鬆綁進用法令之建構/修正準則。
- 四、促進公務人員對國際體育事務之參與。
- 五、退休公務人員再任職之薪資固定化。
- 六、整合中央政府派遣至國外任職之人事命令。

- 七、對於派駐喀什米爾機構職務之特許。
- 八、對過剩人力之再安置。
- 九、地方政府改組後人力之重行分配。
- 十、對於身心障礙者擔任職務之保留措施。

第二節 多元的印度人事管理

一、對於特別部落、階級人員擔任職務之保留

爲因應印度種姓及階級之傳統，依印度憲法第 16 條規定，政府應提供適當職位給特定世襲階級或部落，可分成以下 3 類：

- (一) **Scheduled Castes** (簡稱 **SCs**)：指爲特定世襲階級所保留之職務。
- (二) **Scheduled Tribes** (簡稱 **STs**)：指爲特定部落所保留之職務。
- (三) **Other Backward Classes** (簡稱 **OBCs**)：指爲其他較落後的階級所保留之職務。

印度憲法第 335 條亦規定，政府對前述三類人員所提申請必須在依循維持行政效率之原則下予以考量，比較具體之方式爲鬆綁考試進用所需之資格或降低應考資格等，其以公開競爭方式進用人員者，其進用百分比分別爲 5%、7.5% 及 27%，而以其他方式進用者其百分比分別 16.66%、7.5% 及 25.84%，其中 **SCs** 及 **STs** 之保留比率，通常依其所占人口比例而定，至於 **OBCs** 則亦考慮其所占人口比例，但不得超過 27%。而總體 **SCs**、**STs**、**OBCs** 之保留上限不得超過 50% (Ministry of Personnel, Public Grievances and Pensions, 2011:31-32)。

除此之外，**SCs** 及 **STs** 在陞遷方面，亦有特別保留或其

他優惠，甚至為促進前揭人員在公務人員中之代表性，尚給予如年齡限制上限及次數之放寬，而於公開競爭之考試，並給予考試費用免除及錄取標準放寬之優惠。

上述保留及優惠增加了 SCs 及 STs 在政府公務人員中的代表人數，由 1965 年 1 月 1 日之 13.17% 及 2.25%，增至現在之 17.2% 及 6.9%，其中 SCs 及 STs 在 Group A 中之增加數尤其明顯，SCs 由 1965 年之 1.64% 增至現在之 12.5%，STs 由 0.27% 增至現在之 4.8%，而 OBCs 於公務人員之代表人數仍低之原因，在於其於 1993 年才開始實施保留制度（Ministry of Personnel, Public Grievances and Pensions, 2011:33）。表 5 可顯示出這三類人員依其擔任之職務等級，在政府機關人力所佔之比重：

表 5. 特定世襲階級、部落、其他階級人員保留職務人數統計表

人員 類型	僱用人數	Scs 為特定世襲階級 保留之職務		Sts 為特定部落 保留之職務		OBCs 為其他較落後階 級保留之職務	
		人數	%	人數	%	人數	%
A 級	102,920	12,914	12.5	4,976	4.8	6,616	6.4
B 級	141,564	21,155	14.9	8,430	5.9	6,184	4.3
C 級	2,013,388	325,858	16.2	146,432	7.2	261,122	12.9
D 級 (不含清掃工作 人員)	652,089	121,072	18.5	42,624	6.5	94,568	14.5
D 級 清掃工作人員	97,875	38271	39.1	6492	6.6	11,979	12.2
總數 (不含清掃工作 人員)	2,909,961	480,999	16.5	202,462	6.9	368,490	12.6
總數 (含清掃工作 人員)	3,007,836	519,270	17.2	208,954	6.9	380,469	12.6

資料來源: Ministry of Personnel, Public Grievances and Pensions, 2011:33.

三、對於身心障礙者擔任職務之保留措施

依印度之「身心障礙者完整參與及平等保護法案」第 33 條規定，政府各部門於編制上須保留一定比例（不得低於 3%）之職缺予身心障礙者或依其視障、聽障及行動障礙（如中風、半身不遂等）等 3 個等級各予 1% 之員額保障，同法第 32 條並規定政府有確認這些職位保留之義務，此外，這項保留措施在自 1989 年以後亦逐步提升其職位等級至 C、D 級直接進用之員額中。

四、因政府組織再造及機構公司化過剩人力之再安置

印度中央政府為處理因政府組織再造，而成為過剩人力者之再派職，自 1966 年以來即實施過剩人力再安置方案，因政府組織再造而成為過剩人力者，將被列入過剩人力名單，並給予再派職，依該方案，對於擬補充人力之政府職缺，過剩人力有進用之第一之優先權，而其進用並不需要經過測驗、面試、新進人員之體格測試或年齡之限制，且規定之教育資格之賦予亦可放寬，並享有待遇及留置之權利，前揭措施並無時間之限制，該等人員得留在過剩人力名單上，直至其再派職或退休為止（Ministry of Personnel, Public Grievances and Pensions, 2011:22）。

為使過剩人力者之再派職方案之實施更有效率，爰採取更積極之措施，要求機關於進用新人時，均應確保已將過剩人力列入考慮。

在 2009 年 12 月 1 日有 362 個過剩人力包括 Group A-5、Group B-3、Group C-103、Group D-241 在過剩人力名單上，但因有九個政府機構公司化，在 2011 年 1 月 31 日料將有 1381 人被列入過剩人力名單上。

此外，印度若干州政府，於 2000 年後亦因州政府組織改造，曾辦理州政府僱用人員之人力重分配。

五、身心障礙人員進用之保留職缺

印度於 1995 年制定身心障礙法(PWD Act)，依該法之規定，給予身心障礙人員平等之機會、權利之保障及充分參與權，依其規定政府機關之職缺，應至少提供百分之三之比率給予身心障礙人員，其中視障者(blindness or low vision)、聽障者(hearing impairment)、運動障礙或大腦麻痺者(locomotor disability or cerebral palsy)各占百分之一。

PWD Act 於 1996 年施行，惟早在 1977 年即已保留 Group C 及 Group D 之職缺給予身心障礙人員，至 1989 年並擴及 Group C 及 Group D 之陞遷保留，而於法律制定後，則亦適用於 Group A 及 Group B 之人員進用。

直至 2005 年，印度有關身心障礙者法令整合後，除所有種類(all Group)之政府職缺，均有保留給身心障礙人員外，在陞遷方面，包括 Group D 之間、從 Group D 至 Group C 及 Group C 間均有陞遷保留。

顏面損傷及精神障礙者，關於前述保留，算入運動障礙或大腦麻痺者之比率中。

除此之外，給予身心障礙者之特權，如年齡限制之放寬在 Group C、Group D 之職缺為 10 年(SCs、STs 為 15 年；OBCs 為 13 年)；在 Group A、Group B 之職缺為 5 年(SCs、STs 為 10 年；OBCs 為 8 年)其透過公開競爭考試進用 Group

A、Group B 者，則放寬為 10 年。

除上述之優惠外，身心障礙者並享有申請費用、考試費用免除及錄取標準放寬之優惠。

各類身心障礙者，至 2008 年 1 月止，在印度中央政府公務人員中之人數，如下表所示：

GROUP	Number of Persons with Disabilities			
	VH	HH	OH	Total
A	47	20	258	325
B	22	39	666	727
C	713	993	6,484	8,190
D	557	691	1,955	3,203
Total	1,339	1,743	9,363	12,445

資料來源: Ministry of Personnel, Public Grievances and Pensions, 2011:37.

備註: VH, HH, OH 係指視障(visually handicapped),聽障(Hearing Handicapped)及精神障礙(Orthopaedically Handicapped)。

第七章 考察心得與建議

壹、在考選制度方面

一、進用管道多元

印度公務人員之進用，不單只是經由競爭性考試而來，還有透過直接面試的方式，另外在某些職缺上，也辦理陞遷與代理遴選的途徑，可活化公務體系的彈性與多元。

二、考選方式多樣

印度公務人員若經由競爭考試進入，不會只單採紙筆測驗。而是先通過紙筆測驗後再加上面談。紙筆測驗則分為基礎二科目（客觀式題型）及九個一般的科目。九個一般科目中考二種語文（英文和印度語），其餘科目包含二個普通科目，四個選試科目。筆試部分有類似我國分試及普通與專業科目測量的模式。

三、進用固定比例代表性族群，但有違功績精神

對少數族群在公務體系的代表性，印度是採用訂定固定比例方式進用，與我國另行辦理考試來篩選方式大異其趣。此一制度或可確保一定比例不同弱勢族群在政府的代表性，但對進入公職體系的公平性則有違功績制精神，印度也明言其甄選標準與一般不同，還有待後續訓練加強。

貳、在退撫制度與退撫基金管理方面

印度公務人員退撫制度的改革，和我國一樣，其退撫經費最初係採由政府編列預算支給之「恩給制」，未建立退撫基金，屬於隨收隨付制（pay as you go），嗣隨著退休人數增加，人口老化，領取月退休金期數增長，致政府財政壓力逐漸增大，爰參酌世界文明國家作法，改採退撫經費由雇員（含公務人員）及雇主（含政府），共同提撥基金成立的「強制公積金」來支付，其支付在公積金部分，雖有一人一帳戶可攜式之設計，但可事先因雇員購屋、重大疾病、結婚或教育兒童和特殊情況下允許不用退還之貸款，且其公積金的運用，雇員無法選擇，全由政府委託印度國家銀行運用，其投資項目非常保守，主要投資於政府、國營企業之有價證券之債券，不能投資股市、共同基金及國外投資，故資金幾乎均流向政府，其收益率由政府規定年息為 8.5%，類似定期存款，並非屬完整的「確定提撥制」（DC）；最後基於強制公積金之低覆蓋率及高費用二大原因，自 2004 年 1 月起之新進人員，改適用 1 人 1 帳戶可攜式之確定提撥（DC）制，New Pension System（NPS）新的退休系統，和我國目前的勞退基金相同。由上述之考察心得，就我國現行公務人員退撫制度及基金管理提出下列建議，以供參考。

一、檢討現行退撫給付制度，強化退撫基金自給自足功能：

我國公務人員退休法、撫卹法，雖自民國 100 年 1 月 1

日起有重大修正，將退休人員領受月退休金之年齡自 50 歲延至 60 歲，並嚴格規定配偶領取月撫慰金之條件，並將基金提撥率上限由 12% 提高至 15%，且實施退休所得合理化政策，降低退休所得替代率。但退休金的支付，仍以最後任職所得為基數乘以服務年資計算，與歷年所提撥基金之累積無關，屬「確定給付制」(DB)，新作法僅能延緩基金不足的到來，政府財政壓力仍會愈來愈大，並不能讓基金自給自足永續經營。是以，我國公務人員之退撫給付制度，亦應研究改採「確定提撥(DC)制」，政府(雇主)僅需盡提撥義務，並不保證公務人員(雇員)將來領取退休金之金額，公務人員可依自己的偏好，於政府核准之投資項目中選擇投資標的。惟改採「確定提撥(DC)制」，是否會大量降低退休所得，而不足以養老；仍需配合我國金融資本市場之發展及相關配套措作整體考量。

二、修改相關法令，加強基金管理機關運作彈性，以增進運用績效：

退撫基金運用績效的提升，是基金能否永續經營及保障公務人員退撫權益之關鍵，我國公務人員退撫基金之管理運用機關，係隸屬考試院銓敘部底下之三級行政機關「公務人員退休撫卹基金管理委員會」(以下簡稱基金管理會)，負責基金的收支、管理及運用，但因屬於一般行政機關，不僅用人受到公務部門之人事限制、待遇類型亦難以吸引專業之基

金管理人才，而經費預算及資產派用也受限於一般行政規範而無法彈性運作，對於基金管理會在業務的推展及基金的實際運作上均有不利的影響，雖有約一半的資金委託外部的專業機構經營，但整體基金的運用績效，仍不甚理想。為使基金管理會在用人上能保有彈性，引進專業人才，在基金運用上能更加靈活，以提昇基金收益，增進參加基金人員福利，相對減輕政府財政負擔，確有檢討修正基金管理會組織條例及基金管理條例，以調整退撫基金組織屬性之必要。

參、在培訓制度方面

一、強化研究及諮詢功能

印度公共行政學院重視培訓工作，對學院的研究及諮詢服務功能亦十分注重，且此一向為其優勢所在。基本上我國負責公務人力培訓的綜合性培訓機關，大都以培訓為主要任務，而在研究及諮詢的功能上較少有發揮的餘地，未來國家文官學院應加強開發學術研究能力，諸如策略規劃、專案研究及論文發表等，並策重發揮政府政策諮詢的功能，奠定在公務人力培訓領域及公共行政領域的領導地位。

二、推動國際合作交流

國家文官學院為我國國家級統合性的公務人力培訓機關，並作為我國與國際培訓機關（構）合作交流之窗口，未來應透過密集地與國際培訓機關（構）的合作與交流，增進

國際視野，厚植其培訓實力。進而利用臺灣優異的地理位置，以及文化與科技的發展優勢，成爲「華人文化圈」（臺灣、新加坡、馬來西亞、香港、澳門、中國大陸）文官培訓交流平台，再擴大成爲「儒家文化圈」（臺灣、新加坡、馬來西亞、香港、澳門、中國大陸、日本、韓國、越南），進而成爲「亞太地區」國際文官培訓交流平台。

肆、在人事管理方面

在印度的傳統上，有極深的種姓及階級觀念，「上層階級性質」隨處可見，諸如考試錄用人員來自低收入家庭的考生偏低、在職培訓制度中偏重中高文官，Group C 之文官和 Group D 雇用人員幾乎無機會，Group D 雇用人員多屬賤民階層，雖有表列保留名額，仍難有出頭天的機會，此皆影響國家長遠發展，而觀念的打破，需要國家採取許多全面性的制度改革及配套措施，經長期不斷努力始能改善，印度政府在公務人員的進用上，給予不同社會等級 Schduled Castes(SCs)、部落 Schduled Tribes (STs)及其他落後階級 Other Backward Classes(OBCs)依人口比例保留職缺，以保障其進入公部門之機會，應爲其打破階級觀念之制度性改革之一。

印度有近 12 億人口，惟其公務人員只約 300 萬人，國民每人平均獲得之公共服務量偏低，觀諸此次參訪印度各地公共建設、環境整潔及行政管理，均有大幅成長空間，公務

人力不足或為原因之一。

伍、其他

一、少數族群、弱勢族群之照護與功績之成就取才間衡平問題

印度屬多元化之國家，非常重視境內種族的個別差異，為維持其社會及制度的公平，對於公務人員之任用與陞遷採取固定比率方式進用特別部落、特別階級、落後階級與身心障礙者，但其公平性則有違功績制之精神。而觀之我國對原住民、身心障礙人士舉辦特考、各機關保留一定比例任用是類人員，相較之下，印度仍有待努力之處。

本院依憲法增修條文第 10 條宗旨，與公民與政治權利國際公約（International Covenant on Civil and Political Rights）（聯合國，1966）及經濟社會文化權利國際公約（International Covenant on Economic, Social and Cultural Rights）（聯合國，1966），於擬定文官制度政策時，皆考量性別平等，照護身心障礙者、原住民族及其他弱勢團體之權益，並於民國 100 年 1 月通過檢視相關業務之人權保障與國際接軌報告，作為施政重要方針，以落實人權保障。

二、文官培訓與文官效能之結合

印度公共行政學院是一所旨在提高公務人員公共管理能力為特色之院校，為印度實現政府治理的現代化改革具有

相當貢獻，培訓形式多樣化、客製化程度及其研究與諮詢功能均值得我國借鏡，但其文官培訓未與文官效能結合，對於政府行政效能之改進與提升助益不大。本院為打造優質文官團隊，於民國 98 年及 99 年先後通過訂定文官制度興革規劃方案（考試院，2009）、強化文官培訓功能規劃方案（考試院，2010），結合公務人員之培訓任用考績陞遷，相較之下更能有效提升文官素質與國家治理效能。

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附錄一 考察團成員名單

序號	姓名	職稱	備註
1	高明見 KAO, MING-CHIEN	考試委員 Minister without Portfolio	團長 Delegation Leader
2	陳皎眉 CHEN, JEAU-MEI	考試委員 Minister without Portfolio	
3	黃俊英 HUANG, JUN-YING	考試委員 Minister without Portfolio	
4	李 選 LEE, SHEUAN	考試委員 Minister without Portfolio	
5	歐育誠 OU, YU-CHAN	考試委員 Minister without Portfolio	
6	蔡良文 TSAI, LIANG-WEN	考試委員 Minister without Portfolio	
7	張明珠 CHANG, MING-JUE	考試委員 Minister without Portfolio	
8	陳堃寧 CHEN, KUEN-NING	考試院處長 Director	
9	張紫雲 CHANG, TZU-YUN	考試院參事兼主任 Counselor	
10	曾慧敏 TSENG, HUI-MIN	考選部常務次長 Administrative Deputy Minister	Ministry of Examination
11	廖慧全 LIAO, HUI-CHUAN	保訓會主任秘書 Chief Secretary	Civil Service Protection and Training Commission
12	李郁貞 LEE, YU-CHEN	人事行政局參事 Counselor	Central Personnel Administration
13	余崇堯 YU, TSUNG-YAO	退撫基金管理委員會專門委員 Senior Executive officer	Public Service Pension Fund Management Board
14	何招凡 HO, CHAU-FUN	內政部警政署刑事警察局科長 Director	Criminal Investigation Bureau
15	李立祥 LEE, LI-HSIANG	內政部警政署刑事警察局偵查員 Investigator	Criminal Investigation Bureau
16	翁淑慧 WENG, SHU-HUI	考試院編纂室編譯 Executive Officer	隨團秘書 Secretary

附錄二 考察團行程表

日程	地點	預定活動項目	交通工具	備註
第1天 11/01 星期二	台北(Taipei)→ 新德里(New Delhi)	1. 啓程 2. 拜會行前會議 3. 拜會駐印度代表處	巴士 飛機	1. 06:00 出發, 搭乘 08:15 台北 往新德里班機, 12:20 抵達。 2. 夜宿新德里。
第2天 11/02 星期三	新德里 (New Delhi)	1. 拜會政府機關 2. 參觀市政建設	巴士	1. 參訪印度人事部、公共 服務委員會。 2. 夜宿新德里。
第3天 11/03 星期四	新德里 (New Delhi)	1. 拜會政府機關 2. 參觀市政建設	巴士	1. 參訪印度公共行政學院、印 度國營退休基金「員工強韌 基金組織」(EPFO)。 2. 夜宿新德里。
第4天 11/04 星期五	新德里(New Delhi) → 瓦拉那 西(Varanasi)	1. 拜會政府機關 2. 參觀市政建設	巴士 飛機	1. 搭乘 09:35 德里往瓦拉 納西班牙機, 11:10 抵達。 2. 參訪瓦拉納西市自治 機關。 3. 夜宿瓦拉那西。
第5天 11/05 星期六	瓦拉那西 (Varanasi) → 新德 里(New Delhi) → 阿格拉(Agra)	1. 整理拜會資料 2. 參觀市政建設	巴士 飛機	1. 11:40 搭乘 Spic Jet Airlines 13:15 抵達新 德里。 2. 夜宿阿格拉。
第6天 11/06 星期日	阿格拉(Agra)	1. 整理拜會資料 2. 參觀市政建設	巴士	夜宿阿格拉。
第7天 11/07 星期一	阿格拉(Agra) → 捷普(Jaipur)	1. 整理拜會資料 2. 參觀市政建設	巴士	夜宿捷普。
第8天 11/08 星期二	捷普(Jaipur) → 新 德里(New Delhi)	1. 拜會政府機關 2. 參觀市政建設	巴士	1. 參訪拉吉斯坦省人事處。 2. 夜宿新德里。
第9天 11/09 星期三	新德里(New Delhi) → 台北(Taipei)	返程	飛機 巴士	搭乘 12:50 班機返回台 北, 23:05 返抵考試院。

附錄三 考察主題英議題旨

Themes and Items for the Overseas Observation Trip for the Examination and Civil Service Business of the Examination Yuan in 2011

I. Civil Service Recruitment and Training

1. Regulations and Procedures of the Civil Service Examinations
 - (1) What are the eligibility requirements for the civil service examination? Is examination offered at different levels that reflect candidates' academic standing? Are there special requirements for the different categories (e.g., Are technical civil service restricted to certain fields of graduation)?
 - (2) How to design the Examination Subjects in civil service examination? Are there in general subjects and professional subjects of civil service examination? How many subjects are there? What are the examination methods used? Which department is responsible for drafting, grading and all other tasks pertaining to the examination?
2. Regulations and Procedures of the Professionals and Technologists Examinations
 - (1) Should judges, prosecutors and lawyers undergo the examination selection process? If the examination selection process is used, are there separate examinations or one main examination? Once they have been selected, are they trained separately or together? What are the points for consideration?

- (2) What trainings are undergone by medical service personnel? Should Objective Structured Clinical Examination, OSCE be used?
- (3) What trainings are undergone by architects and engineers? Is there a required number of years of practical experience before the examination can be taken?

3. Examination Methods

- (1) How are psychological assessments implemented (including at what stage they are set, and also the impact of whether they are admitted or not) regarding special civil servants (such as diplomats, investigators, national security personnel)?
- (2) What are the processes regarding the civil service oral examination (pre-selected questions, questions bank, weight of oral examination, training of oral examiners)?

4. Training system of the civil service

- (1) How are personnel training conducted? Is there a specific training institution or is training outsourced? If it is outsourced, does the government select an appropriate training institution or school? Or does the civil servant him/herself select an institution or school, based on his/her needs of training?
- (2) Before personnel can rise in rank, would they be required to undergo certain trainings? If so, what are the regulations? What are the training methods and curriculum used? How is the training assessed?
- (3) How do the training institutions evaluate training results? In the four levels of evaluation—reaction, learning, behavior, and result—does your evaluation

include the levels of behavior and result? How do the training institutions track and evaluate trainees' performance? Can you provide us with the tracking indicators or case studies? Is your government satisfied with the current civil service training and results? Are there any plans for improvement?

II. Civil Service

1. Retirement Regulations

- (1) In the current retirement regulations of your country, what is the age of retirement; how are the annual funds calculated; what are the requirements of retirement; which department is responsible for pension payout and the pension planning (source of pension)?
- (2) What is the percentage of civil service pension compared to the salary? Out of the pension, how much of it is working income?
- (3) After the establishment of your country's retirement regulation system, how many times has it undergone major amendment? What are the main alterations? Is the current retirement regulation system facing amendment issues? Are there future plans for reformation? Which issues will be addressed in the reformation?

2. Pension Fund Management

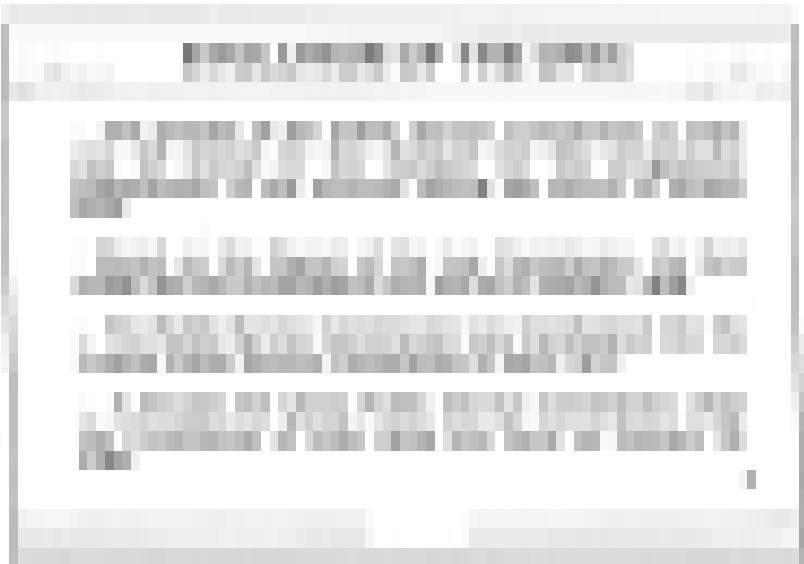
- (1) Which types of civil servants are required to pay into the pension fund? What are the numbers? Currently what is the volume of the fund?
- (2) Is there a management and supervisory unit for the civil service pension fund? What are these units called? Are they under a particular division? What are the duties?

- (3) Which are the main investments made using the civil service pension fund? Is the fund managed by external professional institutes? What is the ratio of the fund managed internally and externally? What are the individual outcomes?

III. Personnel Management

1. Headcount management
 - (1) What is the employment situation (or category) of civil service personnel in government sectors? How has the number of personnel changed in the last five years?
 - (2) What is the system used for the current civil service personnel administration and its current operating status?
 - (3) Has personnel downsizing ever been implemented? What was the course of action and the outcomes?
2. Disability Employment Policies within Civil Service
 - (1) What is the current situation regarding the employment of disabled persons within civil service?
 - (2) Is there a policy for required number of employment or other employment policies?
3. Central and Local Civil Service Personnel
 - (1) Is there a difference between the employment process of personnel for central sectors and local sectors?
 - (2) In the training of local sector personnel, what are the basic directives and goals? What is the actual process like?

附錄四 印度聯邦公共服務委員會座談簡報資料



CHAPTER 10: THE HISTORY OF THE UNITED STATES

The history of the United States is a complex and multifaceted story that has shaped the nation into what it is today. From the early days of exploration and settlement to the present day, the United States has experienced a wide range of challenges and triumphs. This chapter explores the key events and figures that have shaped the history of the United States, from the founding of the nation to the present day.

The United States was founded in 1776, when the thirteen original colonies declared their independence from Great Britain. The new nation was born out of a desire for self-governance and freedom. The American Revolution was a pivotal moment in the nation's history, as it established the United States as a sovereign nation. The Constitution, written in 1787, provided the framework for the new government and the rights of its citizens.

The early years of the United States were marked by westward expansion and the discovery of gold in California. The American West was a land of opportunity and adventure, where pioneers sought a better life and a new frontier. The gold rush of the 1840s and 1850s drew thousands of people to California, leading to the state's admission to the Union in 1850.

The mid-19th century was a period of intense political and social conflict. The issue of slavery dominated the national agenda, leading to the Civil War (1861-1865). The war was a defining moment in the nation's history, as it resulted in the abolition of slavery and the preservation of the Union. The Reconstruction era (1865-1877) followed, as the nation sought to rebuild and integrate the newly freed African Americans.

The late 19th and early 20th centuries were a time of rapid industrialization and urbanization. The United States emerged as a world power, with its economy and military strength growing significantly. The Progressive Era (1890s-1920s) was a period of reform and social change, as Americans sought to address the problems of the industrial revolution and the growing gap between the rich and the poor.

The 20th century was a period of global conflict and social transformation. The United States played a leading role in World War II (1941-1945), which solidified its position as a superpower. The Cold War (1947-1991) followed, as the United States and the Soviet Union competed for global dominance. The Civil Rights Movement (1950s-1960s) was a defining moment in the nation's history, as African Americans fought for equality and justice.

The United States has come a long way since its founding. It has grown from a small, agrarian nation to a global superpower. It has faced many challenges, but it has always emerged stronger and more united. The history of the United States is a testament to the power of freedom, democracy, and the American dream.

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THE EFFECTS OF THE 2008 FINANCIAL CRISIS ON THE UK ECONOMY

The 2008 financial crisis had a significant impact on the UK economy, leading to a sharp decline in GDP and a rise in unemployment. The crisis was caused by a combination of factors, including the subprime mortgage crisis in the US and the subsequent collapse of Lehman Brothers. The UK government implemented a series of measures to stimulate the economy, including a £200 billion bank rescue package and a 3% increase in the basic rate of income tax. Despite these measures, the UK economy remained in a recession until 2009, with a 5.1% decline in GDP. The crisis also led to a loss of confidence in the financial system and a rise in inflation. The UK government's response to the crisis was widely criticized, and it led to a change in leadership in 2010.





Management Skills for IT Success

The following are the key components of a successful IT strategy:

- Clear Vision and Goals:** Define the organization's long-term vision and short-term goals for IT. This includes identifying the business value of IT and setting measurable objectives.
- Strong Leadership:** A strong leader is essential for driving IT success. The leader should have a deep understanding of IT and the business, and be able to communicate the vision and goals effectively.
- Effective Communication:** IT is a complex field, and it is essential to communicate the value of IT to all stakeholders. This includes providing regular updates on the progress of IT projects and addressing any concerns or questions.
- Collaboration:** IT success requires collaboration between IT and other departments. This includes working closely with business units to understand their needs and ensuring that IT solutions are designed to meet those needs.
- Investment in Talent:** IT is a rapidly changing field, and it is essential to invest in talent. This includes providing ongoing training and development opportunities for IT staff and recruiting top talent.

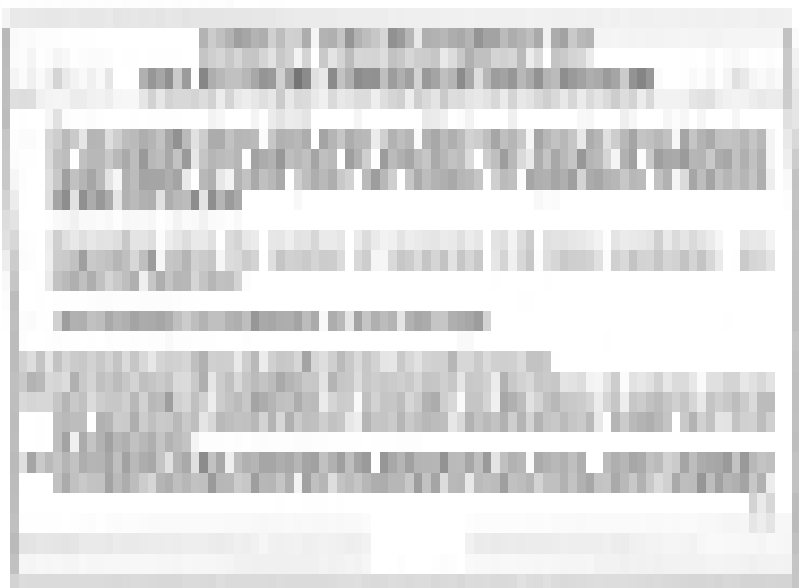
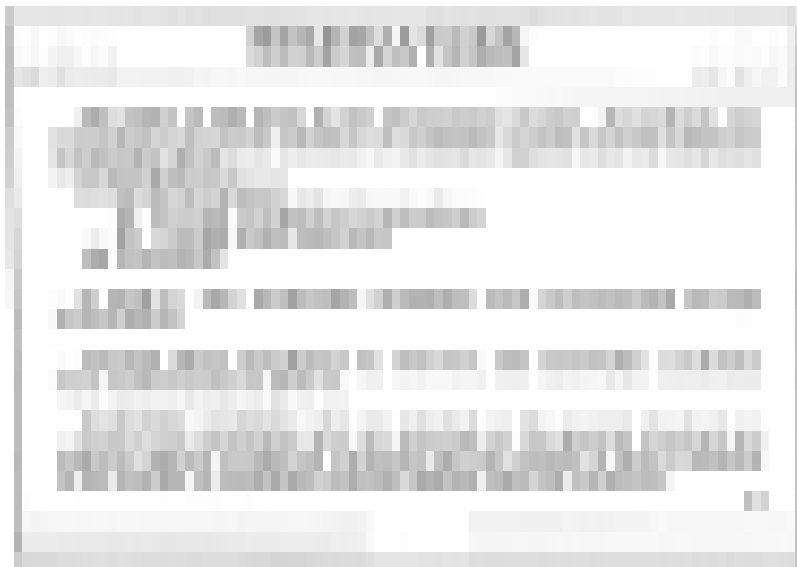
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QUESTION 1

1. The following table shows the results of a survey of 100 people who were asked to rate their satisfaction with the service provided by a company. The table shows the number of people who gave each rating.

Rating	Number of people
1 (Very Dissatisfied)	5
2 (Dissatisfied)	15
3 (Satisfied)	30
4 (Very Satisfied)	40
5 (Extremely Satisfied)	10

2. Calculate the mean rating for the service.

3. Calculate the standard deviation of the ratings.

4. Calculate the variance of the ratings.

5. Calculate the range of the ratings.

QUESTION 2

2. The following table shows the results of a survey of 100 people who were asked to rate their satisfaction with the service provided by a company. The table shows the number of people who gave each rating.

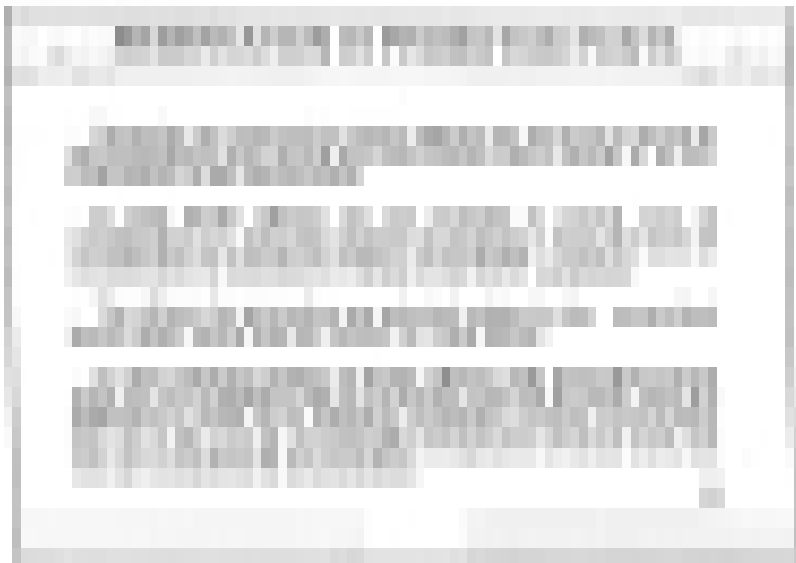
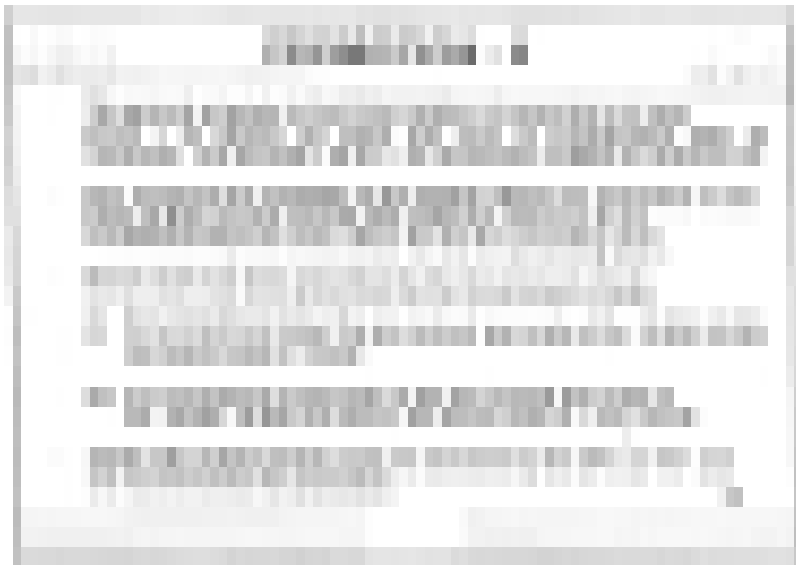
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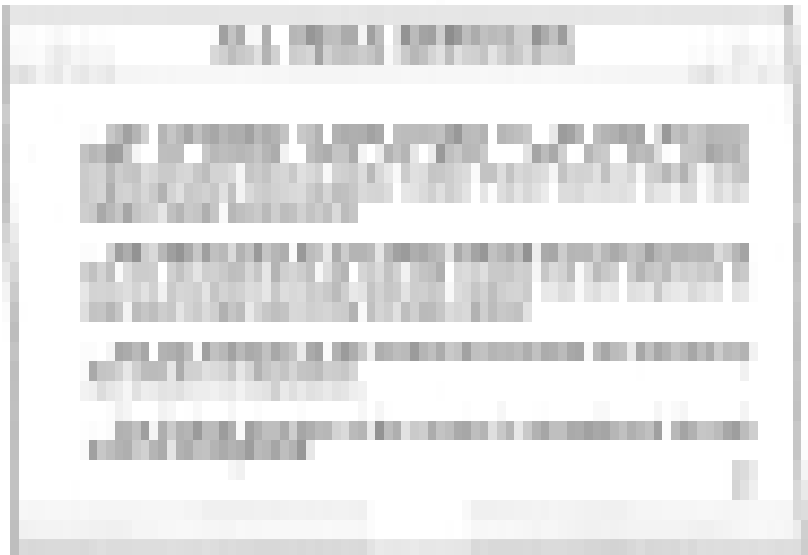
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- 1. **DECLINE IN GDP**: The UK economy experienced a sharp decline in GDP, with a 5.1% contraction in 2009.
- 2. **RISE IN UNEMPLOYMENT**: The unemployment rate rose from 5.5% in 2007 to 7.6% in 2009, with a peak of 7.7% in 2010.
- 3. **INFLATION**: Inflation fell from 3.3% in 2007 to 0.1% in 2009, with a low of -0.7% in 2010.
- 4. **FINANCIAL CRISIS**: The crisis led to a loss of confidence in the financial system, with a sharp decline in stock prices and a rise in bond yields.
- 5. **GOVERNMENT INTERVENTION**: The government implemented a series of measures to stimulate the economy, including the introduction of the Bank of England's quantitative easing program and the creation of the UK Infrastructure Bank.

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QUESTIONNAIRE ON THE EFFECTS OF THE 2008-2009 ECONOMIC RECESSION ON THE WELL-BEING OF THE POPULATION

(PART 1)

1. How would you describe your current financial situation?

2. How would you describe your current health situation?

1

QUESTIONNAIRE ON THE EFFECTS OF THE 2008-2009 ECONOMIC RECESSION ON THE WELL-BEING OF THE POPULATION

(PART 2)

3. How would you describe your current social situation?

4. How would you describe your current psychological situation?

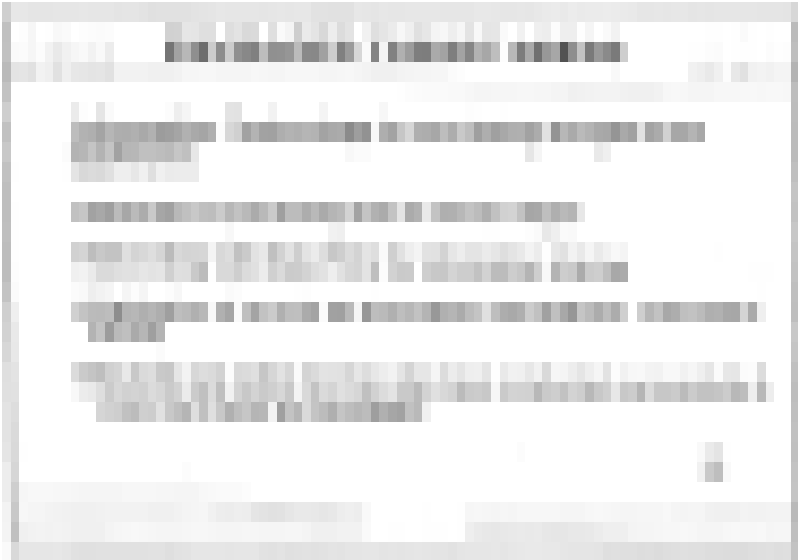
5. How would you describe your current educational situation?

6. How would you describe your current cultural situation?

7. How would you describe your current environmental situation?

8. How would you describe your current political situation?

1



附錄五 印度國營退休基金簡報資料

EMPLOYEES PROVIDENT FUND ORGANISATION

November 2, 2011

Legal Set up

- Constitution of India : Chapter IV: Directive Principles of State Policies: state to promote the welfare of the people by securing and protecting a social order in all the institutions of national life.
- Employees Provident Fund & Miscellaneous Provisions Act 1952
 - Employees Provident Fund Scheme 1952 (EPF)
 - Family Pension Fund Scheme 1971 (FPS)
 - Employees Pension Scheme 1995 (EPS)
 - Employees Deposit Linked Insurance Scheme 1976 (EDLI)

November 2, 2011

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3 (Satisfied)	30
4 (Very Satisfied)	40

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3. Calculate the standard deviation of the ratings.

ANSWER 1

QUESTION 2

2. The following table shows the results of a survey of 100 people who were asked to rate their satisfaction with the service provided by a company. The table shows the number of people who gave each rating.

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2 (Dissatisfied)	20
3 (Satisfied)	30
4 (Very Satisfied)	40

4. Calculate the mean rating for the service.

5. Calculate the standard deviation of the ratings.

ANSWER 2

EPFO Organizational Structure: Head Office

- Central Provident Fund Commissioner : **Chief Executive Officer**

- **Divisions:**
 - Chief Vigilance Officer : Country head of Vigilance
 - Financial Advisor & Chief Accounts Officer : Country head of Finance & Accounts
 - Additional Central Commissioner : Country head of Human Resources
 - Additional Central Commissioner : Country head of Pension
 - Additional Central Commissioner : Country head of Compliance
 - Additional Central Commissioner : Country head of Public grievances
 - Additional Central Commissioner : Country head of Information Services

- **Functions:**
 - Policy Formulation, Co-ordination with the Ministry, Supervision, control and guidance to field formation

EPFO Organizational Structure: Field Offices

- 10 Zonal offices :
 - Additional Central Commissioner
- 120 Regional Offices/Sub-Regional Offices :
 - Regional Provident Fund Commissioners

Functions :

- To implement the Schemes- PF, Pension & EDLI
- Coverage of establishments/members (Coverage)
- To collect the contribution (Compliance & recovery)
- To account for the contribution & investment (Finance & Account)
- To settle the claims of outgoing entitled members (Customer Service)

November 2, 2011

Item	Description	Quantity	Unit	Price	Total
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Statistics as on 31.03.2011

♦ <u>No. of establishments</u>	<u>6,60,546</u>
♦ <u>No. of members covered</u>	<u>615.89 lakhs</u>
♦ <u>No. of Pensioners</u>	<u>35.26 lakhs</u>
♦ <u>Total Investments</u>	<u>(Rupees in Crores)</u>
♦ EPF	314981.95
♦ EDLI	9337.66
♦ EPS	<u>142050.82</u>
	<u>466370.43</u>

November 3, 2011

Special Provisions for International Workers

- Government of India has entered into Bilateral Social Security Agreements with some countries, incorporating special provisions for International Workers.
- Accordingly, enabling provisions have been created in the Provident Fund and Pension Schemes through a Gazette notification dated October 1, 2008.

November 3, 2011

Totalization of Benefits

- Period of service rendered in another country counted for 'eligibility' purpose only.
- Contingent on necessity.
- Benefit restricted to contributory period of service under the respective social security programme, on pro-rata basis.

November 2, 2011

Staff Strength

	2008-09	2009-10	2010-11
Gr. A	(932)	(1022)	(1033)
Gr. B	(2883)	(6140)	(6165)
Gr. C	(19573)	(16990)	(16990)
Gr. D	(2421)		
Total	(25809)	(24152)	(24188)

November 2, 2011



Appointment in EPFO

- Four methods of Appointment:
 - Direct Appointment from the Central Government (CPFC and FA & CAO)
 - Direct examination
 - By giving promotion
 - By selecting from the other department (deputation)

- Contractual appointment in EPFO
 - Security personnel (partly)
 - Cleaning staff

November 2, 2011

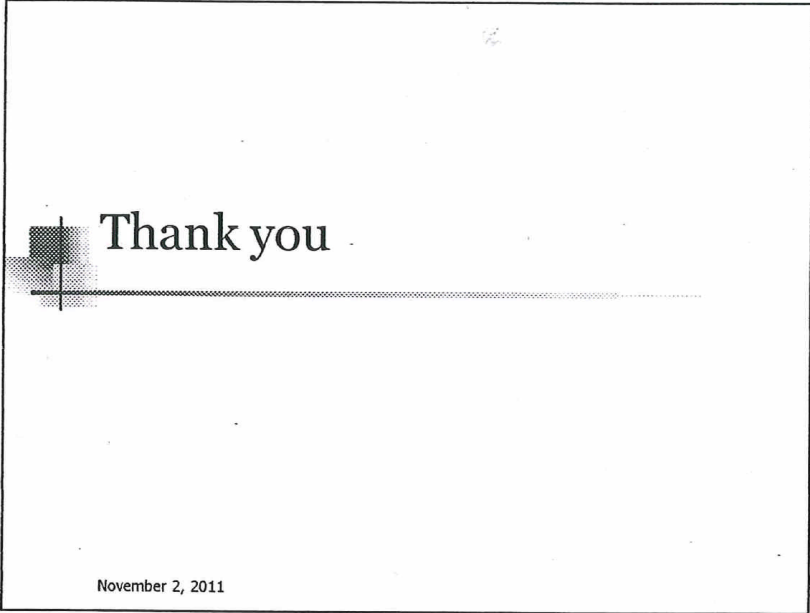


Examination in EPFO

- Examination Schemes for promotion
 - Specific papers for different posts
 - Qualifying & Competitive examination

- Examination Scheme for Probation
 - Applicable to all employees appointed by Direct Recruitment examination
 - The appointment may be terminated if candidate does not qualify.

November 2, 2011



附錄六 印度國營退休基金「員工強制基金組織」 回覆考察主題資料

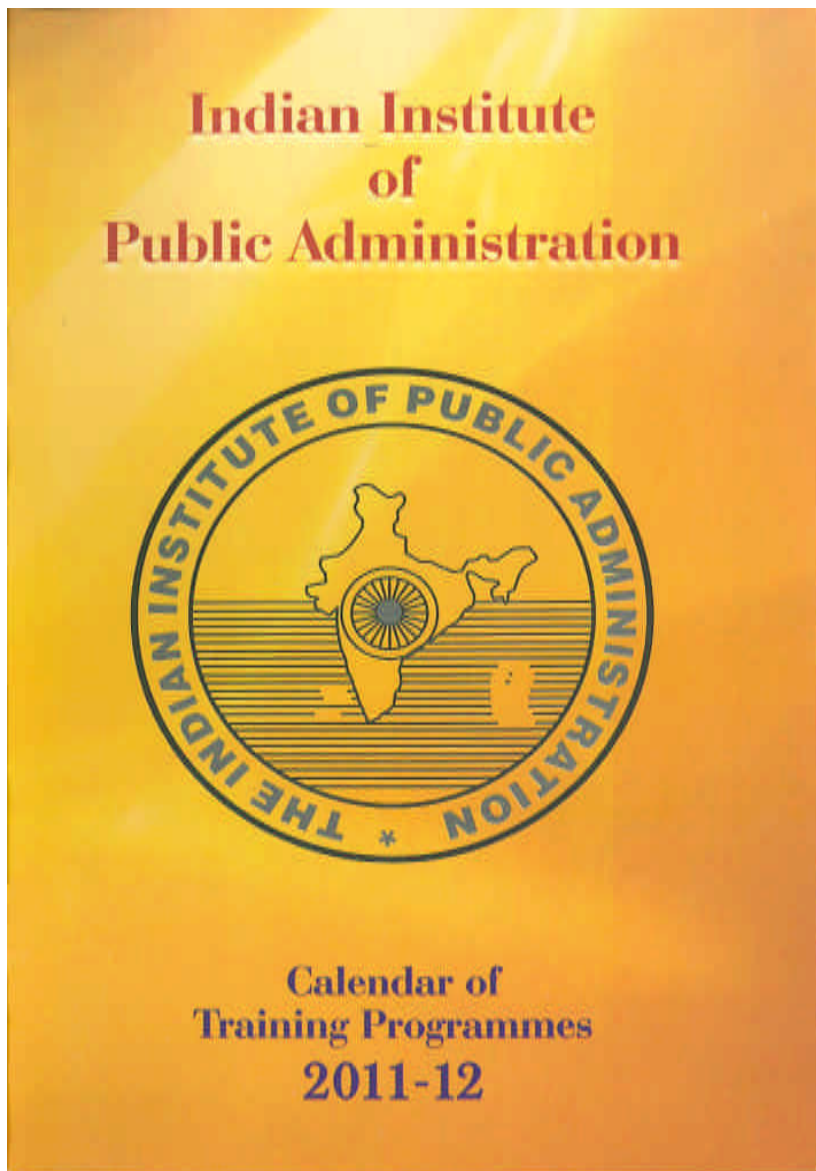
	Description of the activity	Duration
1	Introduction to the course and the objectives of the module.	1 hour
2	Theoretical background on the topic of the module.	1 hour
3	Practical application of the theoretical concepts through case studies and exercises.	2 hours
4	Group work and discussion of the practical application of the concepts.	1 hour
5	Final assessment and feedback on the module.	1 hour

4. Training system of the civil service		
(1)	How are personnel training conducted? Is there a specific training institution or is training outsourced? If it is outsourced, does the government select an appropriate training institution or school? Or does the civil servant him/herself select an institution or school, based on his/her needs of training?	<p>Yes. Upon appointment, an employee is given the Foundation/Induction training. Later, in-service training/refresher training is given through out the career through its own National Academy for Training & Research in Social Security.</p> <p>EPFO also has a scheme for Study leave in case a deserving civil servant himself/herself selects an institute/area of study.</p>
(2)	Before personnel can rise in rank, would they be required to undergo certain trainings? If so, what are the regulations? What are the training methods and curriculum used? How is the training assessed?	<p>EPFO officers receive training in all the areas of their functioning in the first five to six years of their career.</p> <p>Further, upon promotion to any post, the officers are given training necessary to discharge their official duties.</p> <p>The curriculum for each training is different.</p> <p>The assessment of training is through the Immediate Reaction Questionnaires.</p>
(3)	How do the training institutions evaluate training results? In the four levels of evaluation –reaction, learning, behavior, and result –does your evaluation include the levels of behavior and result? How do the training institutions track and evaluate trainees' performance? Can you provide us with the tracking indicators or case studies? Is your government satisfied with the current civil service training and results? Are there any plans for improvement?	<p>At present, checking the behavior and the result are not included in the evaluation of training.</p> <p>However, there is a system of Annual Performance Appraisal of all the employees in which the results of his functional performance as well as behavioral aspects are appraised.</p> <p>There is always scope for improvement in this area.</p>

II. Civil Service		
I. Retirement Regulations		
(1)	In the current retirement regulations of your country, what is the age of retirement; how are the annual funds calculated; what are the requirements of retirement; which department is responsible for pension payout and the pension planning (source of pension)?	<p>The age of superannuation in EPFO is 60 years.</p> <p>EPFO is in the process for annuitizing the pension fund under New Pension Scheme of the Central Government for its employees who have joined after 01.01.2004.</p> <p>For employees who had joined service before 01.01.2004, there is a defined benefit pension scheme.</p> <p>EPFO itself is responsible for the pension payouts and pension planning.</p>
(2)	What is the percentage of civil service pension compared to the salary? Out of the pension, how much of it is working income?	<p>The minimum qualifying service to get pension is 10 years. Under defined benefit pension scheme, 50% of the last emoluments is the normal pension subject to the 20 years of qualifying service.</p> <p>Under New Pension Scheme, the pension shall be in proportion to the net asset value of the corpus in the credit of the employee.</p>
(3)	After the establishment of your country's retirement regulation system, how many times has it undergone major amendment? What are the main alterations? Is the current retirement regulation system facing amendment issues? Are there future plans for reformation? Which issues will be addressed in the reformation?	<p>The retirement regulation system has undergone major change in 2004 when the New Pension Scheme was adopted. Another major change was effected in 1998-99 when the retirement age was raised from 58 to 60 years.</p> <p>The change from the Defined benefit scheme to the defined contribution scheme under the New Pension Scheme in the main alteration.</p>

2. Pension Fund Management		
		* In 2010-2011; All group D employees are converted into Group C employees. The change in the total number of employees is the result of restructuring.
(2)	What is the system used for the current civil service personnel administration and its current operating status?	The Central Board of Trustees EPFO is responsible for the administration of its personnel. The Central Provident Fund Commissioner is the Chief Executive Officer of the Organisation. Further, the Organisation is divided into 10 Zonal Offices, 40 Regional Offices and 80 Sub-Regional Offices.
(3)	Has personnel retrenchment ever been implemented? What was the course of action and the outcomes?	NO.
2. Disability Employment Policies within Civil Service		
(1)	What is the current situation regarding the employment of disabled persons within civil service?	Yes. The employment of disabled persons in EPFO is governed by the rules framed by the Central Government.
(2)	Is there a policy for required number of employment or other employment policies?	Yes.
3. Central and Local Civil Service Personnel		
(1)	Is there a different between the employment process of personnel for central sectors and local sectors?	There is no major difference in the employment process of personnel for central and local sectors in EPFO.
(2)	In the training of local sector personnel, what are the basic directives and goals? What is the actual process like?	The training of local sector personnel are mainly aimed at the skill-based training for enabling them to discharge their duties. In-house training is given in the core areas of functioning. On-the-job training is also given mainly to introduce some new technology.

附錄七 印度公共行政學院訓練行事曆



THE INSTITUTE

The Indian Institute of Public Administration, established as an autonomous body under the Registration of Societies Act, was inaugurated on March, 29, 1954 by Shri Jawaharlal Nehru who was the first President of the Society. Its establishment was an outcome of a survey of public administration in the country carried out in 1952 by Dean Paul H. Appleby, a Consultant with the Ford Foundation, at the invitation by the Government of India. The basic purpose of establishing this Institute was to undertake such academic activities as would enhance the leadership qualities and managerial capabilities of the executives in the government and other public service organizations. Its main objectives are:

- to promote and provide for the study of public administration and economic and political science with special reference to public administration and the machinery of government and for educational purposes incidental thereto;
- to undertake, organize and facilitate study courses, conferences and lectures and research in matters relating to public administration and the machinery of government;
- to undertake and provide for the publication of journals and of research papers and books; and
- to maintain information services to facilitate the study of public administration and spreading information in regard thereto.

ACTIVITIES

The activities of the Institute are organized in four inter-related areas of Research, Training, Advisory and Consultancy Services and Dissemination of Information. While the Institute undertakes research studies on substantive issues of its own initiative, it conducts research in specific areas of practical importance, which are normally sponsored by the Government and national / international organizations. It also offers consultancy services in operational areas to the Government and public sector undertakings. It conducts a good number of long and short-duration training programmes. Besides two organs Indian Journal of Public Administration and Nagarlok, the Institute also publishes a bibliographic journal Documentation in Public Administration and a monthly Newsletter.

FACULTY

The Institute has a distinguished faculty in the areas of public administration, political science, economics, law, management, behavioural science, rural studies, urban studies, sociology, policy science, environment, justice and information technology. They have made their names in academic and administrative work through their contributions.

NETWORKING AND COLLABORATION

With a membership over 10,000 including about 100 overseas, the IIPA has a nation-wide network of 19 regional branches and 45 local branches, which provide exchange of ideas on current trends and practices in public administration to public servants, academics and students.

The Institute is one of the founder members of the Eastern Regional Organization for Public Administration (EROPA). It has been selected as a member of the United Nations ESCAP Network of Centers of Excellence for HRD Research and Training. It works in association with the universities, advanced research institutes, training centers and government departments in India. The Institute has also collaboration with the Ecole National d'Administration, France, Korea Institute of Public Administration, Government of Mauritius and Government of Argentina, Bangladesh Public Administration Training Centre (BPATC), Party School of the Central Committee of the Communist Party, People's Republic of China.

- The nominations for the courses sponsored by Department of Personnel and Training (DoP&T) and conducted by the Institute are invited by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India, (Training Division), Block IV, Old JNU Campus, New Mehrauli Road, New Delhi-110067.

Sl. No.	Course Title	Dates	Programme Coordinator(s)
APRIL 2011			
1.	Three days workshop on Research Methodology in Consumer Protection, Annamalai University (Consultancy Project on "Promoting Involvement of Universities/ Colleges/Research Institutions in Consumer Protection and Welfare" (Sponsored by DCA, Government of India)	April 18-20, 2011	Prof. Pranab Banerji Prof. Suresh Misra
2.	Training Programme on GIS Based Mapping for Urban Development (Sponsored by Ministry of Urban Development, Govt. of India)	April 18-22, 2011	Dr. Kusum Lata
3.	Training Programme for Coordinators of Consumer Clubs (Sponsored by the Department of Consumer Affairs, Govt. of India)	April 25-29, 2011	Prof. Suresh Misra Dr. Mamta Pathania
MAY 2011			
4.	71st OTP for the Presidents and Members of the District Consumer Forums, (Uttar Pradesh)	May 2-6, 2011	Prof. Suresh Misra Dr. Sapna Chadah
5.	72nd OTP for the Presidents and Members of the District Consumer Forums (U.P.) (Sponsored by the Department of Consumer Affairs, Govt. of India)	May 23-27, 2011	Prof. Suresh Misra Dr. Sapna Chadah
6.	Training Programme on Planning and Provision of Urban Infrastructure (Sponsored by Ministry of Urban Development, Govt. of India)	May 23-27, 2011	Dr. Kusum Lata

2011 - 2012



IIPA Training Calendar

Sl. No.	Course Title	Dates	Programme Coordinator(s)
JUNE 2011			
7.	14th Training Programme for Capacity Building for Administrative Personnel of the S&T Departments, Government of India (Sponsored by Department of Science and Technology, Govt. of India)	June 6-24, 2011	Prof. Sujata Singh
8.	Workshop on Consumer Protection and Advocacy (in Collaboration with Karnataka Regional Branch) (Sponsored by the Department of Consumer Affairs, Govt. of India)	June 8-9, 2011	Prof. Suresh Misra Dr. Sapna Chadah
9.	14th Training of Trainers in Consumer Protection and Consumer Welfare (BIS) (Sponsored by the Department of Consumer Affairs, Govt. of India)	June 13-17, 2011	Prof. Suresh Misra Dr. Sapna Chadah

Sl. No.	Course Title	Dates	Programme Coordinator(s)
JULY 2011			
10.	37th Advanced Professional Programme in Public Administration (Sponsored by Department of Personnel & Training, Govt. of India)	July 1, 2011 – March 31, 2012	Prof. K.K. Pandey Programme Director Dr. Sachin Chowdhary Co-Prog. Director
11.	Citizen Centric Governance for Scientists and Technologists of the S&T Departments, Government of India (Sponsored by Department of Science and Technology, Govt. of India)	July 4-8, 2011	Dr. Sujit Kumar Pruseth
12.	73rd OTP for the Presidents and Members of the District Forums	July 4-8, 2011	Prof Suresh Misra Dr. Sapna Chadah
13.	10th Advanced Computers Applications for Administrative Personnel of the S&T Departments, Government of India (1 week) (Sponsored by Department of Science and Technology, Govt. of India)	July 18-22, 2011	Shri S.R. Das Dr. Sujit Kumar Pruseth
14.	Seminar on Globalization, Industrialization & Consumerism – Issues & Prospects (in collaboration with Bharathiar University) (Sponsored by the Department of Consumer Affairs, Govt. of India)	July 22-23, 2011	Prof. Suresh Misra Dr. Sapna Chadah



Sl. No.	Course Title	Dates	Programme Coordinator(s)
AUGUST 2011			
15.	Training Programme on Disseminating Information on Service Level Benchmarks and City Sanitation Plan (Sponsored by Ministry of Urban Development, Govt. of India)	August 8-12, 2011	Dr. Kusum Lata
16.	Training Programme on Competence Building for Effective Management (Sponsored by Department of Personnel & Training, Govt. of India)	August 8-12, 2011	Prof. Lipi Mukhopadhyay
17.	Training Programme on Right to Information Act (Sponsored by Ministry of Urban Development, Govt. of India)	August 10-12, 2011	Dr. Lokendra Malik
18.	National Seminar on Rural Consumers (Bhubaneswar, Odisha)	Aug 20-21 2011	Prof. Suresh Misra Dr. Sapna Chadah
19.	Validation Seminar under the Consultancy Project on "Promoting Involvements of Research Institutions/Universities/Colleges in Consumer Protection & Consumer Welfare"	Aug 2011	Prof. P. Banerji Prof. Suresh Misra
20.	Seminar on Emerging Trends in Consumerism in India (in collaboration with M.P. Law College) (Sponsored by the Department of Consumer Affairs, Govt. of India)	August 27-28, 2011	Prof. Suresh Misra Dr. Sapna Chadah
21.	11th Advanced Computers Applications for Administrative Personnel of the S&T Departments, Government of India (Sponsored by Department of Science and Technology, Govt. of India)	August 29 to September 2, 2011	Shri S.R. Das Dr. Sujit Kumar Pruseth

Sl. No.	Course Title	Dates	Programme Coordinator(s)
SEPTEMBER 2011			
22.	Three Days Training Prog. on Capacity Building for Researchers in Consumer Protection and Consumer Welfare (Consultancy Project on "Promoting Involvement of Univ/Colleges/Instl Research on Consumer Protection and Consumer Welfare" DCA, GoI)	September 5-7, 2011	Prof. P. Banerji Prof. Suresh Misra
23.	Training Programme on Incorporating Gender Concerns in Public Policy (Sponsored by the Department of Personnel & Training, Govt. of India)	September 5-9, 2011	Prof. Dolly Arora Prof. Aasha Kapur Mehta
24.	7th Training Programme on Cyber Laws and Information Security for Scientists and Technologists of the S&T Departments, Government of India (Sponsored by Department of Science and Technology, Govt. of India)	September 5-9, 2011	Ms. Charru Malhotra
25.	74th OTP for the Presidents and Members of the District Consumer Forums (Sponsored by the Department of Consumer Affairs, Govt. of India)	September 12-16, 2011	Prof. Suresh Misra Dr. Sapna Chadah
26.	Training Programme on Vigilance in Urban Governance (Sponsored by Ministry of Urban Development, Govt. of India)	September 12-16, 2011	Dr. Lokendra Malik
27.	15th Training Programme for Capacity Building for Administrative Personnel of the S&T Departments, Government of India (Sponsored by Department of Science and Technology, Govt. of India)	September 12-30, 2011	Prof. Sujata Singh
28.	Training Programme on Tools and Techniques of Urban Land Management (Sponsored by Ministry of Urban Development, Govt. of India)	September 19-23, 2011	Dr. Kusum Lata



Sl. No.	Course Title	Dates	Programme Coordinator(s)
OCTOBER 2011			
29.	Training Programme on Direct Trainer Skills (DTS) (Sponsored by the Department of Personnel and Training, Govt. of India)	October 10-14, 2011	Ms. Charu Malhotra
30.	Training Programme on Design of Training (DoT) (Sponsored by the Department of Personnel and Training, Govt. of India)	October 17-21, 2011	Ms. Charu Malhotra
31.	5th ToT for Heads and Members of VCOs/NGOs in Consumer Protection and Welfare (Sponsored by Department of Consumer Affairs, Govt. of India)	October 24-28, 2011	Prof. Suresh Misra Dr. Sapna Chadah

Sl. No.	Course Title	Dates	Programme Coordinator(s)
NOVEMBER 2011			
32.	Training Programme on Cross Cultural Negotiation	November 7-20, 2011	Prof. Lipi Mukhopadhyay
33.	75th OTP for the Presidents and Members of the District Consumer Forums (Sponsored by the Department of Consumer Affairs, Govt. of India)	November 14-18, 2011	Prof. Suresh Misra Dr. Sapna Chadah
34.	11th Foundation Training Programme for Scientists and Technologists of the S&T Departments, Government of India (Sponsored by Department of Science and Technology, Govt. of India)	November 14, 2011 to February 3, 2012	Prof. Bharati Sharma Dr. Sujit Kumar Pruseth
35.	Training Programme on Tools and Techniques of Plan Preparation and Plan Implementation (Sponsored by Ministry of Urban Development, Govt. of India)	November 14-18, 2011	Dr. Kusum Lata
36.	International Workshop on Indian Federalism for the Officers of Nepal (In collaboration with Forum of Federations, Ottawa, Canada)	November 21 – December 2, 2011	Dr. V.N. Alok

2011-2012



IIPA Training Calendar

Sl. No.	Course Title	Dates	Programme Coordinator(s)
DECEMBER 2011			
37.	Training Programme on Negotiating for Conflict & Dispute Resolution (Sponsored by the Department of Consumer Affairs, Govt. of India)	December 5-18, 2011	Dr.(Mrs.) Lipi Mukhopadhyay
38.	Training Programme on Laws in Urban Governance (Sponsored by Ministry of Urban Development, Govt. of India)	December 12-16, 2011	Dr. Lokendra Malik Dr. Kusum Lata
39.	Workshop on Knowledge Management (Sponsored by Department of Personnel & Training, Govt. of India)	December 14-16, 2011	Prof. Lipi Mukhopadhyay
40.	National Seminar on Consumer Protection in India: The Way Forward (Sponsored by the Department of Consumer Affairs, Govt. of India)	December 22-23, 2011	Prof. Suresh Misra Dr. Sapna Chadah
JANUARY 2012			
41.	Training Workshop on State-Civil Society Inter-face for Improved Policy Performance (Sponsored by the Department of Personnel & Training, Govt. of India)	January 16-20, 2012	Prof. Dolly Arora
FEBRUARY 2012			
42.	Training Workshop on Social Conflicts Analysis and Resolution Approaches (Sponsored by the Department of Personnel & Training, Govt. of India)	February 6-10, 2012	Prof. Dolly Arora

Sl. No.	Course Title	Dates	Programme Coordinator(s)
DATES TO BE DECIDED			
43.	Training Programme on Economic Generalist of Nepal (Sponsored by Ministry of External Affairs, Govt. of India)	April 2011	Prof. Vinod K. Sharma Prof. Pranab Banerji
44.	Capacity Building Workshops for NGOs (Sponsored by Dr. Ambedkar Foundatory/Ministry of Social Justice & Empowerment)	April 2011	Prof. Sushma Yadav
45.	Capacity Building Workshops for NGOs (Sponsored by Dr. Ambedkar Foundation/Ministry of Social Justice & Empowerment)	September 2011	Prof. Sushma Yadav
46.	Training Programme for the Officers of Public Service Commission of Nepal (Sponsored by Ministry of External Affairs, Govt. of India)	September 2011	Prof. Vinod K. Sharma Prof. Suresh Misra
47.	One day Sensitization Workshop on RTI (Sponsored by Oil and Natural Gas Corporation)	September 2011	Prof. Sushma Yadav
48.	Training Programme for senior officer of Central Pollution Control Board (Sponsored by Central Pollution Control Board, Govt. of India)	September 2011	Prof. Vinod K. Sharma
49.	Training Programme for Central Pollution Control Board (Sponsored by Central Pollution Control Board, Govt. of India)	October 2011	Prof. Vinod K. Sharma
50.	One day Sensitization Workshop on RTI (Sponsored by Oil and Natural Gas Corporation)	October 2011	Prof. Sushma Yadav



Sl. No.	Course Title	Dates	Programme Coordinator(s)
51.	Training Programme on Preparation of State Housing and Habitat Policy and Habitat Action Plan (Sponsored by Ministry of Housing and Urban Poverty Alleviation, Govt. of India)	October 2011	Prof. R.K. Barik
52.	Capacity Building Workshops for NGOs (Sponsored by Dr. Ambedkar Foundation/Ministry of Social Justice & Empowerment)	November 2011	Prof. Sushma Yadav
53.	Training Course on Innovative Urban Governance for Middle Order Municipal Officers (Sponsored by Ministry of Housing and Urban Poverty Alleviation, Govt. of India)	November 2011	Prof. R.K. Barik
54.	One day Sensitization Workshop on RTI (Sponsored by Oil and Natural Gas Corporation)	November 2011	Prof. Sushma Yadav
55.	Training Programme on Local Democracy and Governance for Cities & Towns (Sponsored by (DoP&T/CUS) /HUPA/ Ministry of Urban Development, Govt. of India)	November 2011	Prof. K.K. Pandey
56.	One day Sensitization Workshop on RTI (Sponsored by Oil and Natural Gas Corporation)	December 2011	Prof. Sushma Yadav
57.	Rural Consumer Awareness Camp, Magh Mela, Allahabad (Sponsored by the Department of Consumer Affairs, Govt. of India)	January 2012	Prof. Suresh Misra

Sl. No.	Course Title	Dates	Programme Coordinator(s)
58.	Capacity Building Workshops for NGOs (Sponsored by Dr. Ambedkar Foundation/Ministry of Social Justice & Empowerment)	January 2012	Prof. Sushma Yadav
59.	76th OTP for the Presidents and Members of the District Consumer Forums (Sponsored by the Department of Consumer Affairs, Govt. of India)	February 2012	Prof. Suresh Misra Dr. Sapna Chadah
58.	One day Sensitization Workshop on RTI (Sponsored by Oil and Natural Gas Corporation)	February 2012	Prof. Sushma Yadav
59.	Capacity Building Workshops for NGOs (Sponsored by Dr. Ambedkar Foundation/Ministry of Social Justice & Empowerment)	March 2012	Prof. Sushma Yadav
60.	Fee-based Training Course on Good Governance for officers of Corporation Departments	March 2012	Prof. R.K. Barik
61.	3rd Training Programme for Coordinators and Advisors of State Consumer Helplines (Sponsored by the Department of Consumer Affairs, Govt. of India)	March 2012	Prof. Suresh Misra Dr. Sapna Chadah
62.	Training Programme on General Management for the Officers of Myanmar Civil Service (Sponsored by Civil Service Selection & Training Department, Govt. of Myanmar, Myanmar)	April 2012	Prof. Sujata Singh

2011-2012



IIPA Training Calendar

Sl. No.	Course Title	Dates	Programme Coordinator(s)
63.	Training Programme on Motivation and Leadership for the Officers of Myanmar Civil Service (Sponsored by Civil Service Selection & Training Department, Govt. of Myanmar, Myanmar)	April 2012 (Dates to be decided)	Prof. Lipi Mukhopadhyay
64.	Training Programme on ToT for the Officers of Myanmar Civil Service (Sponsored by Civil Service Selection & Training Department, Govt. of Myanmar, Myanmar)	(Dates to be decided)	Prof. J. Guha Roy
65.	Training Programme on Good-Governance for the Officers of Myanmar Civil Service (Sponsored by Civil Service Selection & Training Department, Govt. of Myanmar, Myanmar)	(Dates to be decided)	To be decided
66.	Training Programme on Preparation of State Urban Housing and Habitat Policy and City Level Action Plan (Sponsored by Department of Personnel & Training/CUS / in collaboration with Ministry of Housing and Urban Poverty Alleviation, Govt. of India)	— do —	Prof. K.K. Pandey
67.	Training Programme on Evaluation and Monitoring (Sponsored by Department of Personnel & Training/CUS / in collaboration with Planning Commission, Govt. of India)	— do —	Prof. Pranab Banerji
68.	Training Programme on Management Development Programme for Officers of Afghanistan (Sponsored by Department of Personnel & Training/CUS /in collaboration with Ministry of External Affairs, Govt. of India)	(Dates to be decided)	Prof. Vinod k. Sharma



Sl. No.	Course Title	Dates	Programme Coordinator(s)
69.	Fourth ToT Course on Human Rights (Sponsored by National Human Rights Commission)	— do —	Prof. J. Guha Roy
70.	10 (Ten) Three-Day ToT Course on RTI for the Public Information Officers of PSUs at Jaipur, Bangalore, Kolkata and Goa (Sponsored by DoP&T, Government of India)	— do —	Prof. J. Guha Roy
71.	Workshop on Consumer Protection and Consumer Welfare for N.E. States, Guwahati (in Collaboration with IIPA Branch, Assam)	— do —	Prof. Suresh Misra Dr. Sapna Chadah
72.	Training Programme on Corporate Ethics and Values for ONGC Executives (Sponsored by Oil and Natural Gas Corporation)	— do —	Prof. Bharati Sharma Prof. Pranab Banerji
73.	Three Day Training Programme on Capacity Building for Researchers in Consumer Protection and Consumer Welfare (Consultancy Project on "Promoting Involvement of Universities/Colleges/Research Institutions in Consumer Protection and Welfare" (Sponsored by DCA, Government of India)	September 2011	Prof. Pranab Banerji Prof. Suresh Misra
74.	Three Day Training Programme on Capacity Building for Researchers in Consumer Protection and Consumer Welfare (Consultancy Project on "Promoting Involvement of Universities/Colleges/Research Institutions in Consumer Protection and Welfare" (Sponsored by DCA, Government of India)	February 2012	Prof. Pranab Banerji Prof. Suresh Misra

Sl. No.	Course Title	Dates	Programme Coordinator(s)
75.	Training Programme on Behavioural Skills for Principals and Vice Principals of Navodaya Vidyalaya (Sponsored by Navodaya Vidyalaya Samiti)		Prof. Rajesh Singh
76.	Training Programme on DTS and DoT for Directors/Coordinators of NVs and selected Principals (Sponsored by Navodaya Vidyalaya Samiti)	(Dates to be decided)	Prof. J. Guha Roy
77.	Training Programme on Development Leadership Skills for Organizational Effectiveness for Principals and Assistant Commissioners (Sponsored by Navodaya Vidyalaya Samiti)	(Dates to be decided)	Prof. Rajesh Singh

DIRECTOR
Dr. Rakesh Hooja

COORDINATORS OF ACADEMIC CENTRES

Dr. S.K. Bhattacharya
Centre for Economic Analysis and Financial Management

Prof. Sujata Singh
Centre for Human Resource Development and Behavioural Studies

Prof. Rakesh Gupta
Centre for Management Studies & Public Enterprises

Prof. Dolly Arora
Centre for Public Policy, Planning and Development Studies

Prof. Aasha Kapur Mehta
Centre for Rural Development Administration & Panchayat Raj

Prof. K.K. Pandey
Centre for Urban Studies

Dr. Lokendra Malik
Centre for Social Welfare Administration and Administration of Justice

Prof. Suresh Misra
Centre for Consumer Studies

Prof. Rakesh Gupta
Centre for Learning in ICT & e-Governance

Dr. Girish Kumar
Governance Data Base & Resource Centre

Prof. Vinod K. Sharma
Centre for Climate Change, Environment and Drought Mitigation

Prof. Bharati Sharma
Centre for Values and Ethics in Public Affairs

Telephone

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9868953796

23468364

23468353 27127589

23468329 23468539
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23468328 29817007
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9818961977

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2011 - 2012



IIPA Training Calendar

	Telephone	
	Office	Residence
COORDINATORS OF ADVISORY COMMITTEES		
Prof. Vinod K. Sharma Training Advisory Committee	23468324	0120-2455563 9818961977
Prof. Pranab Banerji Research and Consultancy Advisory Committee	23468350	23702471/8550
Dr. Usha Mujoo Munshi Librarian	23702431	26867048
Prof. Rakesh Gupta Computer Centre	23468353 23766954	27127589
SENIOR ADMINISTRATIVE OFFICERS		
Dr. Naresh Kumar Registrar	23468362 23702438	23468562 23731722
Dr. C. Giri Deputy Registrar (Administration)	23468305 23702437 23356528(Fax)	23468512 23766423
Shri Suresh Chandra Deputy Registrar (Finance)		27862875
Dr. B.D. Singh Deputy Registrar (Establishment)	23468370	22733633 22476120
Mrs. S. Chacko Superintendent (Trg./DST Cell)	23468306	

- The nominations for the fee-based courses of the Institute and courses organized by the Centre for Urban Studies (CUS) are invited by the Institute in respect of each programme. A brochure containing details of the programme objectives, contents, venue, duration, etc. are sent well in advance to the prospective participants and/or their organizations. The participant/s should report for training only after getting confirmation by the Institute for the respective programme. So far as the fee-based training programmes are concerned, the course fee through Cheque/Demand Draft, drawn in favour of the Director, Indian Institute of Public Administration, New Delhi, should invariably be sent in advance alongwith the nomination/s for the concerned programme/s.
- All training programmes are meant for in-service personnel only, viz., Officers from Central Ministries/Departments including Armed Forces; State Governments; Public Sector/State Enterprises and Departments of Local Self Governments and faculty of universities, colleges and institutes but not for general public/students, etc.
- Nomination for all the training programmes should be sponsored by the respective authorities concerned.
- Programmes sponsored by the different Ministries/organizations are meant for the officers nominated by the concerned Ministries/Organizations.
- For further information about training activities/course, write to the respective Programme Director(s) at the Deputy Registrar (Academic Support), IIPA, Indraprastha Estate, New Delhi-110002.
- This is a provisional list. It is most likely that more demand driven and need based training programmes will be conducted during the year.

LOCATION

The IIPA is located at Indraprastha Estate, Ring Road, New Delhi, opposite Indira Gandhi Indoor Stadium at a distance of about 25 km. from Indira Gandhi International Airport, 5 km. from New Delhi Railway Station, 6 km. from Old Delhi Railway Station, 6 km. from Hazrat Nizamuddin Railway Station and 4 km., from Inter State Bus Terminal.

CAMPUS

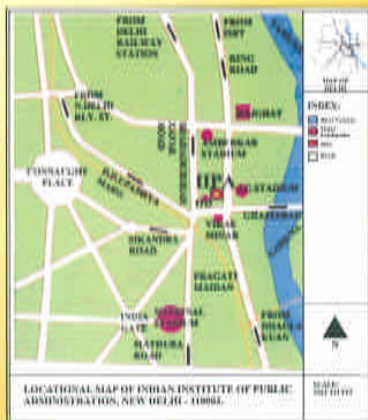
The Institute is located in the heart of Delhi on sprawling seven acres. It has a conference hall and several lecture halls, all equipped with modern teaching aids and communication facilities, a computer centre with latest machines and relevant softwares, a library rich in collection and subscription, and an auditorium with a seating capacity of 500.

HOSTEL

The Institute has a hostel on the campus with about seventy rooms (AC/NON-AC). Mess and recreational facilities are available in the hostel.

CLIMATE

Middle of November to end of February is cold and light woollen clothes are recommended during this period. May and June months are hot with temperature above 40°C. Months of July, August and September are humid and experience moderate rainfall. Months of March, April and October are pleasant. Except for cold months, light cotton clothes are recommended.





**INDIAN INSTITUTE OF
PUBLIC ADMINISTRATION**

Indraprastha Estate, Ring Road, New Delhi 110 002

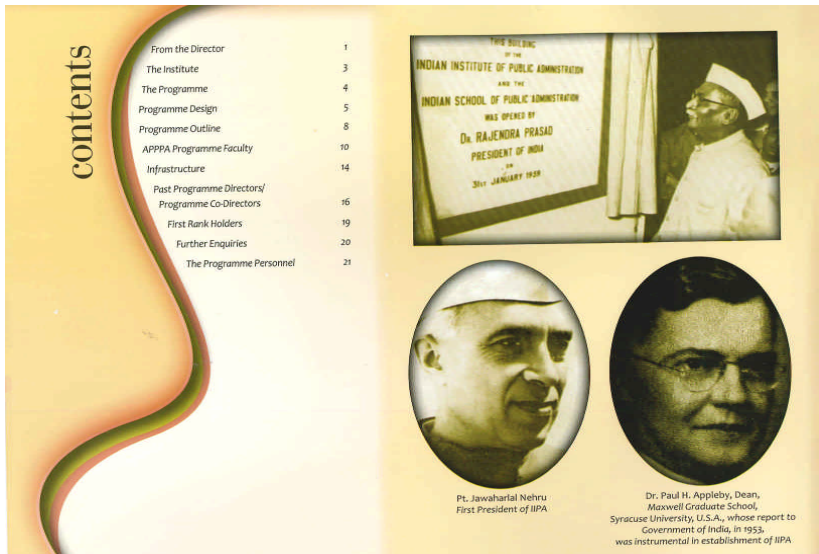
Phone: 011-23702400, Fax : 011-23702440

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附錄八 37th advanced professional programme in public administration



from the director

We at the IIPA would like to extend a warm and cordial welcome to all the participants nominated to the Thirty-seventh Advanced Professional Programme in Public Administration (APPPA).

The Programme is a nine-month course specially designed for senior officers of the All India and Central Services, Defence Services, and State Governments, which seeks to renew the participants' domain knowledge and provide an opportunity to review their attitudes and sharpen their skill sets. An appropriate mix of academic/theoretical and practical/applied inputs is provided in APPPA. This programme is designed to enhance the participants' capabilities to deal with contemporary problems of governance and prepare them for higher responsibilities, given the need to understand and appreciate the complex interplay of social, economic, political and administrative factors.

The Programme also seeks to develop leadership, interpersonal skills, and social sensitivity, besides exploring strategies to make administrative systems and processes more transparent, accountable, efficient and responsive to the fast changing needs and rising expectations of the stakeholders.

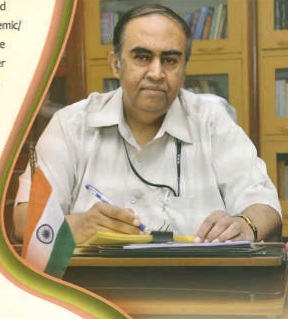
It is hoped that on completing the programme participants would find that their capabilities related to policy formulation and to overseeing implementation have been significantly enhanced. IIPA has a multi-disciplinary teaching and research faculty, and senior support staff, who contribute in the programme. Its library has a large collection of books and journals which the participants can use to update their knowledge, hone their skills, and expand their intellectual frontiers.

The Institute hopes that the participants will find the programme stimulating, professionally rewarding and personally fulfilling, as well as enjoyable to attend.



(Rakesh Hojja)
Director, IIPA

New Delhi
1st July 2011



the institute

Set up as part of the vision of its first President Pt. Jawaharlal Nehru, the then Prime Minister of India, and following upon a report on Public Administration in India by Dr. Paul H. Appleby, the Indian Institute of Public Administration came into existence in 1954 as an autonomous body to enhance the study of the theoretical and practical aspects of public administration as well as economics and political science and of the various organs of government and to contribute to augmenting the capability of personnel in the government and other public service organisations.

The major activities of the Institute include training; research and consultancy, production and dissemination of information and knowledge. The Institute and its faculty has been associated with many Commissions and Committees of high repute set up from time to time at the National and International levels.

IIPA has also published over 400 books, monographs and reports. The Indian Journal of Public Administration published since 1955 is an internationally known journal. Other important periodicals of IIPA include Nagarlok; Documentation in Public Administration; Lok Prashashan (Hindi); IIPA Newsletter; and e-journal on consumer dialogue. The Institute is equipped with one of the best libraries in Public Administration and the social sciences in the country. It also has a close association with universities, research centres, training institutions and government departments at Central and State levels both in India and abroad. Additionally, it has a vast countrywide network of Regional and Local branches.

Its competent and multi-disciplinary faculty members specialize in the areas of Public Policy, Governance and Administration; Economic Analysis and Financial Administration/Management; Environmental Studies; Human Resource Development and Behavioural Studies; Development Studies, Planning, Administrative Theory; the Management of Public Enterprises; Information and Communication Technologies; Social Justice, the Constitution and the Legal Framework; Rural and Urban Studies, e-governance and the Consumer Movement.



the programme

The Advanced Professional Programme in Public Administration (APPPA), is designed for senior officers of the All India and Central Services, Defence Services, and State Governments. It is sponsored by the Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions, Government of India.

The nine month programme provides the participants with a basic understanding and knowledge of the social sciences and the social, political and economic environment in the overall context of how public administration functions, covering management tools and techniques, and the wherewithal to analyse public policies. It brings together the understanding of conditions operating in the field, the providing of an opportunity to exchange views and mutual sharing of experiences and permits participants to specialize in areas identified by the participants from the array of electives offered in the programme.

Since its inception in 1975, as many as 1161 officers including those from the armed forces, administrators of other developing countries and teachers of Indian Universities have participated in this programme. A large number of APPPA participants have distinguished themselves in their respective services as well as after retirement and many continue to occupy important positions in the Government.

Aim

The aim of the programme is to provide an opportunity to the participants to develop a broader perspective and contribute to better governance. It seeks

to develop attitudes that focus on efficient citizens services and strengthen leadership qualities in the civil service.

Objectives

The objectives of the programme are to enable the participants to:

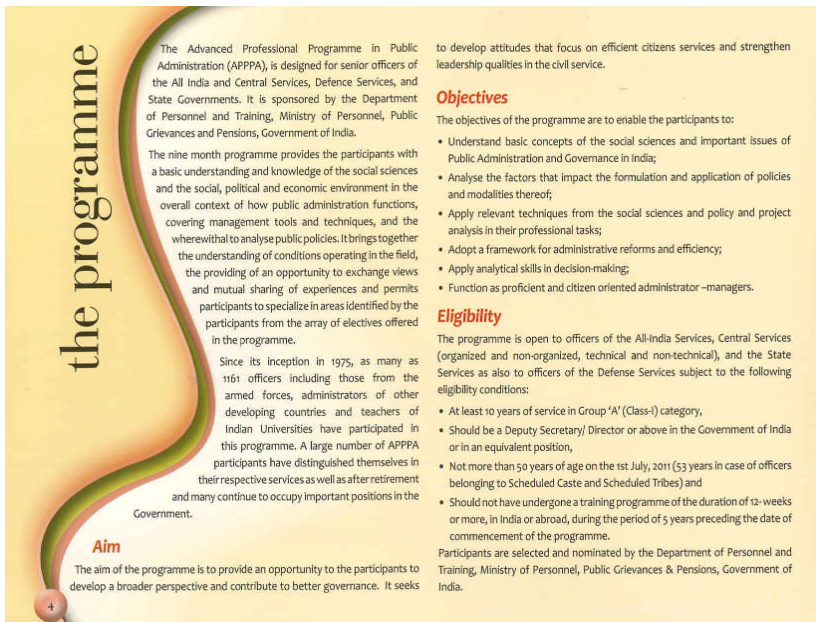
- Understand basic concepts of the social sciences and important issues of Public Administration and Governance in India;
- Analyse the factors that impact the formulation and application of policies and modalities thereof;
- Apply relevant techniques from the social sciences and policy and project analysis in their professional tasks;
- Adopt a framework for administrative reforms and efficiency;
- Apply analytical skills in decision-making;
- Function as proficient and citizen oriented administrator –managers.

Eligibility

The programme is open to officers of the All-India Services, Central Services (organized and non-organized, technical and non-technical), and the State Services as also to officers of the Defense Services subject to the following eligibility conditions:

- At least 10 years of service in Group 'A' (Class-I) category,
- Should be a Deputy Secretary/ Director or above in the Government of India or in an equivalent position,
- Not more than 50 years of age on the 1st July, 2011 (53 years in case of officers belonging to Scheduled Caste and Scheduled Tribes) and
- Should not have undergone a training programme of the duration of 12-weeks or more, in India or abroad, during the period of 5 years preceding the date of commencement of the programme.

Participants are selected and nominated by the Department of Personnel and Training, Ministry of Personnel, Public Grievances & Pensions, Government of India.



The Thirty-Seventh APPPA programme consists of :

- A. **Basic Concepts and Issues** these include specific courses on Public Administration and on related areas along with the key issues, which require further deliberation.
- B. **Skills and Application** Cover the application part of the basic concepts to link practice with the theory in a systematic manner.
- C. **Special Facets**

C.1 Workshops/Seminars on Contemporary Issues/Special Lectures/ Panel Discussions: cover both national and international developments and challenges in areas such as: Reforms in Governance; the Global Economic Crisis; Food Security; Environmental Concerns; Sustainable Development; Judicial Reforms; Energy Security; Disaster Management etc. It provides a Forum to discuss and debate these issues with eminent Scholars/Administrators/Business Leaders.

C.2 Experiential Presentations: Popular among the participants of previous batches, experiential presentations promote mutual sharing of experience and expertise. The focus is given on specific situations he/she has faced at some point in his/her career. The presentation could revolve around innovations in the office or in the field; office administration; project planning; implementation, etc.

C.3 Village Field Study: The purpose is to expose and sensitize the participants to the socio-economic conditions prevailing in rural areas. The participants would be expected to take up a theme based study focusing on a chosen aspect of rural development. They would examine the effectiveness of the delivery mechanism and impact of the programmes. Groups of participants will visit identified rural areas in different parts of the country and interact with village level functionaries and panchayat members under the overall guidance of a faculty member. On completion of the field study, each group is required to prepare a report. The rural field study reports are presented at a seminar and will be used for reference.

C.4 Urban Field Study: It provides an opportunity to the participants to examine urban problems and the challenges in addressing them. The participants examine some developmental schemes in the urban areas and their impact on the socio-economic conditions of the people including those below the poverty line. The participants, while conducting the study, interact with the functionaries of the Municipalities and other development agencies. As in the case of rural field studies, groups of 9-10 participants visit selected cities/towns which would be chosen keeping in view the diversity of issues found in different regions. The urban study reports are presented at a seminar for further use and reference.

C.5 Foreign Study Tour: The programme is organized with a view to exposing the participants to the administrative practices in foreign countries covering both developing and developed economies and the lessons drawn from them. The participants are taken to leading institutions/organizations in these countries to interact with policy makers and other government functionaries. On their return, participants prepare reports on various facets covered during the visit, followed by group presentations.

D. The Dissertation: It is a major and important component of the APPPA programme leading to the Master's Diploma in Public Administration (MDPA) of IIPA. The successful participants holding a post graduate degree with 50% marks (recognized by Panjab University, Chandigarh as equivalent to a post graduate degree) will also be eligible for the award of an M. Phil. (Social Sciences) Degree of the University of Panjab. The participants

are expected to make an in-depth analysis of a specific problem and examine its ramifications. The research proposal outlining the research questions and the methodology to be adopted will be presented before a panel of experts and participants for suggestions/ comments and finalized after the research proposal is approved by the concerned supervisor. The work may start soon after that, in August, simultaneously with other activities.

As the participants will, through the dissertation, be making a substantial contribution to the theory and practice of Public Administration and demonstrating their analytical skills. In the process, they would be expected to undertake a thorough literature review of the chosen subject area and select a topic that is of special interest to them and that which may be of relevance to their sponsoring organisation.

There is a provision for participants to undertake field visits for the collection of the required data with the recommendation of the Supervisor and the approval of the Programme Director. Three copies of the dissertation in the approved format must be submitted by **February 20, 2012**.

E. Elective Courses: are designed to equip participants with an in-depth knowledge of the four subjects chosen by them, which may be of interest to them or useful in their work place.

F. Evaluation and Overall Assessment: The system of evaluation varies from stream to stream and includes written examinations, group presentations, case comments, group reports, case study, assignments, case assignments, research proposal, individual presentation, individual presentation & interaction and writing a dissertation and any other method considered appropriate. The M. Phil programme carries a total of 24 credits and each credit has 25 marks. The minimum marks required to pass the evaluation shall be: (a) 45 per cent in each course, and (b) 50 per cent in aggregate. Successful candidates shall be classified as under:

Percentage in Aggregate	Division
70% and above	First Division with Distinction
60% and above but below 70%	First Division
50% and above but below 60%	Second Division

A grading system is followed for the evaluation of the performance of the participants in individual courses according to the following scheme:

Marks	Grade
90% and above	A+
80% and above but below 90%	A
70% and above but below 80%	A-
60% and above but below 70%	B+
50% and above but below 60%	B
45% and above but below 50%	B-

Candidates failing to obtain the minimum marks required to pass the evaluation would have to undergo a fresh assessment in order to successfully complete the programme.

The overall performance of each participant is assessed by a team consisting of the IIPA Director, the Programme Director and Programme Co-Director on the basis of academic performance and general conduct, which include attendance, punctuality, quality of participation, the ability to function in a group, interaction with faculty and other participants, the ability to apply concepts, a demonstration of leadership qualities and creativity & innovation, etc.

For the grant of IIPA's Masters Diploma in Public Administration a total of 26 credits shall form the basis as explained in the following section on "Awards".

Awards

Besides the Master's Diploma in Public Administration (MDPA) from the IIPA and the degree of Master of Philosophy in Social Science from Panjab University, Chandigarh, the participant standing first in the order of merit is awarded the Prof. V.K.N. Menon Memorial Prize. Participants securing the second and third



ranked participants are awarded the second and third prizes. Other Participants are also awarded the Director's Special Prize and, two other prizes viz. Smt. Kusumati S.B. Chavan Medal for the Best Woman Participant and the Best Dissertation Prize sponsored by the APPFA Alumni Association. All prizes except for best dissertation are awarded on the basis of additional 2 credits over and above and including the 24 credits. Of the two additional credits one is for a term paper to be written on a problem in administration and the second is for participation in extra-curricular (e.g. literacy, cultural, semi-academic, etc.) activities. As a matter of policy, no two awards are given to any one participant.

Attendance & Conduct

As per the requirements of the Department of Personnel and Training, attendance in all lectures, seminars, discussions, etc. is **compulsory**. In case of an emergency, the participant may seek prior permission from the Programme Director for his/her absence. Participants are expected to be present in the class before the start of each session. They are expected to conduct themselves in a manner befitting senior officers at all times. As indicated by the Department of Personnel and Training, Government of India, in their letter No. 12013/01/201-Trg (TNP-37th APPFA) dated 27-5-2011, the officer(s) may be withdrawn from the course by the Director, Indian Institute of Public Administration (IIPA), New Delhi in case their performance is unsatisfactory.

Fee

No programme fee is payable by the participants. However, an amount of Rs. 3-38 lakh (Rupees three lakh thirty eight thousand only) is payable by the sponsoring

organisation to the Indian Institute of Public Administration to cover the cost of preparation of dissertation, field study visits, foreign study visit, etc. for each participant. After completion of the programme, the sponsoring organizations may settle their accounts with the IIPA in consultation with the officer concerned.

Tentative Important Dates

Course Commencing	July 1 st , 2011
Rural Study Tour	Second week of October, 2011
Rural Study Seminar	First week of November, 2011
Urban Study Tour	Third week of November, 2011
Urban Study Seminar	Second week of December, 2011
Foreign Study Tour	January, 2012
Submission of Dissertation	February 20, 2012
Viva Voce	First or Second week of March, 2012
Foreign Study Seminar	Third week of March, 2012
Course Ending	End of March, 2012

Session Timings

The Session timings will be as follows:

Forenoon Sessions:	0930-1040
	1100-1210
	1220-1330
Afternoon Sessions:	1430-1540
	1550-1700

programme outline

	Faculty Incharge	Mode of Evaluation	No. of Sessions	Credits	
A. Basic Concepts and Issues					
A.1	Public Administration	SaC	A	8	0.5
A.2	Contemporary Political Debates	DA	CP	8	0.5
A.3	Challenges for India's Federal Polity	RKB	A	8	0.5
A.4	Human Rights and Internal Security	JCR	CP	8	0.5
A.5	Human Values and Ethics	BS & PB	CS/CA	8	0.5
A.6	(i) Basic Economics	PKC	WE	8	0.5
	(ii) Development Economics	ACI	WE	8	0.5
A.7	Public Finance	VNA	A	8	0.5
A.8	(i) Research Methods	CK	RP&IP	8	0.5
	(ii) Research Proposal and Dissertation Writing	AKM	RP&IP	8	0.5
	Sub Total			80	5.0
B. Skills and Application					
B.1	Public Policy Analysis	PB & SKP	GR/GP/CS	16	1.0
B.2	Economic Environment	PKC & SKB	GR/GP/TP	16	1.0
B.3	Climate Change and Disaster Risk Reduction	VKS	IP/TP	16	1.0
B.4	E-governance and Cyber Security	CM & SRD	TBCW&P	16	1.0
B.5	Organisation Behaviour	RS	CA	16	1.0
B.6	Administrative Law	SC & LoM	CC	16	1.0
B.7	Computer and Internet Based Applications	CM		16	-
	Sub Total			132	6.0
C. Special Facets					
C.1	Workshops/Seminars on Contemporary Issues/Special Lectures/ Panel Discussions and Educational visits	RH, KKP & SaC		50	-
C.2	Experiential Presentation	KKP & SaC	IP		1.0
C.3	Rural Development & Administration	SS, AKM & GK	GR&P	10*	1.0
C.4	Urban Development & Administration	KKP, KL & SaC	GR&P	10*	1.0
C.5	Foreign Study	KKP & SaC	GR&P		1.0
	Sub Total			50	4.0
D. Dissertation					
D.1	Dissertation	Supervisor	D		5.0
D.2	Viva-Voce	Board	I		1.0
	Sub Total				6.0

	Faculty Incharge	Mode of Evaluation	No. of Sessions	Credits	
E Elective Courses (Choose any Four)					
E.1	Chronic Poverty: Concepts, Issues and Alleviation Strategies	AKM	IP/GR	10	0.5
E.2	Consumer Welfare: Law and Policies	SM, SC & MP	GP	10	0.5
E.3	Financial Management	ND & KKP	IP	10	0.5
E.4	Human Resource Development	BS	CS/GP	10	0.5
E.5	Management and Development of Infrastructure Projects	ND & RG	IP	10	0.5
E.6	Operations Management	RG	WE	10	0.5
E.7	Service Law	LoM	CC	10	0.5
E.8	Social Justice and Gaps in Public Policy	SY	GR	10	0.5
E.9	Social Sector Reforms	GK	IP/GP	10	0.5
E.10	XI to XII Five Year Plan – Approach, Strategy, Thrust Areas, Achievement of Objectives	KKP & KL	GA	10	0.5
E.11	Administration of Flagship Programmes in Rural and Urban Sectors	KKP & SAC	GR&P	10	0.5
Sub Total			40	2.0	
F. Overall Assessment		RH, KKP & SAC		1.0	
Sub Total				1.0	
Grand Total			302	24.0	

* These courses would also include one week field visit each to Rural and Urban areas.

Note:

- All evaluations would be done by both internal and external examiners and marks would be given on the basis of the average of the two assessments.
- At least 8 participants need to opt for elective stream for it to be taught.
- While for M.Phil degree total credits would be 24, for awards etc., total credits would be 26.

Abbreviations Used

A Assignment	I Interview
CA Case Assignment	IP Individual Presentation
CC Case Comments	P Presentation
CS Case Study	RP & IP Research Proposal & Individual Presentation
D Dissertation	TBCW&P Theme Based Case Writing & Presentation
GA Group Assignment	TP Term Paper
GP Group Presentation	WE Written Examination
GR Group Report	

appa programme faculty

RH	Dr. Rakesh Hooja
VNA	Dr. V.N. Alok
DA	Prof. Dolly Arora
PB	Prof. Pranab Banerji
RKB	Prof. R.K. Barik
SKB	Dr. S.K. Bhattacharya
SC	Dr. Sapna Chadah
PKC	Prof. P.K. Chaubey
SAC	Dr. Sachin Chowdhry
SRD	Shri S.R. Das
ND	Prof. Nand Dhameja
RG	Prof. Rakesh Gupta
ACI	Prof. Anil C. Ittyerah
GK	Dr. Girish Kumar
KL	Dr. Kusum Lata
CM	Dr. Charru Malhotra
LoM	Dr. Lokendra Malik
AKM	Prof. Aasha Kapur Mehta
SM	Prof. Suresh Misra
LM	Dr. Lipi Mukhopadhyay
KKP	Prof. K.K. Pandey
MP	Dr. Mamta Pathania
SKP	Dr. Sujit Kumar Pruseth
JGR	Prof. J. Guha Roy
BS	Prof. Bharati Sharma
VKS	Prof. Vinod K. Sharma
RS	Prof. Rajesh Singh
SS	Prof. Sujata Singh
SY	Prof. Sushma Yadav

FACULTY

HOOJA, RAKESH: B.A. Honours Political Science with Economics (Rajasthan), M.A. Political Science (Rajasthan), Post Graduate Diploma in Micro-level Planning (Mysore), M.A. Rural Development: Planning (East Anglia, U.K.), Ph.D. Social Sciences (Rajasthan); Director, Experience of 36 years working in government at senior levels. **Academic Areas of Interest:** Development Studies, Public Policy, Land & Water Management, District and Decentralized Planning, Rural Development, State and District Administration, Federalism, Public Administration and Governance, Administrative Theory, Participatory Irrigation Management and Management of Irrigation Command Projects, Panchayat Raj, Watershed Development, Natural Resource Management in Desert and Semi-arid Areas, Disaster Management and Drought Administration, Training and Capacity Building, Civil Service and Administrative Reforms, Development Administration, Project Formulation, Urban Development.

ALOK, V. N.: Ph.D. in Economics; Associate Professor of Public Finance; **Areas of Interest:** Public Finance - Fiscal Federalism, State Finances, Urban Public Finance, Panchayati Raj Finance, Indirect Taxes, Value Added Tax, Tax Administration, Industrial Economics.

ARORA, DOLLY: M.A., M.Phil., Ph.D. (University of Delhi), Professor of Political Science; **Areas of Interest:** Government, Politics and Administration, Public Policy, Political Theory, Political Economy, Political Processes, State-Society Relations, Participatory Structures, Social Policy, Welfare Issues, Environment, Gender, Ethics, Development Issues, Rural Development, Panchayati Raj and Administrative Reforms.

BANERJI, PRANAB: M.A. (Economics), Professor of Economics; **Areas of Interest:** Macro-Economic Institutions and Development Finance: Theories, Techniques and Applications.

BARIK, R. K.: M.A., Ph.D.; Professor of Public Administration; **Areas of Interest:** Indian Government and Politics, Political Theories, Development

Administration, Social Administration, Disaster Management, Management of Public Policy, Administrative Reforms, Human Resource Development.

BHATTACHARYA, SWAPAN K.: M.A. (Economics), Ph.D. (JNU), Japan Foundation Fellow at GRIPS (Tokyo); Professor of International Trade; **Areas of Interest:** International Trade; Regional trading blocks, WTO and globalization, PTAs and FTAs, analysis of tariff and non tariff barriers, regional economic integration among developing countries, issues pertaining to trade & environment, and intellectual property rights (IPRs).

CHADAH, SAPNA: B.Sc. (Hons.), LL.M., Ph.D.; Assistant Professor of Constitutional and Administrative Law; **Areas of Interest:** Public Law, Consumer Justice, Environmental Law and Management, Intellectual Property Rights and Regulation and Privatisation.

CHAUBEY, P. K.: M.A. (Economics), D.Phil. (University of Allahabad); Professor of Economics (Economic Administration); **Areas of Interest:** Economic Theory, Public Economics, Managerial Economics; Development and Planning; Poverty, inequality and Human Development; Quantitative Economics; Federal Governance and Local Bodies; Urbanisation; Environmental Economics.

CHOWDHRY, SACHIN: M.P.A., M. Phil, Ph. D.; Assistant Professor; **Areas of Interest:** Governance Issues, Public Policy Analysis, Institutional Development and Urban Management.

DAS, S.R.: B. Tech (IIT Delhi); Sr. Consultant; **Areas of Interest:** e-Governance with special reference to the National e-Governance Plan (NeGP), Capacity Building. He has been organizing Training Programmes for State Government officials at various levels at part of the National e-governance plan and its components.

DHAMEJA, NAND: Fellow in Management, (IIM, Ahmedabad); **Areas of Interest:** Financial Management and Management Accounting, Management Control, Project Appraisal, Budgeting; Public Enterprise Management and Restructuring; Privatization and PSU Disinvestment; Infrastructure: Management and Financing.

GUHA ROY, JAYTIKAR: M.A. (Political Science), LL.B., Ph.D.; Professor of Political Science; **Areas of Interest:** Human Rights, Electoral Reforms, Criminal Justice Administration, National Security, Training Techniques, Citizen's Charters and Right to Information.

GUPTA, RAKESH: M.A. (Operational Research); Professor of Urban Management; **Areas of Interest:** Operations Management, Managing and Developing of Infrastructure Projects, Project Management, Urban Development and Management, Mathematical Programming and Quantitative Techniques.

ITTYERAH, ANIL CHANDY: M.A., Ph.D.; Professor of Economics; **Areas of Interest:** Classical Political Economy, Development Economics, Economics of Human Development, Input-Output Models and Applications, Industrial Interdependence, Linkage Analysis and Impact Studies, Service Sector in Developing Economies, Food Security, Food Marketing, State Trading and Supply Management of Essential Commodities, Rural Development, Rural Drinking Water Management Systems, Rural Sanitation and Non-Conventional Energy. Public Management and Enterprise Development in CPSUs.

KUMAR, GIRISH: M.A. (JNU), Ph.D. (University of Delhi); Associate Professor of Public Administration; **Areas of Interest:** Public Policy, Decentralization, Administrative Reforms and Governance Issues, Government, Politics and Society, Social Sector Reforms, Women's Empowerment, Urban and Rural Development.

11

KUSUM LATA: B.E. (Civil Engineering) from Pt. Ravishankar University, Raipur (C.G.); M. Planning and Ph.D. from School of Planning and Architecture, New Delhi; Associate Professor (Urban & Regional Planning); **Areas of Interest:** Urban and Regional Planning, Urban and Regional Infrastructure Development and Management, Computer Applications in Planning, e-Governance, Application of MIS to Urban Governance and Application of GIS for decision making.

MALHOTRA, CHARRU: Ph.D (IIT-D, New Delhi), Masters in Computer Applications (MCA-Honors), Microsoft Certified Solution Developer (MCSO, Awarded Certificate of Excellence), Diploma in Computer Applications (DCA), Short-time UN Consultant (MIS/GIS); Assistant Professor (System Analysis and Programming); **Areas of Interest:** e-Governance for Rural Development, Internet Technologies and its impact on Society, Web Based Applications, Digitisation Technologies, Research Methodologies, Design of Management Information System (MIS) using RDBMS-ORACLE and Visual-Basic.

MALIK, LOKENDRA: LL.M., Ph.D, LL.D (Post-doctoral) pursuing from the National Law School of India University, Bangalore in Constitutional Law. Assistant Professor in Laws; **Areas of Interest:** Service Law, Constitutional Law, Administrative Law and Human Rights.

MEHTA, ASHA KAPUR: M.A. (Delhi School of Economics, Delhi University), M. Phil (Jawaharlal Nehru University), M.S. and Ph.D. (Iowa State University, USA); Professor of Economics (Economic Policy); Predoctoral Fulbright Scholar, McNamara Fellow (World Bank), Phi Kappa Phi (for overall excellence in academics); Gamma Sigma Delta (for

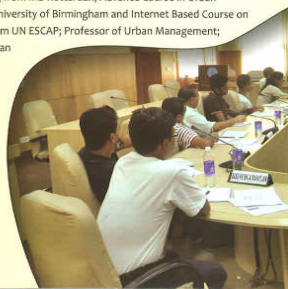
excellence in agricultural economics); Recognized as an Associate of the University of Birmingham (2001). Country lead for the Chronic Poverty Research Centre, University of Manchester. **Areas of Interest:** Poverty, Health, Deprivation, Disparities, Indicators, Monitoring and Evaluation and Vulnerable Groups related issues.

MISRA, SURESH: M.A.(JNU), MHRM (Pondicherry Central University), D. Phil (Allahabad University), Diploma in Journalism and Mass Communication, Chair Professor and Co-ordinator, Centre for Consumer Studies; **Area of Interest:** Administrative Reforms, Decentralized Governance, Rural Development, HRD and Consumer Studies.

MUKHOPADHYAY, LIPI: M.A. (Psychology), Ph.D. (Social Psychology), Professor of Behavioural Sciences; **Areas of Interest:** Competence Building, Motivation and Leadership, Gender Issues in Administration, Forest and Tribal Development and Community Well-being.

PANDEY, KAMLA KANT: Ph. D in Economics, PG Diploma in Housing Planning and Building from IHS Rottardam, Advance Course in Urban Management from University of Birmingham and Internet Based Course on Municipal Finance from UN ESCAP; Professor of Urban Management; **Areas of Interest:** Urban

Governance, Urban Finance, Urban Housing, Public-Private Partnerships, Climate Change, Local Economic Development, Decentralization, Poverty Alleviation and Housing/Urban Planning.



12

PATHANIA, MAMTA: M.A., M. Phil, Ph.D. (Public Administration); Assistant Professor, Consumer Studies; **Area of Interest:** Rural Development, Organization Behaviour, Public Sector and Consumer Studies.

PRUSETH, SUJIT KUMAR: M.A., M. Phil, PhD, (JNU, New Delhi) Assistant Professor; **Area of Interest:** Political Economy and Development, Governance, Policy Studies, Urban Management, etc.

SHARMA, BHARATI: M.A. (Psychology), Delhi University, Ph.D. in Culture and Personality; Professor of Management (Organisational Behaviour and Human Resource Development); **Areas of Interest:** General Management, Organisational Behaviour, Organisational Development and Organisational Design, Human Resource Development, Health Management, Conflict Resolution, Mediation and Negotiation, Leadership, Emotional Intelligence.

SHARMA, VINOD KUMAR: M.Sc. (Botany), P.G. Dip. Resources Ecology (BHU), Ph.D. (BHU), F.I.T.E.; Professor of Disaster Management and

Environment; **Areas of Interest:** Natural Disaster Management, Disaster Risk Reduction, Drought Mitigation, Conservation of Natural Resources, Rural and Urban Ecology, Climate Change and its impact, and Sustainable Development.



SINGH, RAJESH: M.A. (Psychology), Ph.D. (Delhi University); Professor of Behavioural Sciences; **Areas of Interest:** Organizational Behaviour, Organizational Development, Human Resource Development, Personnel Management, Training Technologies; Resettlement and Rehabilitation, Disaster Management.

SINGH, S. S.: LL.M., Ph.D.; Professor of Justice and Administration; **Areas of Interest:** Administrative Law, Constitutional Law, Judicial Administration, Public Law and Privatisation, Change and Public Services, Citizen and Administration, Consumer Justice, Good Governance and Public Service Ethics.

SINGH, SUJATA: M.A., M.Phil (Osmania University), Ph.D. (Auburn University, USA); Professor of Policy Sciences; Pi Sigma Alpha (for overall excellence in academics); **Areas of Interest:** Comparative and Development Administration, Development and Administrative Theory, Administrative Innovations and Reforms, Public Policy Analysis, and Monitoring and Evaluation of Rural Development Programmes.

YADAV, SUSHMA: B.A. (Gold Medalist), M.A., M.Phil, Ph.D. (University of Delhi); Professor of Public Policy and Governance; **Areas of Interest:** Indian Polity, Political Culture, Human Rights, Social Concerns and Good Governance, Ambedkar's views on Indian Society, Constitution and Administration; Social Justice, Public Policy and Inclusive Governance.

* On deputation as Director, National Law Institute University, Bhopal

13

infrastructure

Library

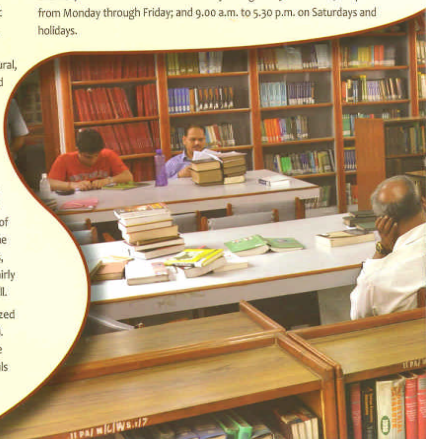
The IIPA Library has a collection of over 2,00,000 volumes of books and periodicals. It receives over 350 current periodicals. Being a depository library for the publications of the World Bank, the portals of the World Bank Group of institutions as well as their publications are available on-line and can be accessed by walk-in users. The Library continues to enjoy the cooperating Library status programme related to **Library Status** for the publications of International Monetary Fund. The collection is particularly rich in the areas of public administration, management sciences, economics, planning and development, political science, sociology, development studies, history, law, rural, urban and gender studies, e-governance, and consumer studies. The Public Document Section of the Library, which contains Census publications, reports of committees and commissions, National Sample Survey and various ministries and departments of the Government of India, and international organisations, is acknowledged as one of the richest collections in the country. The library also has press clippings of articles, and news items. In addition, it also has a fairly rich collection of video films and CD ROMs as well.

Most of the Library functions and services are computerized and catalogue is available in online mode (intranet environment). Library is providing a variety of **current awareness services**. Literature survey, subject bibliographies internet facility, access to 62 online journals and ABI/inform database to have access to around 4000 titles. The

database also facilitates access to 500 business case studies and 20,000 business and management dissertations.

There is a separate reading room exclusively for the APPPA participants wherein multiple copies of the books comprising essential and suggested readings for the APPPA course are stacked. The reading room is also equipped with ICT facilities. APPPA participants are entitled to borrow ten books at a time on loan for one month, and for three days for APPPA Essential Reading and one week for APPPA Suggested Readings.

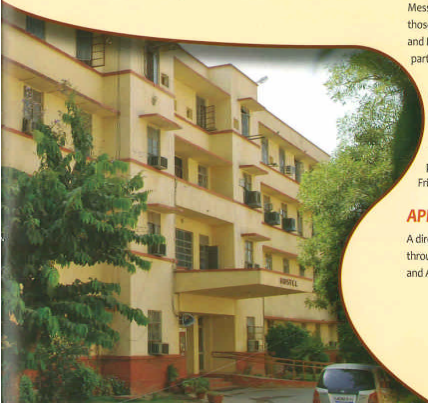
The Library remains open on all days except Sunday and on national holidays and Holi, Dussehra and Diwali. The Library timings are 9.00 a.m. to 7.00 p.m. from Monday through Friday; and 9.00 a.m. to 5.30 p.m. on Saturdays and holidays.



14

Computer Centre

The Computer Centre is equipped with a host of Servers, Workstations, Printers and Networking equipment to provide LAN and Internet facility in the Institute. This Centre caters to IIPA's in-house requirements for research and training. The Centre has a good collection of software both for general use and for specialized applications like SPSS. The functioning of this Centre has also been augmented with the support of the Department of Information Technology (GOI) for capacity building in the area of e-Governance. The Computer based practical sessions of APPPA are held in the computer lecture hall of the Centre. The Centre remains open during the office hours.



Hostel

Situated on the Campus of the Institute, the hostel has a limited number of Single Rooms (with a Cooler) and some double room Family Suites. These are allotted to the participants attending training programmes in IIPA. The present monthly tariff for APPPA participants for the Single Room (with cooler) is Rs. 1,500/- (inclusive of water and electricity charges) and for Family Suite is Rs. 2,000/- (excluding water and electricity charges etc.). The Hostel has a mess facility. The mess charges are Rs. 172/- per day. Messing is compulsory for all hostel inmates except those living in the family suites. The Hostel has a Gym and Indoor games facilities are available for APPPA participants residing on the campus.

Medical Facilities

The Institute has an Honorary Medical Officer who is available in the Hostel for consultation from 2.30 p.m. to 3.30 p.m. on Mondays, Wednesdays, and Fridays.

APPPA Office

A direct telephone as well as a telephone through PBX are available in the APPPA Office and APPPA Lounge for local calls.

15

past programme directors/ programme co-directors

Programme No.	Year	Programme Director	Associate Programme Directors
1st	1975-76	Prof. M.J.K.Thavaraj	Dr. R.K. Tiwari Dr. K. Sadasivan Nair
2nd	1976-77	Prof. J.K. Ray	Dr. R.K. Tiwari Dr. K. Sadasivan Nair
3rd	1977-78	Prof. A.P. Barnabas	Mrs. Shanta Kohli Chandra
4th	1978-79	Prof. S.P. Verma	Dr. B.M. Verma
5th	1979-80	Prof. S.R. Maheshwari	Dr. B.M. Verma
6th	1980-81	Prof. Kuldeep Mathur	Shri M.K. Gaur Shri M.K. Narain
7th	1981-82	Prof. S.N. Sadasivan	Shri M.K. Gaur Miss Sarla B. Rao
8th	1982-83	Prof. K.N. Kabra	Shri N.C. Ganguli Miss Sarla B. Rao
9th	1983-84	Prof. Kantil Swarup	Dr. J.N. Upadhyay Shri N.C. Ganguli
10 th	1984-85	Prof. K.L. Handa	Mrs. Shanta Kohli Chandra Shri N.C. Gaguli
11 th	1985-86	Prof. Girish K. Misra	Dr. M.K. Narain Mrs. M. Lakshmiswaramma

16

Programme No.	Year	Programme Director	Associate Programme Directors
12 th	1986-87	Prof. Jaldeep Singh	Dr. J.N. Upadhyay Dr.(Mrs.) P. Bhim Sain
13 th	1987-88	Prof. A. Datta	Shri Rakesh Gupta Dr.(Mrs.) P. Bhim Sain
14 th	1988-89	Prof. Kamta Prasad	Dr. J. Guha Roy Shri Pranab Banerji
15 th	1989-90	Prof. K.S. Shukla	Shri N.C. Ganguli Shri Rakesh Gupta
16 th	1990-91	Prof. K.L. Chawla	Dr.(Mrs.) Shanta Kohli Chandra Mrs. M. Lakshmiswaramma
17 th	1991-92	Prof. S.N. Mishra	Shri Rakesh Gupta Shri N.C. Ganguli
18 th	1992-93	Prof. O.P. Minocha	Dr.(Mrs.) Rajesh Singh Dr.(Mrs.) A. Sarada
19 th	1993-94	Prof. R.K. Sachdeva	Dr. V.K. Sharma Shri N.C. Ganguli
20 th	1994-95	Prof. Nand Dhameja	Dr.(Mrs.) Rajesh Singh Shri Rakesh Gupta
21 st	1995-96	Prof. J.C. Kapur	Shri N.C. Ganguli Dr.(Mrs.) A. Sarada
22 nd	1996-97	Prof. R.K. Tiwari	Dr. Sujata Singh Shri Rakesh Gupta
23 rd	1997-98	Prof. K.S.R.N. Sarma	Dr.(Mrs.) Shanta Kohli Chandra Shri N.C. Ganguli
24 th	1998-99	Prof. Arvind K. Sharma	Dr. (Mrs.) Rajesh Singh
25 th	1999-2000	Prof. S.S. Singh	Shri Rakesh Gupta

17

Programme No.	Year	Programme Director	Associate Programme Directors
26 th	2000-2001	Prof. J.N. Upadhyay	Dr. (Mrs.) A. Sarada
27 th	2001-2002	Prof. P.K. Chaubey	Shri N.C. Ganguli
28 th	2002-2003	Prof. Aasha Kapur Mehta	Dr. Dolly Arora Shri N.C. Ganguli
29 th	2003-2004	Prof. Rajesh Singh	Shri N.C. Ganguli
30 th	2004-2005	Prof. Bharati Sharma Prof. Pranab Banerji	Shri N.C. Ganguli
31 st	2005-2006	Prof. Anil C. Ittyerah	Dr. V.N. Alok
32 nd	2006-2007	Prof. Jaytilak Guha Roy	Dr. Girish Kumar
33 rd	2007-2008	Prof. Vinod K. Sharma	Dr. Girish Kumar
34 th	2008-2009	Prof. Dolly Arora	Prof. S.K. Ghosh
35 th	2009-2010	Prof. Sujata Singh	Prof. Nand Dhameja
36 th	2010-2011	Prof. R.K. Barik	Dr. Sachin Chowdhry

18

first rank holders

Name	Year	Name	Year
Shri R.K. Mathur	1975-1976	Shri D.K. Agrawal	1994-1995
Shri C.K. Sane	1976-1977	Shri Naseem Ahmad	1995-1996
Shri M.S. Dayal	1977-1978	Shri Sumit Sinha	1996-1997
Shri O.P. Gupta	1978-1979	Shri Alok Johri	1997-1998
Shri S. Kannan	1979-1980	Shri R.C. Agarwal	1998-1999
Miss R. Vijayalakshmi	1980-1981	Shri M.S. Kaushik	1999-2000
Shri A.N. Saksena	1981-1982	Shri G. Alagarsamy	2000-2001
Shri A. Bhattacharjya	1982-1983	Shri A.K. Bhardwaj	} 2001-2002
Shri K.K. Misra	1983-1984	Mrs. Gauri Chatterji	
Shri G.S. Shukla	1984-1985	Shri Umang Narula	2002-2003
Smt. Asha Mehra	1985-1986	Shri Rajiv Arora	2003-2004
Shri Arun Sedwal	1986-1987	Dr. W.R. Reddy	2004-2005
Shri T.J. Joice	1987-1988	Shri Sunil Bajpai	2005-2006
Shri Ashok Kumar Harnal	1988-1989	Shri P.K. Anand	2006-2007
Shri Bhaskar Chatterjee	1989-1990	Mrs. Anshuli Arya	2007-2008
Shri Yogendra Narain	1990-1991	Shri N. Raghuraman	2008-2009
Shri Satish Chandra	1991-1992	Brig S.P. Nawathe	2009-2010
Shri B.K. Saha	1992-1993	Shri Hitesh Chandra Awasthy	2010-2011
Shri P.C. Chhotaray	1993-1994		

19

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Gram : ADMINIST

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20

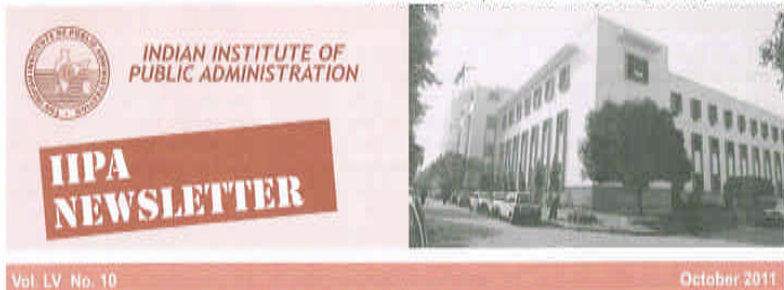
the programme personnel

Directing Faculty		Office	Mobile/Residence
Dr. Rakesh Hooga	Director	23702434; 23702440 (f)	23766000, 23768000
Prof. K.K. Pandey	Programme Director	23468335; 23702439	45531788, 9899100294
Dr. Sachin Chowdhry	Programme Co-Director	23468384	9868619162
Administration			
Dr. Naresh Kumar	Registrar	23468362	23731722
Dr. C. Giri	Dy. Registrar (Admn.)	23468305	23766423
Dr. B.D. Singh	Dy. Registrar (Estt), Dy. Warden (Hostel)	23468370	22733633
Library			
Dr. Usha Mujoo Munshi	Librarian	23468465	9717957686
Publication			
Shri Sunil Dutt	Assistant Editor, IPA	23468366	27317526
Computer Centre			
Prof. Rakesh Gupta	Convener	23468353	9871421263
APPPA Secretariat			
Shri B.S. Khurana	Superintendent (Special Duty)	23468343; 23702439	65106108
Shri A.K. Taneja	Superintendent (APPPA)	23468343; 23702439	23817437
Shri Manish Rawat	U.D.C.	23468343	9968566552
Shri Bal Krishan	LDC-cum-Computer Operator	23468343	9968885242
Shri Harish Chander	Messenger	23468343	9013402364



附錄九 IIPA NEWSLETTER

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www.iipa.org.in

INSTITUTE NEWS

S. Saroja Passes Away

Prof. S. Saroja, an esteemed Member of the Executive Council, Vice-President of IIPA and former Professor and a Life Member of the Institute, passed away on September 8 at New Delhi. A condolence meeting to mourn the demise of the departed soul was solemnised at IIPA on September 9. A two-minute silence to pay homage to the departed soul was observed and a condolence resolution passed. The resolution read as follows: This meeting of the IIPA fraternity deeply mourns the demise of Prof. S. Saroja, an esteemed Member of the Executive Council, Vice-President, IIPA and former Professor and a Life Member of the Institute on September 8 at New Delhi and places on record its profound sense of sorrow and grief on her passing away.

Born on February 1, 1934, Prof. Saroja had graduated from Madras University with a Master's Degree in Economics. She held Master's Degree in Financial Management (first class) from Mumbai University. She also held post-graduate diplomas, awarded by Mumbai University, in the areas of Systems Management, Computer Management and Management Accounting. Prof. Saroja was the first woman to hold the Professor's position at IIPA. As Professor of Financial Management, she developed new training material particularly in the areas of performance budgeting, financial planning and control, non-profit organisations, project appraisal, investment analysis and capital markets.

As part of the funded research and consultancy activities of IIPA, Prof. Saroja developed a training manual for agricultural project management with support from USAID. She also developed a computer-aided project management course in agriculture with FAO support. IIPA's computer centre was initially developed with the computer systems acquired under this project. She was deputed by Government of India to the University of Strathclyde at Glasgow (UK) to participate in the four months' programme on "Financial Management of Public Enterprises". She also made a comparative study of privatisation of public enterprises in UK and India.

Prior to joining IIPA faculty, Prof. Saroja had worked as faculty member at Jammatal Bajaj Institute of Management Studies, Mumbai and at Northern India Banker's Training College, Delhi. She was the first woman to be elected as a member of the Executive Council of IIPA. She has served on the Executive Council from 1988 till her passing away and has been an active participant in its decision making processes. She was also an ex-officio member of the managing committee of the Maharashtra Regional Branch of IIPA.

Prof. Saroja always evinced a keen interest in the activities of the Institute and contributed a lot with her valuable guidance. Her services to the Institute will be long remembered. She was honoured by the IIPA with the Paul H. Appleby Award for her outstanding services to the Institute and the discipline of public administration. The Institute offers its sincerest condolences to the members of the bereaved family. May her soul rest in peace!

The IIPA fraternity extends its greetings to all its readers for Maharishi Valmiki's Birthday, Diwali, Govardhan Puja, Bhai Duj and Chhat Puja

Meeting to Amend Rule 28(2) (iii) of Rules of IIPA Cancelled

As per the decision of the Executive Council of the Institute dated September 20, the Special Meeting of the General Body scheduled to be held on October 21 to carry out amendment in Rule 28(2) (iii) of the Memorandum of Association and Rules of the Institute regarding enhancement of subscription payable by the corporate member of the Institute stands cancelled. The AGM shall be held as scheduled on October 21.

Programme on Incorporating Gender Concerns in Public Policy

Sponsored by the Ministry of Personnel, Public Grievances and Pensions, the programme was conducted at IIPA from September 5-9. Besides exploring the possibilities of enhancing the prospects of gender justice by incorporating gender concerns in public policy, the programme was designed to: (i) provide an overview of the state of gender in India, a critical analysis of existing policy responses of the state and problems with policy-making, including those related to data analysis and implementation; and (ii) examine the civil society responses to the gender question and their bearing on the overall state of gender. The faculty comprised guest speakers and in-house faculty. Prof. Dolly Arora and Prof. Aasha Kapur Mehta coordinated it.

Programme on Cyber Laws and Information Security

Sponsored by the Department of Science of Technology, the programme was conducted at IIPA, for the scientists and technologists drawn from various scientific institutes and organisations under

DST, from September 5-9. Apart from understanding the emerging ICT trends, such as grids, cloud and utility computing and their relevance for a scientific organisation, the programme was designed to enable the participants to: (i) know the basics of information security, networking/web technologies, network security and cyber laws; and (ii) comprehend the network and information security implementation, cyber and data audit norms at their respective workplaces. The faculty comprised guest speakers and the programme coordinators, Dr. Charu Malhotra and Prof. Bharati Sharma.

Programme on Vigilance in Urban Governance

Sponsored by the Ministry of Urban Development, the programme was conducted at IIPA, for senior level officers drawn from various urban local bodies, from September 12-16. Apart from describing fundamentals of adjudicative and procedural norms applicable in urban governance, the programme was designed to enable the participants to: (i) state the law relating to vigilance in India; (ii) demonstrate judicial approach about the vigilance system in the country; and (iii) explain other legal issues relating to urban governance in the country. The faculty comprised guest speakers and the programme coordinators, Dr. Lokendra Malik and Dr. Kusum Lata.

Programme on Capacity Building

Sponsored by the Department of Science and Technology, the programme was conducted at IIPA for the administrative personnel of science and technology departments from September 12-30. Besides appreciating the role and relevance of scientific temper through sensitisation

towards promotion of science and technology for national development and progress through scientific department and institutions, the programme was designed to enable the participants to: (i) comprehend the role of administrative and financial support services in management of science and technology; (ii) apply administrative and financial rules and procedures for enabling scientific decision-making in management of science and technology; (iii) use special financial provisions provided for science and technology departments/ministries in the rules and procedures of governmental working; (iv) apply some of the good practices adopted in other organisations in the process of governance; (v) develop the spirit of cooperation and mutual trust for solving problems and overcoming difficult situations; (vi) comprehend S&T-based management issues, current S&T problems and solutions; (vii) apply the basic concepts of finance, budgeting, accounting and costing functions for financial planning and expenditure control in their departments; and (viii) develop a basic understanding of the concept and application of tools and software packages of information and communication technology for efficient office management. The faculty comprised guest speakers and in-house faculty. Prof. Sujata Singh coordinated it.

Programme for the Presidents and Members of the District Consumer Forums

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution under the guidance of the National Consumer Disputes Redressal Commission, the programme was conducted at IIPA by its Centre for Consumer Studies

from September 12-16. Apart from elaborating and integrating the various provisions of the Consumer Protection Act and other legislation having a bearing on consumer protection, the programme was designed to enable the participants to: (i) appreciate the intricacies of judicial procedure in general and the requirements of fairness and reasonableness in the functioning of quasi-judicial bodies such as the consumer disputes redressal agencies in particular; (ii) effectively make use of the art of judgement-writing in delivering the orders of the consumer courts; (iii) appreciate the legal dimensions of the case laws developed in the area of consumer protection; and (iv) develop effective leadership for better administration of consumer justice. The faculty comprised guest speakers and the programme coordinators, Prof. Suresh Misra and Dr. Sapna Chadah.

Programme on Tools and Techniques of Urban Land Management

Sponsored by the Ministry of Urban Development, the captioned programme was conducted at IIPA by its Centre for Urban Studies for the officers drawn from various urban bodies from September 19-23. Besides discussing issues of urban land management, exchange views on land policies, land use regulations and development control, the programme was designed to enable the participants to: (i) comprehend the institutional framework and financial issues in context of urban land management; (ii) disseminate and learn from good practices followed in different states in India and abroad; and (iii) encourage networking with various organisations with a view to share experience. The faculty

comprised guest speakers and in-house faculty. Dr. Kusum Lata and Dr. Lokendra Malik coordinated it.

Programme on MDP: Finance for Non-finance Executives

Sponsored by the Department of Personnel and Training, the programme was conducted at IIPA from September 19-23. The programme objectives were: (i) finance function in an enterprise and its financial objectives; (ii) financial information flows: financial statements; (iii) management accounting information flows, cost concepts, cost escalation and costing for decision making; (iv) financial tools and techniques for financial planning, project appraisal, performance evaluation and control; (v) financial markets operation; and (vi) budgeting as a mechanism for expenditure control. Besides a guest speaker, the faculty comprised in-house faculty. Prof. Nand Dhameja and Prof. Rakesh Gupta coordinated it.

Course on Behavioural Skills for Organisational Effectiveness

The Institute organised the programme for principals of Navodaya Vidyalaya Samiti from September 26-30. Organised by the Navodaya Vidyalaya Samiti, the course was designed to enable the participants to develop essential behavioural skills, such as motivation, leadership, team building and inter-personal communication skills for enhanced performance. The faculty comprised guest speakers and in-house faculty. Prof. Rajesh Singh coordinated it.

Workshop on Gender Budgeting

Institute teamed up with the Ministry of Women and Child Development in organising the programme for state WDCs and SGSY officials on September 29-

30. Besides understanding gender budgeting related concepts and tools, the programme was designed to enable the participants to: (i) cross-learn and discuss gender related issues; and (ii) help WDCs and SGSY officials to incorporate gender budgeting in their organisations. The faculty comprised guest speakers and the programme coordinator, Prof. Aasha Kapur Mehta.

Know-India Programme

At the behest of the Ministry of Overseas Indian Affairs, Government of India, the Institute organised the captioned programme for young persons of Indian origin from foreign countries on September 22-23. Dr. Rakesh Hooja delivered the inaugural address. Shri Sarvajit Chakravarti, Deputy Director General of Indian Council of World Affairs, presided. It was designed to familiarise the participants with India's politics, economy, culture, administration, etc. A large number of participants drawn from various countries attended the programme. Dr. Charu Malhotra and Prof. Vinod K. Sharma coordinated it.

Workshop on Indian Civil Service System

The Institute organised a half-day orientation workshop for ten-member Afghan delegation on September 27. The delegation was headed by Dr. Ahmed Moshahed, Chairman of the Afghan Civil Service Commission; and Dr. Sham Bhatija, Senior Economic Advisor to the President of Afghanistan. Dr. Rakesh Hooja, Director of IIPA, made presentation on Indian Civil Service system (how it works, recruitment, promotion, training, cadre management, etc). Dr. Mamta Pathania gave presentation on IIPA's activities. Dr. Suresh Misra coordinated it.

Faculty News

• Dr. Rakesh Hooja, Director of IIPA, has been nominated by Indian Society of Training and Development (ISTD) as a distinguished member of its ISTD Diploma Board, which plans, oversees, coordinates and conducts ISTD's 18-month distance learning Diploma in Training and Development. Dr. Hooja made a special presentation on "Drought Policy and Administration: Present Practices and Suggested Reforms" and handed out certificates to the participants of programme on "Disaster Risk Mitigation and Management" at National Institute of Disaster Management, New Delhi on September 16. Earlier, Dr. Hooja delivered a lecture on "Social, Economic and Political Developments in India since Independence" at Minnesota Studies in International Development India Programme in Jaipur on September 12. On the invitation from National Institute of Disaster Management, Dr. Hooja delivered the valedictory address at the International Training Programme on "Comprehensive Disaster Risk Management for Officials from African Countries" on September 30. Participants drawn from 15 countries attended it.

• Prof. P.K. Chaubey (i) delivered a lecture on "Trends Analysis, Business Cycles and Seasonal Variation" to ISS officers at Indira Gandhi National Open University, New Delhi on June 29, (ii) Prof. Chaubey delivered the following lectures at the International Diploma/Master's Programmes in the Institute of Applied Manpower Research, New Delhi—four lectures on "Expenditure and Cost: An Analysis" on July 14; two lectures on "Millennium Development Goals: International Strategy of Development Cooperation for

Employment, Income and Poverty" on July 18; and two lectures on "Sectoral Decentralisation" on September 6; (iii) he also delivered two lectures on "World of Statistics" and "Sense of Sampling" at the Refresher Course in Research Methodology in Academic Staff College, Himachal Pradesh University on September 9; and (iv) Prof. Chaubey gave the valedictory address on "World is Statistical" at Himachal Pradesh University on September 10.

Afghanistan Delegation Visits IIPA

A five-member delegation headed by Mr. Barna Karini, Deputy Minister of Planning, visited the Institute on September 16. Other members of the delegation were Mr. Azizullah Qazikhail, General Director, Human Resources, Independent Directorate of Local Governance (IDLG); Mr. Farid Mamundzay, Senior Advisor for Governance and Economic Development (IDLG); Mr. Mohammad Jan Farzam, Third Secretary, Embassy of Islamic Republic of Afghanistan; and Ms. Sofia Dahiya, Capacity Development Advisor, UNDP, working with IDLG. Welcoming the delegates, Dr. Rakesh Hooja, Director of IIPA, gave a brief overview of the activities of the Institute. Prof. Vinod Sharma gave a presentation on the activities

of the Institute and gave detailed description of the Institute's training programmes for the developing countries. Exploring the possibilities for further collaboration of IDLG with IIPA, Mr. Karini discussed about the training programmes for the officers of IDLG at IIPA. Prof. Pranab Banerji, Prof. Suresh Misra, Prof. K.K. Pandey and Prof. Nand Dhameja participated in it.

Forthcoming Book Review Discussion

As part of the Book Review Discussion Meet, the next discussion is scheduled to be held on October 11 at 2.30 p.m. at IIPA on the book entitled *The Battle for Employment Guarantee* by Reelika Khara. Prof. T.S. Papola shall moderate the session. Besides there are few discussants who would participate in it.

Lectures

• Shri Prabhat Kumar, former Governor of Jharkhand, addressed the participants of 37th APPPA on "Corruption in Government" on August 10. He gave a historical background of governance and corruption and also the measures initiated by the Government of India to curb the corruption. He emphasised that the corruption is the biggest barrier in the promotion of equitable and sustainable development of the country. He observed that issues of poverty, regional imbalance, and degradation of services cannot be addressed without understanding the causes and factors of corruption in government.

• Dr. Jayampathy Wikramaratne, Director of Institute for Constitutional Studies,



Mr. Barna Karini interacts with the faculty members. He is flanked by Dr. Rakesh Hooja.

Consistency is the last refuge of the unimaginative — Oscar



Dr. Jayampathy Wikramaratne addresses the audience. Sitting on his left are Prof. K.K. Pandey and Dr. Rakesh Hooja.

Colombo and Attorney-at-law, President's Counsel, Sri Lanka, delivered a lecture for APPPA participants and IIPA faculty on "Devolution in Sri Lanka under the 13th Amendment: The Law and the Practice" on September 21. He highlighted the finer aspects of the devolution of power and emerging concerns of federalism in contemporary Sri Lanka. As an expert on constitutional law and administrative laws and member of Sri Lanka Constitutional Drafting Team, he brought out the dynamics in the constitution, politics and society of Sri Lanka in the context of the 13th Amendment. Accepting the universal reluctance of higher levels of governments to share power with the lower levels of governments, Dr. Wikramaratne made a strong case for the unique model of devolution of power and system of provincial councils enacted through the 13th Amendment in Sri Lanka which is a unitary country by analysing it through a comparative perspective. Dr. Wikramaratne was on a visit to India under the Indian Council of Cultural Relations' "Distinguished Visitors Programme 2011-12". Dr. Rakesh Hooja, Director of IIPA, presided over the programme.

Recent IIPA Publications

Case Method: Concept and Cases in Public Administration

by Sushma Yadav and V. Shanmugasundaram. It has been well established that case method has a distinct advantage over other training techniques as it develops skills of logical thinking, searching relevant information, analysing and evaluating facts and arriving at conclusions needed for better administrative decisions and enhance the competence of the decision makers/executives by studying, developing and discussing actual situations from various perspectives. With an increasing emphasis on training for government officials and others, and considering the distinct advantage the case method enjoys against the other methods of training, there is a demand for decision-oriented case studies focusing on problem situations, and decision-making process. Considering the importance of case method in training, the IIPA has been playing a pioneering role over the years in bringing out volumes of case studies covering different aspects of administration and decision-making. The present volume, which is divided into two sections, contains eight papers on various approaches to the preparation and use of case studies and on related methodological aspects and seven case studies covering various facets concerning public administration, public policy and issues of governance. This 298-page volume is priced at Rs. 500.

Stimulating Revenue Base of Urban Local Bodies

by K.K. Pandey. This study is first of its kind to examine the municipal own sources and their scope of expansion from a city resource pool or beneficiaries/ recipients of municipal infrastructure within the city. The study is based on a representative sample of ten urban local bodies (ULBs) covering one municipal corporation and one municipality town from each of the five different regions of the country, namely: Navi Mumbai and Panvel (west), Faridabad and Karnal (north), Bhubaneswar and Puri (east), Bangalore and Ramanagar (south), and Bhopal and Hoshangabad (central). Besides the introduction, Second chapter covers an overview of municipal finances in the country and sample cities in terms of income expenditure differential, growth of revenue, per capita value both at current and constant prices. The third chapter discusses the role of own source in the fiscal profile of the ULBs. This also covers importance and the position of own revenue sources in the process of revenue generation of the municipal bodies. The fourth chapter discusses the financial management, monitoring and control for own sources in the light of efficiency of financial management system. In the fifth chapter, it analyses the mobilisation of external sources of revenue with a particular reference to devolution of funds by state finance corporation and Central Finance Corporation. The final chapter provides a roadmap to strengthen efforts for resource mobilisation from own sources/city resource pool of the ULBs, taking into account local potential and use for fiscal transfers for efficient and optimal utilisation of local revenue base. This 140-page volume is priced at Rs. 325.

It is hard to tell if a man is telling the truth when you know you would lie if you were in his place — H.L. Mencken

Amendment in the Election Bye-laws of the Institute for the Election of the Members of the Executive Council

The Executive Council in its meeting, held on September 20, approved the recommendation of the Standing Committee for necessary amendment in the existing Election Bye-law No. 5(12) to replace the word "U.P.C." by "Regd. Post". The amended Election Bye-law No. 5(12) will now read as "The Returning Officer shall ordinarily send the election papers to the members entitled to vote to their addresses as in the Institute's records by Registered post".

Re-scheduled Library Timings

The Library timings of the Institute have been re-scheduled as under with effect from November 25, 2011.

Existing timings	Future timings
9.00 a.m. to 7.00 p.m. on all working days (Mondays to Fridays) and 9.00 a.m. to 5.30 p.m. on (Saturdays and holidays)	During the Winter November 25 to February 28 9.00 a.m. to 6.00 p.m. (Mondays to Fridays) 9.00 a.m. to 5.30 p.m. (Saturdays and Holidays)
	During the Summer March 1 to November 24 9.00 a.m. to 7.00 p.m. (Mondays to Fridays) 9.00 a.m. to 5.30 p.m. (Saturdays and holidays)
	<i>(Library will remain shut on Sundays, Holi, Dussehra, Diwali, August 15, October 2 and January 26)</i>

NEWS FROM THE BRANCHES

Delhi Regional Branch

The branch organised the prelude conference on "Role of Panchayat Bodies in Rural Development since 1959" on September 29. Annual Conference Theme Paper by Dr. V.N. Alok and papers on the subject by Dr. Rakesh Hooja and Dr. S.K. Pachauri were circulated and they made presentations which were followed by discussions. Prof. J. Guha Roy presided. Earlier, the branch organised a lecture-meeting on September 22, in which Mr. Sheikh Humaid Ali Sultan Al-Maani, Ambassador of

the Sultanate of Oman, delivered a lecture on "Indo-Oman Relations: Emerging Areas of Cooperation. Prof. N.P. Singh, Chairman of IIPA's Standing Committee presided over the lecture and presented memento to Mr. Sheikh Humaid Ali, Dr. Rakesh Hooja, Director of IIPA, gave the introductory remarks. The branch also organised a lecture-meeting on August 5, in which Dr. Munish Gairola, Cancer Specialist at SMH-Curie Cancer Centre, Delhi (a unit of Healthcare Global), spoke on "Cancer is Preventable".

Haryana Regional Branch

The branch collaborated with Haryana Institute of Public Administration in organising a seminar on "Media and Governance" on September 16. It was sponsored by Haryana Information, Public Relations and Cultural Affairs Department. Shri M.C. Gupta, Chairman of the branch, gave the welcome address. Presiding over the first session, Justice G.N. Ray, Chairman of Press Council of India, observed that the media and the other three estates of democracy

Intellectuals solve problems, geniuses prevent them — Albert Einstein

The Newsletter, published in the first week of every month, generally covers news of the previous thirty days. While all reasonable precautions are taken regarding the authenticity of the items included, IIPA is not responsible for any error or inadequacy therein - Editors.

are not adversaries but constructive partners in building not only the better nation but a peaceful world order. Shri A.K. Arya, Joint Secretary of the branch, stressed the need for upgradation of skills on the part of journalists and advised to focus on positive journalism. In the second session, Shri Raj Chengappa, Editor-in-Chief of *The Tribune*, stated that development is happening in the state but it does not reflect in the newspapers and that is why people feel that media is obsessed with urban areas only with the result that governments have failed to live up to the expectations of the people. In the valedictory session, Shri Bhupinder Singh Hooda, Chief Minister of Haryana, asserted that good governance is central to progress and media has an important role to play as the country is passing through an era of unprecedented change, when the polity is maturing and democratic institutions are vibrant. Shri Kuldeep Singh, Speaker of Haryana Vidhan Sabha, emphasised that media's role in good governance is visible to the masses to react and expect government to accede to the legitimate demands of the people accordingly. Shri H.R. Bangla, Secretary of the branch, coordinated it.

Howrah Local Branch

The branch jointly with the Howrah Citizens and Rate Payers' Committee organised a lecture-meeting on "50th Birth Anniversary of Acharya Prafulla Chandra Roy" on August 26. Prof. Ashis Roy, Secretary of the branch, gave introductory remarks. Prof. Shyamal Kr. Chakraborty, HoD of Chemistry, Rajabazar Science College, gave the key-note address. Prof. Sankar Kr. Sanyal, Vice-

Chairman of the branch, presided over the programme.

Jammu and Kashmir Regional Branch

The branch in collaboration with the Department of Students Welfare, University of Kashmir conducted a debate on "Kashmir Language Receding its Influence in Our Homes" on July 16. Prof. Neelofar Khan, Dean of Students Welfare, inaugurated the programme. Shri A.M. Watali, Vice-Chairman of the branch, presided.

Kerala Regional Branch

The branch conducted a debate on "Right to Information Act: A Bane or a Boon" for the students of City College on August 26. Ten teams comprising 20 students participated in it. Rose Sebastian of Mar Ivanios College won the first prize. Arundhati B of University College and Krishna S of Kerala Law Academy College won the second and third prizes respectively. A team of three judges, Prof. K. Raman Pillai, former Chairman of the branch; Dr. B. Vivekanandan, former Chairman of Centre for West European Studies, JNU; and Prof. Joseph Alexander, Chairman of the branch, evaluated the debate.

Madhya Pradesh and Chhattisgarh Regional Branch

The branch organised a seminar on "Poverty and Poverty Line" in August. Shri Kewal Krishan Sethi, Chairman of the branch, in his key-note address, described the basis of the calculation of the poverty line and the criticism it faced from the economists and others.

Mizoram Regional Branch

The branch in collaboration with the Department of Public

Administration, Mizoram University, organised a conference and national seminar on "Rural Development and PRIs in India" on September 23. Shri Lalswata, State Minister of Education, was the Chief Guest. Prof. Srinibas Pathi, Secretary of the branch, presented the theme paper. Prof. A.K. Agarwal, Acting Vice-Chancellor of Mizoram University, was the Guest of Honour. Prof. C. Lalkima, Chairman of the branch, presided. Dr. Lalintluanga, Dr. Laineizhovi and twelve others presented papers.

Nagpur Local Branch

The branch, jointly with the Datta Meghe Institute of Management Studies (DMIMS), Atre Layout, Nagpur, organised a prelude conference on "Role of Panchayat Bodies in Rural Development Since 1959" on August 30. Shri M.A.H. Khan, Deputy Commissioner, Nagpur, presided over the function. Dr. M.S. Kashikar, HoD, PGTD of Political Science, RTM Nagpur University; Shri Nikhil Atale, Lecturer in DMIMS; Shri J.G. Wasnik, Asst. Professor of Public Administration; and Dr. P. Lakshminarayanan, Secretary of the branch, presented their papers. Shri M.A.H. Khan, Chief Guest who is also in-charge of MNREGA for all the six districts in Nagpur divisional jurisdiction gave a power point presentation and gave the contribution of this particular scheme for rural development of DMIMS.

Warangal Local Branch

The branch elected the following office-bearers under the chairmanship of Prof. K. Murali Manohar, Chairman of the branch: *President:* Prof. M. Vidya Sagar Reddy; *Vice-Presidents:* Prof. P. Sambiah and Shri R. Krishna

Asking a working writer what he thinks about critics is like asking a lamppost how it feels about dogs — Christopher Hampton

附錄十 考察活動照片



11月1日17時拜會我國駐印度代表處



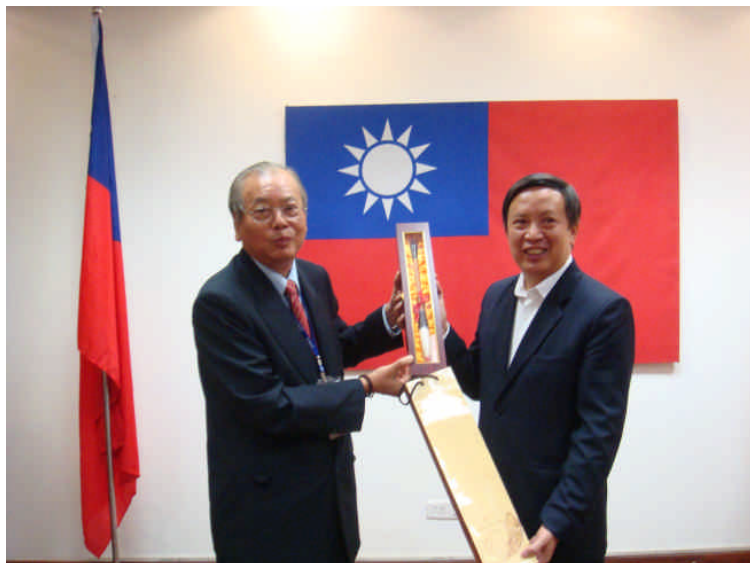
11月1日18時與駐印度代表處翁代表文祺、石副代表柏士及各組組長進行座談



本考察團團長高委員明見(右)、張委員明珠(中)及黃委員俊英(左)向駐印度代表處提出有關印度人事制度等問題



本考察團與印度代表處就外交人員人事制度等考銓制度進行意見交流



團長高委員明見(左)致贈本院點榜筆予翁代表文祺 (左)



本團團員於拜會駐印度代表處後合影



本考察團考察期間所到之處，均受到當地民眾與學生熱烈歡迎，右一為團長高委員明見，左二為李委員選



11月2日15時參訪「聯邦公共服務委員會UPSC」，左為歐委員育誠，右為UPSC DEPUTY SECRETARY Mr. SHRI KRISHAN LAL



「聯邦公共服務委員會 UPSC」



UPSC 榮譽主席(Hon'ble Chairman)Mr. D.P.Agrawal (右)
親自接待本團



與 UPSC 榮譽主席 Mr. D.P.Agrawal (右四) 及秘書長 (Secretary) Mr. A. Bhattacharyya (右三) 合影留念



UPSC 簡報顯示歡迎本團參訪



與 UPSC 進行座談，就印度文官之考選程序、測驗方式命題及面談方式等交換意見，會後合影留念



本團團員於參訪 UPSC 後於其大樓前合影



11月3日10時參訪印度國營退休基金「員工強制基金組織（EPFO）」



EPFO 公告歡迎本團，左為本團團長高委員明見，右為蔡委員良文



EPFO 主任委員(Central P. F. Commissioner)Mr. Shri Ravi Mathur (中) 正與本團團長高委員明見 (右) 進行意見交換，左為副主任委員(Additional Central P.F. Commissioner)Mr. S. R. JoshiMathur 。



本團團長高委員明見(右)與 EPFO Additional Secretary Mr.Shri Ravi Mathur(左)進行意見交換



與 EPFO 進行座談，就退休基金投資績效及管理方式等相關問題交換意見，會後合影留念



本團團員於參訪 EPFO 後於其大樓前合影



11月3日15時參訪印度公共行政學院(Indian Institute of Public Administration)



學院值月教授 Prof. Vinod K. Sharma(左)簡介該學院，右起為 Prof. Sushma Yadav 與 Prof. Dolly Arora



陳委員皎眉（左一）與學院教授 Prof. Dolly Arora（右一）進行意見交換



座談會後與值月教授 Prof. Vinod K. Sharma（右二）及行政處長 Dr. Naresh Kumar（右一）合影



本團團員於參訪 IIPA 後於其大樓前合影



11月4日16時拜會瓦拉那西市自治機關(Varanasi Nagar Nigam)，圖為市政局長辦公室



由市政局長(Municipal Commissioner)Mr. Shri Rajendra Singh (右一)親自接待本團，並就文官之遴選及任命等問題進行意見交流



市政局長 Mr. Shri Rajendra Singh (左一) 致贈本團團員花環以表歡迎之意



本團團員於拜會瓦拉那西市自治機關後合影

