

Chapter I

Teamwork

A. **Team Building**

A **team** is two or more employees who are organizationally empowered to establish their objectives, to make decisions about how to achieve those objectives, to undertake the tasks required to meet them, and to be individually and mutually accountable for their results. **Empowerment** is the delegation of authority to an individual or team and includes autonomy, trust and encouragement to make the decisions necessary to accomplish the job. **Teambuilding** is a method designed to help teams operate more effectively by improving internal communication and problem-solving skills.

B. **Empowering Employees**

Individual achievement is an American ideal. In reality, supervisors must depend on cooperation from their employees, because without group support, the chance of achievement is slim. The best chance for winning group support is to let the forces within the group itself work toward a decision with minimum interference from the supervisor. Effective supervisors empower employees by giving them more decision making power and by seeking ideas from every worker.

Participation is getting group involvement to solve problems by sharing knowledge and information. The supervisor's expertise becomes less important as team members possess knowledge and skill. Power becomes the supervisor's ability to facilitate and communicate to and on behalf of the team. He or she is the liaison with external constituencies such as upper management, other internal teams, customers, and suppliers. The supervisor represents the team's interests, secures resources, clarifies expectations, gathers information, and shares what is learned with the team.

Empowering employees requires that supervisors are able to engender credibility and trust since many of the traditional control mechanisms used to monitor employees have been removed. **Credible** supervisors

can be believed. They are honest, competent (expert power), and inspiring (referent power). Research demonstrates that employees who perceive their supervisors as having high credibility are more positive and attached to their work and organizations. **Trust** is the belief in the integrity, character, and reliability of a supervisor. Employees have to trust supervisors to treat them fairly, and supervisors have to trust workers to fulfill their responsibilities.

C. Team Development

It is the supervisor's job to build and maintain an effective team. Successful supervisors realize that all groups go through development phases, but the most productive teams go through the phases quickly to reach the peak performance. Supervisors, as team leaders, share information, trust others, surrender authority, and understand when to intervene. They participate in setting objectives, defining roles, and managing processes, such as time, disagreements, and change.

Chris Argyris describes an effective team in his book, *Organization and Innovation*.

- Contributions made within the group are additive.
- The group moves forward as a unit; there is a sense of team spirit, high involvement.
- Decisions are made by consensus.
- Commitment to decisions by most members is strong.
- The group continually evaluates itself.
- The group is clear about its goals.
- Conflict is brought out into the open and dealt with.
- Alternative ways of thinking about solutions are generated.
- Leadership tends to go to the individual best qualified.
- Feelings are dealt with openly.

Phases in Team Building

The process of uniting the group to form an effective team involves successfully completing four phases of development identified by B.W. Tuckman (1965, *Psychological Bulletin*, 63, 384-399): forming, storming, norming, and performing.

Phase one is an orientation, the forming of the team. Each person, in the process of getting acquainted with the other members, seeks his or her place in the group. The members must reach a common understanding of their objective, as well as agreement on basic operational ground rules, such as when to meet, attendance requirements, how decisions will be made, and so on.

- Do members understand the team's objectives?
- Have member's individual objectives been incorporated into the team's objectives?
- Do members feel the team's objectives are achievable and reflect their own personal objectives?

Phase two is characterized by interpersonal conflict, the storming of the team. Individuals begin to compete for attention and influence. Divergent interests surface as members begin asserting their ideas and viewpoints of the task, and their feelings about other members. The group must settle issues of how power and authority will be divided among members.

- What do members see as their responsibilities?
- What do members expect from other members?
- How is leadership being handled?
- Does duplication of effort exist?

In **phase three**, the group is becoming cohesive, the norming of the team. A sense of identity or "team spirit" is beginning to develop. Individuals become more sensitive to each other's needs, and are more willing to share ideas, information, and opinions. Task considerations start to override personal goals and concerns.

- What is the action plan for achieving the objectives?
- How are decisions made?
- How are problems solved?
- How are conflicts resolved?

Phase four is the interdependence of the group, the performing team. The group emerges as a team. Members now work well together and have a high degree of productive problem solving, since structural and

interpersonal issues have been resolved. High creativity and intense loyalty of members to each other characterize a group at this stage.

- How do the members treat each other?
- Do members trust, support, and feel comfortable with each other?
- Do members look for ways to help each other?

Chapter II

Problem Identification and Solution Finding

A **problem** exists whenever there is a difference between what actually happens and what the supervisor wants to have happen. Some of the problems faced by the supervisor may occur frequently. The solutions to these problems may be systematized by establishing policies that will provide a ready solution to them. In these repetitive situations, the problem solving process is used once and then the solution (decision) can be used again in similar situations.

Exceptions to established routines or policies become the more difficult decisions that supervisors must make. When no previous policy exists, the supervisor must invent a solution.

Problem solving is the process of taking corrective action in order to meet objectives. Some of the more effective decisions involve creativity. To get better ideas, the supervisor follows the steps in the problem solving process. The steps are built on a logical analysis.

The supervisor can think through all aspects of the problem by answering the following questions.

- What seems to be the trouble?
- Why is it causing the trouble?
- What are the causal factors?
- What can be done in all possibilities?
- Are all these possibilities workable?
- What are the probabilities of success for each of the solutions?
- What are the appropriate alternatives?
- What is the correct choice?
- Have I logically eliminated the other choices?
- When and how can the solution be implemented?
- What is the best way to implement the solution?
- Has the solution solved the original problem?

- Have I planned, organized, and provided for the control of actions leading to solutions?

The steps in the problem solving process are (1) define the problem, (2) identify decision criteria, (3) develop alternatives, (4) decide, (5) implement the decision, and (6) evaluate the decision.

Step 1: Define the problem.

The problem solving/decision-making process begins when the supervisor recognizes the problem, experiences pressure to act on it, and has the resources to do something about it. This means that the supervisor must correctly define the problem. Problem identification is not easy. The problem statement can be too broad or too narrow. Supervisors are easily swayed by a solution orientation that allows them to gloss over this first and most important step. Or, what is perceived, as the cause of a problem may actually be a symptom.

The supervisor must solve the right problem. In order to define the problem, the supervisor must describe the factors that are causing the problem. These are the **symptoms**, visible as circumstances or conditions that indicate the existence of the problem -- the difference between what is desired and what exists. By not clearly defining the problem, ineffective action will be taken.

Step 2: Identify decision criteria

The supervisor determines what is relevant in making a decision by isolating the facts pertinent to the problem. Since there is no single best criterion for decision making where a perfect knowledge of all the facts is present, a set of criteria must be used for the problem at hand. These decision criteria identify what will guide the decision-making process. They are the important facts relevant to the problem as defined. It is important that decision criteria be established early in the problem solving process because if the criteria are developed as analysis of data is taking place, the chances are good that the data will determine the criteria. Thus, setting the criteria early introduces objectivity. These facts can be tangible as well as intangible. Tangible facts might include the work assignments, the work schedules, or work orders. Intangible facts could include morale, motivation, and personal feelings and perceptions.

This process is somewhat subjective, because what serves as important criteria for one supervisor may be less important for another. For instance, the decision-making criteria used to hire employees differs across departments; the sales department uses the number of new store openings in different geographic areas, while the manufacturing department uses how many units of the product needs to be produced and how quickly.

Key uncertainties, the variables that result from simple chance, must be identified. Regardless of the solution chosen, key uncertainties are important because they can be pluses or minuses. What are the chance variables? Which way would these variables fall, relative to each of the workable solutions?

Not all criteria have the same importance. (*Criteria weights can vary among different supervisors as well.*) Assigning weights indicates the importance a supervisor places on each criterion for resolving the problem and helps establish priorities. Criteria that are extremely important can be given more weight, while those that are least important can be given less weight.

Step 3: Develop alternatives

The supervisor must identify all workable alternative solutions for resolving the problem. The term *workable* prevents alternative solutions that are too expensive, too time-consuming, or too elaborate. The best approach in determining workable solutions is to state all possible alternatives, without evaluating any of the options. This helps to ensure that a thorough list of possibilities is created.

Generating alternative solutions requires divergent thinking (deviating from traditional.) Groups can be used to generate alternative solutions. Brainstorming is the process of suggesting as many alternatives as possible without evaluation. The group is presented with a problem and asked to develop as many solutions as possible. When brainstorming, employees should be encouraged to make wild, extreme suggestions. They build on suggestions made by others. None of the alternatives are evaluated until all possibilities are exhausted.

The supervisor must judge what would happen with each alternative and its effect on the problem. The strengths and weaknesses of each alternative are critically analyzed by comparing the weights assigned and then eliminating the alternatives that are not workable. Probability factors -- such as risk,

uncertainty, and ignorance - must be considered. **Risk** is a state of imperfect knowledge in which the decision-maker judges the different possible outcomes of each alternative and can determine the probabilities of success for each. **Uncertainty** is a state in which the decision-maker judges the different possible outcomes of each alternative but lacks any feeling for their probabilities of success. **Ignorance** is a state in which the decision-maker cannot judge the different possible outcomes of each alternative, let alone their probabilities. Investigating all the possible alternatives helps to prevent eliminating the most appropriate one, because a decision is only as good as the best alternative evaluated.

Step 4: Decide

The supervisor must make a choice among the alternatives. The alternative that rates the highest score should be the preferred solution. The decision can be assisted by the supervisor's experience, past judgment, advice from others, or even a hunch.

Timing impacts the decision. The probable outcome and its advantages versus its disadvantages are affected at any given time. Which alternative is most appropriate at a given time?

Decisions are made by **consensus** when solutions are acceptable to everyone in the group, not just a majority. Everyone is included, and the decision is a win-win situation. Consensus does not include voting, averaging, compromising, negotiating, or trading (win-lose situations). Every member accepts the solution, even though some members may not be convinced that it is the best solution. The "right" decision is the best collective judgment of the group as a whole.

Consensus gives every person a chance to be heard and have their input weighed equally. All members accept responsibility for both listening and contributing. Disagreements are viewed as helpful rather than hindrances in reaching consensus. Each member monitors the decision-making process and initiates discussions about the process if it becomes ineffective. The smallest minority has a chance to change the collective mind if their input is keener.

Group members do not give in just to reach an agreement. They support only those solutions that they can truthfully accept. If people exercise this power to go against the majority, they must have listened to the collective wisdom

in good conscience. A block should not be used to place an individual's will above the group's.

Consensus works in an environment of trust, where everyone suffers or gains alike from the decision. Everyone must listen, participate, get informed, be rational, and be part of the process from the beginning. Thus, consensus can be time consuming long and exhausting to the participants. Yet, consensus will result in synergism. Synergy is the combined action of the group, greater in total effect than the sum of their effects. The combined problem solving/decision making abilities of the group members produce a better decision than that of the individual member.

Taking action requires self-confidence or courage. Only a person who is willing to take risks is able to assume responsibility for a decision involving action. The fact remains that the supervisor is held accountable for the outcome of the decision. Thus, he or she must be confident that the right problem has been defined and the most workable solution has been chosen. Self-confidence is the best element for a supervisor to possess at this stage.

Step 5: Implement the decision

Once the solution is chosen, the decision is shared with those whose work will be affected. Ultimately, human beings will determine whether or not a decision is effectively implemented. If this fact is neglected, the solution will fail. Thus, implementation is a crucial part of the decision-making process. Including employees who are directly involved in the implementation of a decision, or who are indirectly affected by that decision, will help foster their commitment. Without their commitment, gaining support and achieving outcomes becomes increasingly difficult. With this commitment, the supervisor has a reasonable degree of assurance that the decision will be accepted and have the necessary support.

In order to implement the decision, the supervisor must have a plan for communicating it to those directly and indirectly affected. Employees must understand how the decision will affect them. Communication is most effective when it precedes action and events. In this way, events conform to plans and events happen when, and in the way, they should happen. Thus, the supervisor should answer the vital questions before they are asked. Communicating answers to these questions can overcome much of the resistance that otherwise might be encountered.

Step 6: Evaluate the decision

The supervisor must follow up and appraise the outcomes from the decision to determine if desired results were achieved. If not, then the process needs to be reviewed from the beginning to determine where errors may have been made. Evaluation can take many forms, depending on the type of decision, the environment, working conditions, needs of managers and employees, and technical problems. Generally, feedback and reports are necessary to learn of the decision's outcome. Sometimes, corrections can be introduced for different steps. Other times, the entire decision-making process needs to start over.

The main function of the follow up is to determine whether or not the problem has been resolved. Usually follow up requires a supervisory visit to the work area affected by the decision. The supervisor may have to repeat the entire decision process if a new problem has been generated by the solution. It is better to discover this failure during the follow up period rather than remain unaware of a new problem provoked by the implemented solution.

Chapter III

Negotiation Skills

Negotiation is something that we do all the time and is not only used for business purposes. For example, we use it in our social lives perhaps for deciding a time to meet, or where to go on a rainy day.

Negotiation is usually considered as a compromise to settle an argument or issue to benefit ourselves as much as possible.

Communication is always the link that will be used to negotiate the issue/argument whether it is face-to-face, on the telephone or in writing. Remember, negotiation is not always between two people: it can involve several members from two parties.

There are many reasons why you may want to negotiate and there are several ways to approach it. The following is a few things that you may want to consider.

A. Why Negotiate?

If your reason for negotiation is seen as 'beating' the opposition, it is known as 'Distributive negotiation'. This way, you must be prepared to use persuasive tactics and you may not end up with maximum benefit. This is because your agreement is not being directed to a certain compromise and both parties are looking for a different outcome.

Should you feel your negotiation is much more 'friendly' with both parties aiming to reach agreement, it is known as 'Integrative negotiation'. This way usually brings an outcome where you will both benefit highly.

Negotiation, in a business context, can be used for selling, purchasing, staff (e.g. contracts), borrowing (e.g. loans) and transactions, along with anything else that you feel are applicable for your business.

Possible Outcomes of Negotiations

There are a number of outcomes that could occur as a result of negotiations. Depending on how you address the negotiations, you will reach one of the following *outcomes*.

Win-Win

Both parties achieve their goals and are satisfied with the outcome. For example, both you and the investor are happy with the terms of the negotiation contract.

Win-Lose

One party achieves the goal at the expense of the other party. For example, the investor is happy with the terms of the contract, but you believe the investor will have too much control of your business.

Lose-Lose

Both parties are dissatisfied with the terms of the negotiated contract. For example, you feel that the investor is demanding too high a return, and the investor feels that your valuation of your goodwill is exaggerated. The two of you cannot agree on these points, but they are the only items that are preventing you from signing the deal, so you leave them in and close the deal.

As you want to build a long, prosperous relationship with the investor, you should aim for a win-win agreement so that both parties feel that their needs have been met.

B. How to Negotiate

Pre-Negotiation

Before you decide to negotiate, it is a good idea to prepare. What is it exactly that you want to negotiate? Set out your objectives (e.g. I want

more time to pay off the loan). You have to take into account how it will benefit the other party by offering some sort of reward or incentive (explained later).

What is involved (money, sales, time, conditions, discounts, terms, etc)? Know your extremes: how much extra can you afford to give to settle an agreement? Although you are not aiming to give out the maximum, it is worth knowing so that you will not go out of your limits.

Know what your opposition is trying to achieve by their negotiation. This is useful information that could be used to your benefit and may well be used to reach a final agreement.

Consider what is valuable to your business, not the costs. You may end up losing something in the negotiation that is more valuable to your business than money. It could be a reliable client or your company reputation.

Negotiating

It is important that you approach the other party directly to make an appointment to negotiate should it be in person, writing or by phone (not through a phone operator, receptionist, assistant etc) as this will allow you to set the agenda in advance, and improve the prospects of the other party preparing sufficiently enough to make a decision on the day. Try to be fairly open about your reason for contact or they may lose interest instantly and not follow up on the appointment. Save all your comments for the actual appointment- don't give away anything that will give them a chance to prepare too thoroughly: it's not war, but it is business!

So, it's time to negotiate and you've prepared well. What else must you have? Two things: confidence and power. Your power will come from your ability to influence. For example, you may be the buyer (but not always a strong position), or have something that the other party wants, or you may be able to give an intention to penalize if the other party fails to meet the agreement (as is the way with construction). As briefly mentioned above, you may be able to give a reward or an incentive. For example, you may be selling kitchen

knives and as part of the package you are giving a knife sharpener and a storage unit away free as an incentive.

It is always important that you keep the negotiation in your control: this can mean within your price range, your delivery time or your profit margin. If you fail to do so, you will end up on the wrong side of the agreement, and with nothing more out of the deal other than maintaining trading relationships.

When negotiating, aim as high as you feel necessary in order to gain the best deal for yourself. The other party may bring this down but it is a good tactic, as it is always easier to play down than to gain.

Make sure that you remain flexible throughout the negotiation in case the opposition decides to change the direction of the agreement (they may want different incentives or even change their objectives). This is where your preparation comes to good use: knowing your limits and the other party's needs. If you're a quick thinker then you've got an advantage. You'll need to turn it around quickly if things start to go against you without putting your objectives at risk.

Confidence comes from knowing your business, your product, what its worth, and being able to communicate this well to the other party: these people are almost impossible to get the better of, as some of you will know only too well.

Coming to an Agreement

Once you have come to a final agreement, it is important that you have it down in writing along with both parties' signature: this is not always possible or practical. Before it is signed, or formally ordered, it is wise not to say anything about the terms agreed because your next sentence could break the agreement: the best sales-people never oversell - well, not until they have to!

If it is a sale/purchase that you are making, then officially, it isn't a sale until you/they have actually ordered the product/service. Usually, this will be an Order Form (we have one in our free business software). In most other negotiations, one party sending a letter and

fax to the other in which the agreement is outlined (to a sufficient degree) will form a legal basis.

If the other party then amends the conditions in the agreement in writing to you, those amended terms then become part of the agreement, UNLESS you disagree in writing, and so on...

Chapter IV

Conflict Management

A. **What is conflict?**

Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs. It can also originate from past rivalries and personality differences. Other causes of conflict include trying to negotiate before the timing is right or before needed information is available.

The ingredients of conflict.

Needs - Needs are things that are essential to our well-being. Conflicts arise when we ignore others' needs, our own needs or the group's needs. Be careful not to confuse needs with desires (things we would like, but are not essential).

Perceptions - People interpret reality differently. They perceive differences in the severity, causes and consequences of problems. Misperceptions or differing perceptions may come from: self-perceptions, others' perceptions, differing perceptions of situations and perceptions of threat.

Power - How people define and use power is an important influence on the number and types of conflicts that occur. This also influences how conflict is managed. Conflicts can arise when people try to make others change their actions or to gain an unfair advantage.

Values - Values are beliefs or principles we consider to be very important. Serious conflicts arise when people hold incompatible values or when values are not clear. Conflicts also arise when one party refuses to accept the fact that the other party holds something as a value rather than a preference.

Feelings and emotions - Many people let their feelings and emotions become a major influence over how they deal with conflict. Conflicts

can also occur because people ignore their own or others' feelings and emotions. Other conflicts occur when feelings and emotions differ over a particular issue.

Conflict is not always negative. In fact, it can be healthy when effectively managed. Healthy conflict can lead to:

1. Growth and innovation
2. New ways of thinking
3. Additional management options

If the conflict is understood, it can be effectively managed by reaching a consensus that meets both the individual's and society's needs. This results in mutual benefits and strengthens the relationship. The goal is for all to "win" by having at least some of their needs met.

B. Managing Conflict

There are five steps to managing conflict. These steps are:

1. Analyze the conflict
2. Determine management strategy
3. Pre-negotiation
4. Negotiation
5. Post-negotiation

Step 1: Analyze the conflict

The first step in managing conflict is to analyze the nature and type of conflict. To do this, you'll find it helpful to ask questions.

Answers may come from your own experience, your partners or local media coverage. You may want to actually interview some of the groups involved. Additional information regarding analyzing conflicts can be found in the Guide to Information and Resources.

Step 2: Determine management strategy

Once you have a general understanding of the conflict, the groups involved will need to analyze and select the most appropriate strategy.

In some cases it may be necessary to have a neutral facilitator to help move the groups toward consensus.

C. Conflict Management Strategies

1. Collaboration
2. Compromise
3. Competition
4. Accommodation
5. Avoidance

Collaboration - This results from a high concern for your group's own interests, matched with a high concern for the interests of other partners. The outcome is "win/win." This strategy is generally used when concerns for others are important. It is also generally the best strategy when society's interest is at stake. This approach helps build commitment and reduce bad feelings. The drawbacks are that it takes time and energy. In addition, some partners may take advantage of the others' trust and openness. Generally regarded as the best approach for managing conflict, the objective of collaboration is to reach consensus.

Compromise - This strategy results from a high concern for your group's own interests along with a moderate concern for the interests of other partners. The outcome is "win some/lose some." This strategy is generally used to achieve temporary solutions, to avoid destructive power struggles or when time pressures exist. One drawback is that partners can lose sight of important values and long-term objectives. This approach can also distract the partners from the merits of an issue and create a cynical climate.

Competition - This strategy results from a high concern for your group's own interests with less concern for others. The outcome is "win/lose." This strategy includes most attempts at bargaining. It is generally used when basic rights are at stake or to set a precedent. However, it can cause the conflict to escalate and losers may try to retaliate.

Accommodation - This results from a low concern for your group's own interests combined with a high concern for the interests of other partners. The outcome is "lose/win." This strategy is generally used when the issue is more important to others than to you. It is a "goodwill gesture." It is also appropriate when you recognize that you are wrong. The drawbacks are that your own ideas and concerns don't get attention. You may also lose credibility and future influence.

Avoidance -This results from a low concern for your group's own interests coupled with a low concern for the interests of others. The outcome is "lose/lose." This strategy is generally used when the issue is trivial or other issues are more pressing. It is also used when confrontation has a high potential for damage or more information is needed. The drawbacks are that important decisions may be made by default.

Step 3: Pre-negotiation

To set the stage for effective negotiation, the groundwork must be laid. The following should occur prior to negotiation.

Initiation - One partner raises the possibility of negotiation and begins the process. If no one is willing to approach the others to encourage them to reach an agreement, a trusted outsider could be brought in as a facilitator.

Assessment - Conditions must be right for negotiation to be successful. Key players must be identified and invited. Each side must be willing to collaborate with the others. Reasonable deadlines and sufficient resources to support the effort must exist. Spokespersons for each group must be identified and involved. Parties need to determine which issues are negotiable and which are not.

Ground rules and agenda - The groups must agree on ground rules for communication, negotiation and decision making. They should agree on the objectives of the negotiation process. An agenda of issues to be covered needs to be developed.

Organization - Meeting logistics must be established, including agreed upon times and places. People must be contacted and encouraged to attend. Minutes must be taken so that information can be distributed before and after meetings.

Joint fact-finding - The groups must agree on what information is relevant to the conflict. This should include what is known and not known about social and technical issues. Agreement is also needed on methods for generating answers to questions.

Step 4: Negotiation.

Interests - When negotiating be sure to openly discuss interests, rather than stated positions. Interests include the reasons, needs, concerns and motivations underlying positions. Satisfaction of interests should be the common goal.

Options - To resolve conflicts, concentrate on inventing options for satisfying interests. Do not judge ideas or favor any of the options suggested. Encourage creativity, not commitment.

Evaluation - Only after the partners have finished listing options, should the options be discussed. Determine together which ideas are best for satisfying various interests.

Written agreement - Document areas of agreement and disagreement to ensure common understanding. This helps ensure that agreements can be remembered and communicated clearly.

Commitment - Every partner must be confident that the others will carry out their parts of the agreement. Discuss and agree upon methods to ensure partners understand and honor their commitments.

Step 5: Post-negotiation

Once negotiation is complete, the group will need to implement the decisions made. Some key steps include:

Ratification - The partners must get support for the agreement from organizations that have a role to play in the agreement. These organizations should be partners and should have been involved in the

previous steps. Each organization will need to follow its own procedures to review and adopt the agreement.

Implementation - You and your partners' jobs are not done when you've reached agreement. Communication and collaboration should continue as the agreement is carried out. The partnership will need to have a plan to monitor progress, document success, resolve problems, renegotiate terms and celebrate success.

Negotiation skills

Negotiation is an important skill for coming to an agreement when conflicts develop at home, at work and when dealing with issues like those related to watershed management. When negotiating...

Separate people from the problem

When negotiating, remember you're dealing with people who have their own unique needs, emotions and perceptions.

Some conflicts are based on differences in thinking and perceptions. These conflicts may exist mainly in peoples' minds. It helps for each party to put themselves into the other's shoes so they can understand each other's point of view.

Identify and openly discuss differences in perceptions, being careful not to place blame. In addition, recognize and understand the other side's emotions as well as your own.

Interest vs. Position

People often confuse interests with positions. An interest may be reducing litter in roadside ditches. There are many possible ways of addressing this interest. One might be the position of mandatory recycling. Another position might be a deposit on bottles and cans. Still another could be organizing a clean-up day.

Focus on interests, not positions

Focusing on interests, rather than positions, makes it possible to come up with better agreements. Even when people stand on opposite positions, they usually have a few shared interests.

It takes time and effort to identify interests. Groups may not even be clear about their own interests. It helps to write down each group's interests as they are discovered. It helps to ask why others take the positions or make the decisions they do. Partners will have multiple interests. Interests involving important human needs (such as security, economic well-being, a sense of belonging, recognition and control over one's life) are difficult to negotiate.

Develop optional solutions

When developing optional solutions that meet the interests of all sides, try to meet as many of each side's interests as possible. Start by inviting all sides to brainstorm ideas (before reaching a decision).

Developing objective criteria

When developing criteria for selecting or combining possible alternatives, revisit the conflicting interests. These can't be ignored or "wished" away. Instead discuss them as you begin developing criteria for judging alternatives. Also keep in mind principles such as fairness, efficiency and scientific merit.

Strive for criteria that are legitimate, practical and unbiased. You may also find it helps to explore the criteria used in making past decisions and discuss criteria with your partners or outside experts.

Chapter V

Presentation Skills

A. Introduction

Management is the art of getting things done. A Presentation is a fast and potentially effective method of getting things done through other people. In managing any project, presentations are used as a formal method for bringing people together to plan, monitor and review its progress.

B. The Objectives of Communication

The single most important observation is that the objective of communication is not the transmission but the reception. The whole preparation, presentation and content of a speech must therefore be geared not to the speaker but to the audience. The presentation of a perfect project plan is a failure if the audience does not understand or are not persuaded of its merits. A customers' tour is a waste of time if they leave without realising the full worth of your product. The objective of communication is to make your message understood and remembered.

The main problem with this objective is, of course, the people to whom you are talking. The average human being has a very short attention span and a million other things to think about. Your job in the presentation is to reach through this mental fog and to hold the attention long enough to make your point.

C. The Plan

It is difficult to over estimate the importance of careful preparation. Five minutes on the floor in front of senior management could decide the acceptance of a proposal of several months duration for the manager and the whole team. With so much potentially at stake, the presenter must concentrate not only upon the facts being presented but upon the style, pace, tone and ultimately tactics which should be used.

As a rule of thumb for an average presentation, no less than 1 hour should be spent in preparation for 5 minutes of talking.

Suppose you have a talk to give, where do you start?

D. Formulate your Objectives

The starting point in planning any speech is to formulate a precise objective. This should take the form of a simple, concise statement of intent. For example, the purpose of your speech may be to obtain funds, to evaluate a proposal, or to motivate your team. No two objectives will be served equally well by the same presentation; and if you are not sure at the onset what you are trying to do, it is unlikely that your plan will achieve it.

One question is: how many different objectives can you achieve, in say, 30 minutes - and the answer: not many. In the end it is far more productive to achieve one goal than to blunder over several. The best approach is to isolate the essential objective and to list at most two others which can be addressed providing they do not distract from the main one. *Focus is key*. If you do not focus upon your objective, it is unlikely that the audience will.

E. Identify the Audience

The next task is to consider the audience to determine how best to achieve your objectives in the context of these people. Essentially this is done by identifying their aims and objectives while attending your presentation. If you can somehow convince them they are achieving those aims while at the same time achieving your own, you will find a helpful and receptive audience. For instance, if you are seeking approval for a new product plan from senior management it is useful to know and understand their main objectives. If they are currently worried that their product range is out of date and old fashioned, you would emphasise the innovative aspects of your new product; if they are fearful about product diversification you would then emphasise how well your new product fits within the existing catalogue.

This principal of matching the audience aims, however, goes beyond the simple salesmanship of an idea - it is the simplest and most effective manner of obtaining their attention at the beginning. If your

opening remarks imply that you understand their problem and that you have a solution, then they will be flattered at your attention and attentive to your every word.

F. Structure

All speeches should have a definite structure or format; a talk without a structure is a woolly mess. If you do not order your thoughts into a structured manner, the audience will not be able to follow them. Having established the aim of your presentation you should choose the most appropriate structure to achieve it.

However, the structure must not get in the way of the main message. If it is too complex, too convoluted or simply too noticeable the audience will be distracted. If a section is unnecessary to the achievement of your fundamental objectives, pluck it out.

G. Sequential Argument

One of the simplest structures is that of sequential argument which consists of a series of linked statements ultimately leading to a conclusion. However, this simplicity can only be achieved by careful and deliberate delineation between each section. One technique is the use of frequent reminders to the audience of the main point which have proceeded and explicit explanation of how the next topic will lead on from this.

H. Hierarchical Decomposition

In hierarchical decomposition the main topic is broken down into sub-topics and each sub-topics into smaller topics until eventually everything is broken down into very small basic units. In written communication this is a very powerful technique because it allows the reader to re-order the presentation at will, and to return to omitted topics at a later date. In verbal communication the audience is restricted to the order of the presenter and the hierarchy should be kept simple reinforced. As with sequential argument it is useful to summarize each section at its conclusion and to introduce each major new section with a statement of how it lies in the hierarchical order.

Question Orientated

The aim of many presentations given by managers is to either explain a previous decision or to seek approval for a plan of action. In these cases, the format can be question orientated. The format is to introduce the problem and any relevant background, and then to outline the various solutions to that problem listing the advantages and disadvantages of each solution in turn. Finally, all possible options are summarised in terms of their pros and cons, and either the preferred solution is presented for endorsement by the audience or a discussion is initiated leading to the decision. One trick for obtaining the desired outcome is to establish during the presentation the criteria by which the various options are to be judged; this alone should allow you to obtain your desired outcome.

Pyramid

In a newspaper, the story is introduced in its entirety in a catchy first paragraph. The next few paragraphs repeat the same information only giving further details to each point. The next section repeats the entire story again, but developing certain themes within each of the sub-points and again adding more information. This is repeated until the reporter runs out of story. The editor then simply decides upon the newsworthiness of the report and cuts from the bottom to the appropriate number of column inches.

There are two main advantages to this style for presentations. Firstly, it can increase the audience's receptiveness to the main ideas. Since at every stage of the pyramid they have all ready become familiar with the ideas and indeed know what to expect next. This sense of *deja vu* can falsely give the impression that what they are hearing are their own ideas. The second advantage is that the duration of the talk can be easily altered by cutting the talk in exactly the same way as the newspaper editor might have done to the news story. This degree of flexibility may be useful if the same presentation is to be used several times in different situations.

The Meaty Sandwich

The simplest and most direct format remains the meaty sandwich. This is the simple beginning-middle-end format in which the main meat of the exposition is contained in the middle and is preceded by an introduction and followed by a summary and conclusion. This is really the appropriate format for all small sub-sections in all the previous structures. If the talk is short enough, or the topic simple enough, it can indeed form the entirety of the presentation.

I. The Beginning

It is imperative to plan your beginning carefully; there are five main elements:

Get their attention

Too often in a speech, the first few minutes of the presentation are lost while people adjust their coats, drift in with coffee and finish the conversation they were having with the person next to them. You only have a limited time and every minute is precious to you so, from the beginning, make sure they pay attention.

Establish a theme

Basically, you need to start the audience thinking about the subject matter of your presentation. This can be done by a statement of your main objective, unless for some reason you wish to keep it hidden. They will each have some experience or opinions on this and at the beginning you must make them bring that experience into their own minds.

Present a structure

If you explain briefly at the beginning of a talk how it is to proceed, then the audience will know what to expect. This can help to establish the theme and also provide something concrete to hold their attention. Ultimately, it provides a sense of security in the promise that this speech too will end.

Create a rapport

If you can win the audience over in the first minute, you will keep them for the remainder. You should plan exactly how you wish to appear to them and use the beginning to establish that relationship. You may be presenting yourself as their friend, as an expert, perhaps even as a judge, but whatever role you choose you must establish it at the very beginning.

Administration

When planning your speech you should make a note to find out if there are any administrative details which need to be announced at the beginning of your speech. This is not simply to make yourself popular with the people organizing the session but also because if these details are overlooked the audience may become distracted as they wonder what is going to happen next.

J. The Ending

The final impression you make on the audience is the one they will remember. Thus it is worth planning your last few sentences with extreme care.

As with the beginning, it is necessary first to get their attention, which will have wandered. This requires a change of pace, a new visual aid or perhaps the introduction of one final culminating idea. In some formats the ending will be a summary of the main points of the talk. One of the greatest mistakes is to tell the audience that this is going to be a summary because at that moment they simply switch off. Indeed it is best that the ending comes unexpectedly with that final vital phrase left hanging in the air and ringing round their memories. Alternatively the ending can be a flourish, with the pace and voice leading the audience through the final crescendo to the inevitable conclusion.

K. Visual Aids

Most people expect visual reinforcement for any verbal message being delivered. With traditional visual aids however, there are a few rules which should be followed to ensure they are used effectively.

Most are common sense, and most are commonly ignored. Make sure that your writing can be read from the back of the room. Talk to the audience, not the visual aid.

The Delivery

Whatever you say and whatever you show; it is you, yourself which will remain the focus of the audience's attention. If you but strut and fret your hour upon the stage and then are gone, no-one will remember what you said. The presenter has the power both to kill the message and to enhance it a hundred times beyond its worth. Your job as a manager is to use the potential of the presentation to ensure that the audience is motivated and inspired rather than disconcerted or distracted. There are five key facets of the human body which deserve attention in presentation skills: the eyes, the voice, the expression, the appearance, and how you stand.

The Eyes

The eyes are said to be the key to the soul and are therefore the first and most effective weapon in convincing the audience of your honesty, openness and confidence in the objectives of your presentation. This impression may of course be totally false, but here is how to convey it.

Even when in casual conversation, your feelings of friendship and intimacy can be evaluated by the intensity and duration of eye contact. During the presentation you should use this to enhance your rapport with the audience by establishing eye contact with each and every member of the audience as often as possible. For small groups this is clearly possible but it can also be achieved in large auditoriums since the further the audience is away from the presenter the harder it is to tell precisely where he or she is looking. Thus by simply staring at a group of people at the back of a lecture theatre it is possible to convince each of them individually that he or she is the object of your attention. During presentations, try to hold your gaze fixed in specific directions for five or six seconds at a time. Shortly after each change in position, a slight smile will convince each person in that direction that you have seen and acknowledged them.

The Voice

After the eyes comes the voice, and the two most important aspects of the voice for the public speaker are projection and variation. It is important to realize from the onset that few people can take their ordinary conversation voice and put it on stage. If you can, then perhaps you should move to Hollywood. The main difference comes in the degree of feedback which you can expect from the person to whom you are talking. In ordinary conversation you can see from the expression, perhaps a subtle movement of the eye, when a word or phrase has been missed or misunderstood. In front of an audience you have to make sure that this never happens. The simple advice is to slow down and to take your time. Remember the audience is constrained by good manners not to interrupt you so there is no need to maintain a constant flow of sound. As you get used to the sound, you can adjust it by watching the audience.

A monotone speech is both boring and soporific, so it is important to try to vary the pitch and speed of your presentation. At the very least, each new sub-section should be preceded by a pause and a change in tone to emphasise the delineation. If tonal variation does not come to you naturally try making use of rhetorical questions throughout your speech, since most British accents rise naturally at the end of a question.

Expression

The audience watches your face. If you are looking listless or distracted then they will be listless and distracted; if you are smiling, they will be wondering why and listen to find out. In normal conversation your meaning is enhanced by facial reinforcement. Thus in a speech you must compensate both for stage nerves and for the distance between yourself and the audience. The message is quite simple: make sure that your facial expressions are natural, only more so.

Appearance

There are many guides to management and presentation styles which lay heavy emphasis upon the way you dress and in the last analysis this is a matter of personal choice. That choice should however be

deliberately made. When you are giving a presentation you must dress for the audience, not for yourself.

Stance

When an actor initially learns a new character part, he or she will instinctively adopt a distinct posture or stance to convey that character. It follows therefore that while you are on stage, your stance and posture will convey a great deal about you. The least you must do is make sure your stance does not convey boredom; at best, you can use your whole body as a dynamic tool to reinforce your rapport with the audience.

The perennial problem is what to do with your hands. These must not wave aimlessly through the air, or fiddle constantly with a pen, or (worst of all visually) juggle change in your trouser pockets. The key is to keep your hands still, except when used in unison with your speech. To train them initially, find a safe resting place which is comfortable for you, and aim to return them there when any gesture is completed.

L. The Techniques of Speech

Every speaker has a set of "tricks of the trade" which he or she holds dear - the following are a short selection of such advice taken from various sources.

Make an impression

The average audience is very busy: they have husbands and wives, schedules and slippages, cars and mortgages; and although they will be trying very hard to concentrate on your speech, their minds will inevitably stray. Your job is to do something, anything, which captures their attention and makes a lasting impression upon them. Once you have planned your speech and honed it down to its few salient points, isolate the most important and devise some method to make it stick.

Repeat, Repeat

The average audience is very busy: they have husbands or wives etc, etc - but repetition makes them hear. The average audience is easily distracted, and their attention will slip during the most important message of your speech - so repeat it. You don't necessarily have to use the resonant tonal sounds of the repeated phrase, but simply make the point again and again with different explanations and in different ways.

Draw a Sign

Research into teaching has yielded the following observation: "We found that students who failed to get the point did so because they were not looking for it". If the audience knows when to listen, they will. So tell them: the important point is....

Draw a Picture

The human brain is used to dealing with images, and this ability can be used to make the message more memorable. This means using metaphors or analogies to express your message. Thus a phrase like "we need to increase the market penetration before there will be sufficient profits for a pay related bonus" becomes "we need a bigger slice of the cake before the feast".

Jokes

The set piece joke can work very well, but it can also lead to disaster. You must choose a joke which is apt, and one which will not offend any member of the audience. This advice tends to rule out all racist, sexist or generally rude jokes. If this seems to rule out all the jokes you can think of, then you should avoid jokes in a speech.

Amusing asides are also useful in maintaining the attention of the audience, and for relieving the tension of the speech. If this comes naturally to you, then it is a useful tool for pacing your delivery to allow periods of relaxation in between your sign-posted major points.

Plain Speech

Yes!

Short and Sweet

One way to polish the presentation of the main point of your speech is to consider it thus. The day before your presentation, you are called to the office of the divisional vice-president; there you are introduced to the managing director and a representative of the company's major share holder; "O.K." says the vice president "we hear you have got something to say, we'll give you 30 seconds, *GO*". Can you do it?

If you can crystallise your thoughts and combine your main message with some memorable phrase or imagery, and present them both in 30 seconds then you have either the perfect ending or the basis for a fine presentation.

The Narrative

Everyone loves a story and stories can both instruct and convey a message: If you can weave your message into a story or a personal anecdote, then you can have them wanting to hear your every word - even if you have to make it up.

Rehearsal

There is no substitute for rehearsal. You can do it in front of a mirror, or to an empty theatre. In both cases, you should accentuate your gestures and vocal projection so that you get used to the sound and sight of yourself. Do not be put off by the mirror - remember: you see a lot less of yourself than your friends do.

Relaxation

If you get nervous just before the show, either concentrate on controlling your breathing or welcome the extra adrenaline. The good news is that the audience will never notice your nerves nearly as much as you think. Similarly, if you dry-up in the middle - *smile*, look at your notes, and take your time. The silence will seem long to you, but less so to the audience.

Conclusion

Once the speech is over and you have calmed down, you should try to honestly evaluate your performance. Either alone, or with the help of a friend in the audience, decide what was the least successful aspect of your presentation and resolve to concentrate on that point in the next talk you give. If it is a problem associated with the preparation, then deal with it there; if it is a problem with your delivery, write yourself a reminder note and put it in front of you at the next talk.

Practice is only productive when you make a positive effort to improve - try it.

Chapter VI

e-Governance

A. Concept of e-Governance

President A P J Abdul Kalam visualizes e-Governance as defined below:

"A transparent smart e-governance with seamless access, secure and authentic flow of information crossing the inter-departmental barrier and providing a fair and unbiased service to the citizen."

The extensive use of Information Technology (IT) in every walk of life has redefined the fundamental principles of delivery of services and operation of service sectors, resulting in faster and easier delivery of much better services than before. Governments around the world have started realizing that the advancements in IT can as well be utilized to provide better services to citizens and business. As a result, a wide range of IT applications are being developed in various Government departments. Electronic Governance (popularly referred to as e-Governance) has emerged as a keyword for all such IT applications that take advantage of IT to reinvent the way the Government works. Often e-Governance is used as a synonym to describe an IT driven system of Governance that works better, costs less and is capable of servicing the needs of the citizens and businesses as never before. Its goal is to create a more responsive, productive and effective administration. e-Governance is also referred to as SMART Governance because it aims at using IT to the processes of Government functioning to bring about Simple, Moral, Accountable, Responsive and Transparent Governance.

B. Benefits of Electronic Governance

e-Governance sees the people in government, business and citizens working together for the benefit of all. If properly implemented, the benefits of e-Governance are enormous. Some of its obvious benefits are:

Integrated Information:

e-Governance targets to use a government-wide electronic information infrastructure to simplify service delivery, reduce duplication, and improve the level and speed of service to clients at a lower cost. It recommends creating, managing, and prudently sharing information electronically among the various government departments and the different services offered by them. That is, information will be captured once, as close to the source as possible, then shared and re-used by all authorized users. This will avoid manual transcription and re-entering of the same information repeatedly whenever a citizen goes to a new government department for some services.

Integrated Services:

The integrated information approach automatically lends itself to offering integrated services. Different types of services offered by different government departments like collecting taxes, granting licenses, administering regulations, paying grants and benefits, can be availed at one place. This greatly facilitates the citizens by allowing them to perceive the government as a single body to interact with instead of a number of unrelated entities, operating at different locations in different government buildings.

Anywhere Services:

Provision of fully interactive on-line services by e-Governance gives public access to government services with quicker responses at convenient times. This on-line accessibility of stored information from remote locations allows government officials to serve any citizen from a government office located in any part of the state or country.

Anywhere, Anytime Information:

Delivery of services may require interaction between government officials and citizens, but delivery of public-domain information to citizens can be done without any such interaction. Citizens can obtain information related to government processes and procedures through an on-line system without interacting with any government official. In

fact, e-Governance can give the average citizen quick, interactive access to a vast array of information, through computers at home or work or through kiosks in convenient public locations, because this access to information can be available at many different locations and at all hours, there is no pressure on individuals to physically visit a Government Office.

Improved Overall Productivity:

e-Governance will significantly contribute to improved overall productivity of both the government officials and the citizens, as it ensures faster interaction among them by electronic mail instead of moving paper files and letters, and in streamlining the workflow of internal government administrative processes such as procurement, recruitment, evaluation, budgeting, planning. On the other hand, improved productivity of citizens results because of the facility of anytime, anywhere services and information.

Better Decision Making and Planning:

The integrated information base of e-Governance helps planners and decision makers to perform extensive analysis of stored data to provide answers to the queries of the administrative cadre. This facilitates taking well informed policy decisions for citizen facilitation and accessing their impact over the intended section of the population. This in turn helps them to formulate more effective strategies and policies for citizen facilitation.

Better Security and Protection of Information:

e-Governance uses the integrated information approach for keeping all information at one place in electronic form. Thus, keeping the information secure against theft or leakage. Proper backup mechanisms also help in protecting the valuable information from getting lost due to natural calamities such as fires, earthquakes, and floods.

C. Issues and Challenges

Achieving the benefits of e-Governance may not be easy and goes far beyond mere computerization of government processes. Its successful implementation not only poses technical challenges but also requires a fundamental change in the manner in which the government operates today. In fact, the challenges the Governments are likely to face would be, how to cope with re-engineering the government processes and functions and related issues of new responsibilities for civil servants, businesses and citizens.

Some of the technical challenges in the successful implementation of e-Governance are:

Creating the Integrated Information Base:

Gathering and integrating information is the first basic requirement of e-Governance. This requires building of various types of data entry systems that can operate as close as possible to the source of data and can capture the different types of data to be kept in the integrated information base. Considerable effort needs to be made to the task of deciding what data to keep, how to capture the identified data, and how to integrate information from multiple sources to create the integrated information base. Even universal, easy-to-use access is of little use if the information is fragmented, contradictory, out-of-date, poorly indexed, or simply not of interest or use.

Accessing of Information:

To make the best use of data stored in the integrated information base, they should be universally and easily accessible by the end users. This requires design and installation of easy to operate access devices such as kiosks, push-button telephones and access terminals at all locations from where access is desired. This also requires wide-area networking of all these equipment and the integrated information base. Moreover, essential software that will allow different categories of users to visualize the data in a form useful and understandable to them will also be required.

Finding the Right Information:

The integrated information base contains all types of data that is of interest to many different types of users. Hence, quickly finding and accessing a desired piece of information from this large ocean of information may not be easy for a user. To enable this, the system must have the necessary tools to properly structure the data and quickly search for the desired information.

Security and Privacy of Information:

While e-Governance allows information to be gathered, stored, and shared more readily than ever before, it also raises important issues of protecting information from unauthorized changes and safeguarding personal privacy. Proper user authentication and access control mechanisms need to be implemented to ensure that only authorized users can access a particular piece of information. Additionally, encryption techniques will be required to safeguard tampering of information by unauthorized users when critical information flows on communication channels or networks.

Chapter VII

Right to Information

A. International Right to Know Day

This is celebrated on 28th September. On 28.09.02, 36 nations joined together in Bulgaria and started the Freedom of Information Advocates network. In U.S the Freedom of information day is observed on March 16 to mark James Madison's Birthday.

B. International Conventions & Declarations

Even in its first session in 1946, the UN General Assembly adopted Resolution 59(1), which stated Freedom of Information is a human right.

In 1948, the UN general Assembly adopted -UNIVERSAL DECLARATION OF HUMAN RIGHTS.

Accordingly, Article 19 states that-" Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference "& to seek, receive & impart information and ideas through any media and regardless of frontiers"

C. Right to Information Act, 2005

The most significant achievement on the legislative side has been the enactment of the Right to Information Act 2005. It aims to empower every citizen with the right to obtain information from the Government. The change from the repressive regime of the Official Secrets Act to the recognition by the Parliament of the freedom of information as a citizen's right has taken a long time but marks a significant paradigm shift for Indian democracy

When does the Act come into force?

It comes into force on the 12th October, 2005 (120th day of its enactment on 15th June, 2005)

Some provisions came into force with immediate effect viz.

Obligations of public authorities [S4 (I)],

Designation of Public Information Officers and

Assistant Public Information Officers [S.5 (I) and 5(2)],

Constitution of Central Information Commission (S.12 and 13),

Constitution of State Information Commission (S.15 and 16) Non-applicability of the Act to Intelligence and Security Organizations (S.24) and

Power to make rules to carry out the provisions of the Act (S.27 and 28).

Definitions in the RTI Act, 2005

In the Act, the following definitions have been given in Section 2

- (a) **"Appropriate Government"** means in relation to a public authority which is established, constituted, owned, controlled or substantially financed by funds provided directly or indirectly
 - (i) by the Central Government or the Union territory administration,
 - (ii) by the State Government,
- (b) **"Central Information Commission"** means the Central Information Commission constituted under sub-section (1) of section 12;
- (c) **"Central Public Information Officer"** means the Central Public Information Officer designated under sub-section (1) and includes a Central Assistant Public Information Officer designated as such under sub-section (2) of section 5;
- (d) **"Chief Information Commissioner"** and "Information Commissioner" mean the Chief Information Commissioner and Information Commissioner appointed under sub-section (3) of section 12;
- (e) **"Competent authority"** means-
 - (i) The Speaker in the case of the House of the People or the Legislative Assembly of a State or a Union territory having such Assembly and the Chairman in the case of the Council of States or Legislative Council of a State;
 - (ii) The Chief Justice of India in the case of the Supreme Court;

- (iii) The Chief Justice of the High Court in the case of a High Court;
 - (iv) The President or the Governor, as the case may be, in the case of other authorities established or constituted by or under the Constitution;
 - (v) The administrator appointed under article 239 of the Constitution;
- (f) **"Information"** means any material in any form including records, documents, memos, e-mails, opinions, advices, press releases, circulars, orders, logbooks, contracts, reports, papers, samples, models, data material held in any electronic form and information relating to any private body which can be accessed by a public authority under any other law for the time being in force.
- (g) **"Prescribed"** means prescribed by rules made under this Act by the appropriate Government or the competent authority, as the case may be;
- (h) **"Public authority"** means any authority or body or institution of self- government established or constituted-
- (a) By or under the Constitution;
 - (b) By any other law made by Parliament;
 - (c) By any other law made by State Legislature;
 - (d) By notification issued or order made by the appropriate Government, and includes any-
 - (i) Body owned, controlled or substantially financed;
 - (ii) Non-Government organization substantially financed, directly or indirectly by funds provided by the appropriate Government;
- (i) **"Record"** includes-
- (a) Any document, manuscript and file;
 - (b) Any microfilm, microfiche and facsimile copy of a document;
 - (c) Any reproduction of image or images embodied in such microfilm (whether enlarged or not); and
 - (d) Any other material produced by a computer or any other device;
- (j) **"Right to information"** means the right to information accessible

under the Act, which is held by or under the control of any public authority and includes the right to-

- i. Inspection of work, documents, records;
 - ii Taking notes, extracts or certified copies of documents or records;
 - iii. Taking certified samples of materials;
 - iv Obtaining information in the form of diskettes, floppies, tapes, video cassettes or in any other electronic mode or through printouts where such information is stored in a computer or in any other device.
- (k) "State Information Commission" means the State Information Commission constituted under sub-section (1) of section 15;
- (l) "State Chief Information Commissioner" and "State Information Commissioner" mean the State Chief Information Commissioner and the State Information Commissioner appointed under sub-section (3) of section 15;
- (m) "State Public Information Officer" means the State Public Information Officer designated under sub-section (1) and includes a State Assistant Public Information Officer designated as such under sub-section (2) of section 5;
- (n) "Third party" means a person other than the citizen making a request for information and includes a public authority.

Who is covered?

The Act extends to the whole of India except the State of Jammu and Kashmir. [S (12)]

Who can request information?

Any citizen can request information under the Act, regardless of age, gender or location within the Union of India.

A person can be a citizen of our country by 5 modes i.e,

- .Citizenship by Birth
- Citizenship by Registration
- Citizenship by Descent
- Citizenship by Naturalization
- Citizenship by incorporation of a territory

Who is excluded?

Central Intelligence and Security agencies established by the Central Government specified in the Second Schedule including:

- Intelligence Bureau
- Research and Analysis Wing of the Cabinet Secretariat
- Directorate of Revenue Intelligence,
- Central Economic Intelligence Bureau,
- Directorate of Enforcement,
- Narcotics Control Bureau,
- Aviation Research Centre,
- Special Frontier Force,
- Border Security Force
- Central Reserve Police Force
- Indo-Tibetan Border Police,
- Central industrial Security Force,
- National Security Guards
- Assam Rifles,
- Special Service Bureau,
- Special Branch (CID), Andaman and Nicobar,
- The Crime Branch-CID-CB, Dadra and Nagar Haveli and
- Special Branch, Lakshadweep Police.
- Agencies specified by the State Governments through a Notification will also be excluded.

The exclusion, however, is not absolute and these organizations have an obligation to provide information pertaining to allegations of corruption and human rights violations.

Further, information relating to allegations of human rights valuations could be given but only with the approval of the Central or State Information Commission, as the case may be. [S.24)]

What is the definition of "Information" as per the Act?

The phrase "information" is defined in exclusive manner in section 2(f) of the Rights to Information Act, 2005.

Two meanings have been incorporated in the definition.

- First, "any material in any form" and
- Second, "relating to any private body which can be accessed by a public authority under any other law for the time being in force".

What does "material in any form" mean?

“Any material in any form” has been defined in the Act to include

- Records
- Documents
- Memos
- E-mails
- Opinions
- Advices
- Press releases
- Circulars
- Orders
- Logbooks
- Contracts
- Reports
- Papers
- Samples
- Models, and
- Data material held in any electronic form

What does "Records" include?

"Records" as per Sec 2 (i) of the Act to include:

- any document, manuscript and file;
- any microfilm, microfiche and facsimile copy of a document;
- any reproduction of image or images embodied in such microfilm (whether enlarged or not); and
- any other material produced by a computer or any other device;
- However information does not include" file notings".

What is the meaning of "Private Body"?

"Private body" is not defined in the Act. However it can be inferred from the definition of "public authority" in section 2(h) (d) (ii) of the Act that any non-Government organization which is not substantially financed, directly or indirectly by funds provided by the Government shall be a private body. Otherwise it shall become a public authority.

Although the ambit of private body is large enough to include any organization of any form, for the purpose of information, only those private bodies shall fall under the purview of the Act over which a public authority under any law for the time being in force has the power to access information.

How can this "Right" be exercised?

This right can be exercised by any citizen by making a request u/s 6(1) of the Act

1. The request may be in writing or through electronic mode
2. The request maybe in English or in Hindi or in the official language of the area in which the application is being made
3. In case the citizen is unable to make request in above forms, the Central Public Information Officer is duty bound to render reasonable assistance to reduce the request in writing.
4. No reasons are required to be specified by the applicant for seeking the information.
5. No personal details are required to be submitted by the applicant except the minimum necessary to enable the Central Public Information Officer to contact the applicant
6. The request must be accompanied by a prescribed fee
7. If further fees are required, then the same must be intimated in writing with calculation details of how the figure was arrived at;
8. Applicant can seek review of the decision on fees charged by the PIO by applying to the appropriate Appellate Authority;
9. No fees will be charged from people living below the poverty line
10. Applicant must be provided information free of cost if the PIO fails to comply with the prescribed time limit.

What is the Rule with respect to Fees?

According to Rules 1 to 5 of Right to Information (Regulation of Fee and Cost) Rules, 2005, notified by Government of India,

- A request for obtaining information under sub-section (1) of section 6 shall be accompanied by an application fee of rupees ten by way of cash against proper receipt or by demand draft or bankers cheque payable to the Accounts Officer of the public authority.
- For providing the information requested, the fee shall be charged by way of cash against proper receipt or by demand draft or bankers cheque payable to the Accounts Officer of the public authority at the following rates:-
 - (a) Rupees two for each page (in A-4 or A-3 size paper) created or copied;

- (b) Actual charge or cost price of a copy in larger size paper;
- (c) Actual cost or price for samples or models; and
- (d) For inspection of records, no fee for the first hour; and a fee of rupees
 - Five for each fifteen minutes (or fraction thereof) thereafter.
 - For providing the information in electronic format, the fee shall be charged by way of cash against proper receipt or by demand draft or bankers cheque payable to the Accounts Officer of the public authority at the following rates:-
 - (a) For information provided in diskette or floppy rupees fifty per diskette or floppy; and
 - (b) For intonation provided in printed form at the price fixed for such publication or rupees two per page of photocopy for extracts from the publication
 - The individual has to make an application as per the prescribed procedures along with requisite fees (if not belonging to the below poverty line category). A person who makes a request through electronic form shall ensure that the requisite fee is deposited in cash or in form of postal order or Bank draft with the authorized person within seven days of his request sent through electronic form. In case applicant fails to deposit the requisite fees then the application is deemed to be rejected.

What does "public authority" mean?

Three categories of organizations are included in the definition under sec 2(h). These are "authority", "body" and "institution of self government". The qualification is establishment or constitution;

- By or under the Constitution;
- By any other law made by Parliament;
- By any other law made by State Legislature;
- By notification issued or order made by the appropriate Government, and includes any-
 - i Body owned, controlled or substantially financed;
 - ii Non-Government organization substantially financed, directly or indirectly by funds provided by the Government;

What are the obligations of public authority?

- (1) Every public authority shall-
 - a) maintain all its records duly catalogued and indexed in a manner and the form which facilitates the right to information under this Act and ensure that all records that are appropriate to be computerized are, within a reasonable time and subject to availability of resources, computerized and connected through a network all over the country on different systems so that access to such records is facilitated;
 - b) It shall publish within one hundred and twenty days of the enactment:-
 - i. The particulars of its organization, functions and duties;
 - ii. The powers and duties of its officers and employees;
 - iii. The procedure followed in its decision making process, including channels of supervision and accountability;
 - iv. The norms set by it for the discharge of its functions;
 - v. The rules, regulations, instructions, manuals and records used by its employees for discharging its functions;
 - vi. A statement of the categories of the documents held by it or under its control;
 - vii. The particulars of any arrangement that exists for consultation with, or representation by the members of the public, in relation to the formulation of policy or implementation thereof;
 - viii. A statement of the boards, councils, committees and other bodies consisting of two or more persons constituted by it. Additionally, information as to whether the meetings of these are open to the public, or the minutes' of such meetings are accessible to the public;
 - ix. a directory of its officers and employees;
 - x. The monthly remuneration received by each of its officers and employees, including the system of compensation as provided in its regulations;

- xi. The budget allocated to each of its agency, indicating the particulars of all plans, proposed expenditures and reports on disbursements made;
 - xii. The manner of execution of subsidy programmes, including the amounts allocated and the details and beneficiaries of such programmes;
 - xiii. If the information requested for is held by or its subject matter is closely connected with the function of another public authority, the PIO shall transfer, within 5 days, the request to that other public authority and inform the applicant immediately,
- PIO may seek the assistance of any other officer for the proper discharge of his/her duties.
 - PIO, on receipt of a request, shall as expeditiously as possible, and in any case within 30 days of the receipt of the request, either provide the information on payment of such fee as may be prescribed or reject the request for any of the reasons specified in 5.8 or 5.9.
 - Where the information requested for concerns the life or liberty of a person, the same shall be provided within forty-eight hours of the receipt of the request.
 - If the PIO fails to give decision on the request within the period specified, he shall be deemed to have refused the request.

Where a request has been rejected, the PIO shall communicate to the requester –

1. the reasons for such rejection,
 2. the period within which an appeal against such rejection may be preferred, and
 3. The particulars of the Appellate Authority.
- PIO shall provide information in the form in which it is sought unless it would disproportionately divert the resources of the Public Authority or would be detrimental to the safety or preservation of the record in question.
 - If the PIO allows partial access, it shall give a notice to the applicant, informing:

1. That only part of the record requested, after severance of the record containing information which is exempt from disclosure, is being provided;
 2. The reasons for the decision, including any findings on any material question of fact, referring to the material on which those findings were based;
 3. The name and designation of the person giving the decision;
 4. The details of the fees calculated by him or her and the amount of fee which the applicant is required to deposit; and
 5. His or her rights with respect to review of the decision regarding non-disclosure of part of the information, the amount of fee charged or the form of access provided,
- If information sought has been supplied by third party or is treated as confidential by that third party, the PIO shall give a written notice to the third party within 5 days from the receipt of the request and take its representation into consideration.
 - Third party must be given a chance to make a representation before the PIO within 10 days from the date of receipt of such notice.

What is not open to disclosure?

- (1) The following is exempt from disclosure [S.8]
 - a) Information, disclosure of which would prejudicially affect the sovereignty and integrity of India, the security, strategic, scientific or economic interests of the State, relation with foreign State or lead to incitement of an offence
 - b) Information which has been expressly forbidden to be published by any court of law or tribunal or the disclosure of which may constitute contempt of court;
 - c) Information, the disclosure of which would cause a breach of privilege of Parliament or the State Legislature;
 - d) Information including commercial confidence, trade secrets or intellectual property, the disclosure of which would harm the competitive position of a third party, unless the competent authority is satisfied that larger public interest warrants the disclosure of such information;
 - e) Information available to a person in his fiduciary relationship, unless the competent authority is satisfied that the larger public interest warrants the

- disclosure of such information;
- f) Information received in confidence from foreign Government;
 - g) Information, the disclosure of which would endanger the life or physical safety of any person or identify the source of information or assistance given in confidence for law enforcement or security purposes;
 - h) Information which would impede the process of investigation or apprehension or prosecution of offenders;
 - i) Cabinet papers including records of deliberations of the Council of Ministers, Secretaries and other officers;
 - j) Information which relates to personal information the disclosure of which has no relationship to any public activity or interest, or which would cause unwarranted invasion of the privacy of the individual;
- (2) Notwithstanding any of the exemptions listed above, a public authority may allow access to information, if public interest in disclosure outweighs the harm to the protected interests
- (3) Subject to the provisions of clauses (a), (c) and (i) stated under (1) above, any information relating to occurrence, event or matter which has taken place/ occurred / happened 20 years before the date on which the request is made any request shall be provided.

The decision of Central Government shall be final with regard to the date from which the 20 years can be computed.

Is partial disclosure allowed?

Only that part of the record which does not contain any information which is exempt from disclosure and which can reasonably be severed from any part that contains exempt information, may be provided. [S.10]

What is the time limit to get the information?

Sec 7, deals with the disposal of requests. Accordingly, information should be provided within:

1. 30 days from the date of application.
2. 48 hours for information concerning the life and liberty of a person

3. 5 days shall be added to the above response time, in case the application for information is given to Assistant Public Information Officer.
4. If the interests of a third party are involved then time limit will be 40 days (maximum period + time given to the party to make representation).
5. Failure to provide information within the specified period is a deemed refusal.

What could be the grounds for rejection?

1. If it is covered by exemption from disclosure. as detailed in Sec 8
2. If it infringes copyright of any person subsisting in a person other than the State as detailed in Sec 9.

Who are the Appellate Authorities?

1. First Appeal: First appeal to the officer senior in rank to the PIO in the concerned Public Authority within 30 days from the expiry of the prescribed time limit or from the receipt of the decision (delay may be condoned by the Appellate Authority if sufficient cause is shown).
2. Second Appeal: Second appeal to the Central Information Commission or the State Information Commission as the case may be, within 90 days of the date on which the decision was given or should have been made by the First Appellate Authority. (Delay may be condoned by the Commission if sufficient cause is shown).
3. Third Party appeal against PIO's decision must be filed within 30 days before first Appellate Authority; and, within 90 days of the decision on the first appeal, before the appropriate Information Commission which is the second appellate authority.
4. Burden of proving that denial of Information was justified lies with the PIO.
5. First Appeal shall be disposed of within 30 days from the date of its receipt. Period extendable by 15 days if necessary. (Sec 19)

How is Central Information Commission constituted?

1. Central Information Commission shall be constituted by the Central Government through a Gazette Notification.
2. Commission includes
 - a) one Chief Information Commissioner (CIC) and

- b) Not more than ten Information Commissioners (IC), who will be appointed by the President of India.
3. Oath of Office will be administered by the President of India according to the form set out in the First Schedule.
4. Commission shall have its Headquarters in Delhi. Other offices may be established in other parts of the country with the approval of the Central Government.
5. Commission will exercise its powers without being subjected to directions by any other authority. (S.12)

What are the eligibility criteria and what is the process of appointment of CIC/IC?

1. Candidates for CIC/IC must be persons of eminence in public life with wide knowledge and experience in law, science and technology, social service, management, journalism, mass media or administration and governance.
2. CIC/IC shall not be a Member of Parliament or Member of the Legislature of any State or Union Territory. He shall not hold any other office of profit or connected with any political party or carrying on any business or pursuing any profession. (S.12)
3. Appointment Committee includes:
 - i. Prime Minister (Chair),
 - ii. Leader of the Opposition in the Lok Sabha and
 - iii One Union Cabinet Minister to be nominated by the Prime Minister.

What is the term of office and other service conditions of CIC?

1. CIC shall be appointed for a term of 5 years from date on which he enters upon his office or till he attains the age of 65 years, whichever is earlier.
2. CIC is not eligible for reappointment.
3. Salary will be the same as that of the Chief Election Commissioner. This will not be varied to the disadvantage of the CIC during service. (S.13)
4. CIC may at anytime, by writing under his hand, addressed to the President, resign from his office.

What is the term of office and other service conditions of IC?

1. IC shall hold office for a term of five years from the date on which he enters upon his office or till he attains the age of sixty-five years, whichever is earlier and shall not be eligible for reappointment as IC.
2. Salary will be the same as that of the Election Commissioner. This will not be varied to the disadvantage of the IC during service.
3. IC is eligible for appointment as CIC but will not hold office for more than a total of five years including his/her term as IC (S.13)

Can a CIC/IC be removed from office?

- The CIC or any IC shall be removed from his office by order of the President on the ground of proved misbehavior or incapacity after the Supreme Court, on a reference made to it by the President, has,
- On inquiry, reported that the CIC or any IC, ought to be removed on such ground.
- The President may suspend from office, and if deem necessary prohibit also from attending the office during inquiry, the CIC or IC in respect of whom a reference has been made to the Supreme Court until the President has passed orders on receipt of the report of the Supreme Court on such reference.
- The President may by order remove from office the Chief Information Commissioner or any Information Commissioner if the Chief Information Commissioner or a Information Commissioner, as the case may be -
 - (a) Is adjudged an insolvent; or
 - (b) Has been convicted of an offence which, in the opinion of the President, involves moral turpitude; or
 - (c) Engages during his term of office in any paid employment outside the duties of his office; or
 - (d) Is, in the opinion of the President, unfit to continue in office by reason of infirmity of mind or body; or
 - (e) Has acquired such financial or other interest as is likely to affect prejudicially his functions as the Chief Information Commissioner or a Information Commissioner.
- If the CIC or a IC in any way, concerned or interested in any contract or agreement made by or on behalf of the Government of India or participates in any way in the profit thereof or in any benefit or emolument arising there from otherwise than as a member and in common with the other members of an incorporated company, he shall, be deemed to be guilty of misbehavior.

How is the State Information Commission constituted?

- 1 The State Information Commission will be constituted by the State Government through a Gazette notification. It will have
 - 1) One State Chief Information Commissioner (SCIC) and
 - 2) Not more than 10 State Information Commissioners (SIC) to be appointed by the Governor.
- 2 Oath of office will be administered by the Governor according to the form set out in the First Schedule.
- 3 The headquarters of the State Information Commission shall be at such place as the State Government may specify. Other offices may be established in other parts of the State with the approval of the State Government.
- 4 The Commission will exercise its powers without being subjected to any other authority.

What is the eligibility criterion and what is the process of appointment of State Chief Information Commissioner/State Information Commissioners?

1. The Appointments Committee will be headed by the Chief Minister.
Other members include the Leader of the Opposition in the Legislative Assembly and one Cabinet Minister nominated by the Chief Minister.
2. The qualifications for appointment as SCIC/SIC shall be the same as that for Central Commissioners.
3. The State Chief Information Commissioner or a State Information Commissioner shall not be a Member of Parliament or Member of the Legislature of any State or Union territory, as the case may be, or hold any other office of profit or connected with any political party or carrying on any business or pursuing any profession.

What is the term of office and other service conditions of State CIC/IC?

1. The State CIC/IC shall be appointed for a term of 5 years from date on which he enters upon his office or till he attains the age of 65 years, whichever is earlier.
2. The State CIC/IC is not eligible for reappointment.
3. The salary of the State Chief Information Commissioner will be

the same as that of an Election Commissioner. The salary of the State Information Commissioner will be the same as that of the Chief Secretary of the State Government.(S.16)

4. The State CIC/IC may at anytime ,by writing under his hand, addressed to the Governor ,resign from his office
5. If the State CIC/IC at the time of his appointment is, in receipt of a pension, other than a disability or wound pension, in respect of any previous service under the Government of India or under the Government of a State, his salary in respect of the service as the State CIC/IC shall be reduced by the amount of that pension including any portion of pension which was commuted and pension equivalent of other forms of retirement benefits excluding pension equivalent of retirement gratuity
6. If the State CIC/IC at the time of his appointment is, in receipt of retirement benefits in respects of any previous service rendered in a Corporation established by or under any Central Act or State Act or a Government company owned or controlled by the Central Government or the State Government, his salary in respect of the service as the State CIC/IC shall be reduced by the amount of pension equivalent to the retirement benefits.

Can a State CIC/IC be removed from office?

The removal procedure of a State CIC/IC from office is similar to the removal of CIC/IC by the president only that the State CIC/IC can be removed from office by the Governor.

What are the powers and functions of Information Commissions?

1. The Central Information Commission/State Information Commission has a duty to receive complaints from any person-
 - a) Who has not been able to submit an information request because a PIO has not been appointed
 - b) Who has been refused information that was requested;
 - c) Who has received no response to his/her information request within the specified time limits;
 - d) Who thinks the fees charged are unreasonable ;
 - e) Who thinks information given is incomplete or false or misleading ;and
 - f) Any other matter relating to obtaining information under this law.
2. Power to order inquiry if there are reasonable grounds.

3. DC/SCIC will have powers of Civil Court such as –
 - a) Summoning and enforcing attendance of persons, compelling documents or things;
 - b) Requiring the discovery and inspection of documents;
 - c) Receiving evidence on affidavit;
 - d) Requisitioning public records or copies from any court or office
 - e) Issuing summons for examination of witnesses or documents
 - f) Any other matter, which may be prescribed
4. Power to examine all records covered by this law (including those covered by exemptions) must be given to CIC/SCIC during inquiry for examination.
5. Power to secure compliance of its decisions from the Public Authority includes-
 - Providing access to information in a particular form;
 - Directing the public authority to appoint a PIO/ APIO where none exists;
 - Publishing information or categories of information;
 - Making necessary changes to the practices relating to management, maintenance and destruction of records ;
 - Enhancing training provision for officials on RTI;
 - Seeking an annual report from the public authority on compliance with this law;
 - Require it to compensate for any loss or other detriment suffered by the applicant;
 - Impose penalties under this law; or
 - Reject the application.

What are the penalty provisions?

Every PIO will be liable for fine of Rs. 250 per day, up to a maximum of Rs. 25,000/-, for-

- Not accepting an application;
- Delaying information release without reasonable cause;
- Malafidely denying information;
- Knowingly giving incomplete, incorrect, misleading information;
- Destroying information that has been requested and
- Obstructing furnishing of information in any manner.

The Information Commission (IC) at the Centre and the State levels will have the power to impose this penalty. The Information Commission can also recommend disciplinary action for violation of the law against an erring PIO. (S.20)

What is the reporting procedure?

1. Central Information Commission will send an annual report to the Central Government on the implementation of the provisions of this law at the end of the year. The State Information Commission will send a report to the State Government.
2. Each Ministry has a duty to compile reports from its Public Authorities and send them to the Central Information Commission or State Information Commission, as the case may be.
3. Each report will contain details of
 - a) Number of requests received by each Public Authority,
 - b) Number of rejections and appeals,
 - c) Particulars of any disciplinary action taken,
 - d) Amount of fees and charges collected etc.
 - e) Any facts which indicate an effort by the public authorities to administer and implement the spirit and intention of this Act;
 - f) Recommendations for reform, including recommendations in improvement; modernization, reform or amendment to this Act or other legislation or common law or any other matter relevant for operationalising the right to access information.
4. Central Government will table the Central Information Commission report before Parliament after the end of each

year. The concerned State Government will table the report of the State Information Commission before the Vidhan Sabha (and the Vidhan Parishad wherever applicable). (S.25)

- 5 If it appears to the Central Information Commission or State Information Commission, as the case may be, that the practice of a public authority in relation to the exercise of its functions under this Act does not conform with the provisions or spirit of this Act, it may give to the authority a recommendation specifying the steps which ought in its opinion to be taken for promoting such conformity.

What is the jurisdiction of courts?

Lower Courts are barred from entertaining suits or applications against any order made under this Act. (S.23) However, the writ jurisdiction of the Supreme Court and High Courts under Articles 32 and 225 of the Constitution remains unaffected.

What is the role of Central/State Governments?

- 1 The appropriate Government may, to the extent of availability of financial and other resources
 - Develop educational programmes for the public
 - Especially disadvantaged communities on RTI.
 - Encourage Public Authorities to participate in the development and organization of such programmes.
 - Promote timely dissemination of accurate information to the public.
 - Train officers and develop training materials.
- 2 The appropriate Government shall, within eighteen months from the date of commencement of this Act, issue a guide containing such information, in an easily comprehensible form and manner, as may reasonably be required by a person who wishes to exercise any right specified in this Act.
- 3 The appropriate Government shall, if necessary, update and publish the guidelines referred to in sub-section (2) at regular intervals which shall, in particular and without prejudice to the generality of sub-section (2), include-
 - (a) The objects of this Act;
 - (b) The postal and street address, the phone and fax number and, if available, electronic mail address of the Central

Public Information Officer or State Public Information Officer, as the case may be, of every public authority appointed under sub-section (1) of section 5;

- (c) The manner and the form in which request for access to an information shall be made to a Central Public Information Officer or State Public Information Officer, as the case may be;
- (d) The assistance available from and the duties of the Central Public Information Officer or State Public Information Officer, as the case may be, of a public authority under this Act;
- (e) The assistance available from the Central Information Commission or State Information Commission, as the case may be;
- (f) All remedies in law available regarding an act or failure to act in respect of a right or duty conferred or imposed by this Act including the manner of filing an appeal to the Commission;
- (g) The provisions providing for the voluntary disclosure of categories of records in accordance with section- 4;
- (h) The notices regarding fees to be paid in relation to requests for access to an information; and
- (i) Any additional regulations or circulars made or issued in relation to obtaining access to information in accordance with this Act.

4 The appropriate Government must, if necessary, update and publish the guidelines at regular intervals.

Who has the Rule making power?

Central Government, State Governments and the Competent to carry out the provisions of the Right to Information Act, 2005. (S.27 & S.28)

1 Every rule made by the Central Government under this Act shall be laid, as soon as may be after it is made, before each House of Parliament, while it is in session, for a total period of thirty days which may be comprised in one session or in two or more successive sessions, and if, before the expiry of the session immediately following the session or the successive sessions aforesaid. Both Houses agree in making any modification in the rule or both Houses agree that the rule should not be made; the rule shall thereafter have effect only in such modified form or be of no effect, as the case may be; so,

however, that any such modification or annulment shall be without prejudice to the validity of anything previously done under that rule.

- 2 Every rule made under this Act by a State Government shall be laid, as soon as may be after it is notified, before the State Legislature.

What power does the Appropriate Government have to make rules?

Gazette, make rules to carry out the provisions of this Act. particular, and without prejudice to the generality of the foregoing power, such rules may provide for all or any of the following matters, namely:-

- (a) The cost of the medium or print cost price of the materials to be disseminated under sub-section (4) of section 4;
- (b) The fee payable under sub-section (1) of section 6;
- (c) The fee payable under sub-sections (1) and (5) of section 7
- (d) The salaries and allowances payable to and the terms and conditions of service of the officers and other employees under sub-section (6) of section 13 and sub-section (6) of section 16;
- (e) The procedure to be adopted by the Central Information Commission or State Information Commission, as the case may be, in deciding the appeals under sub-section (10) of section 19; and
- f) Any other matter which is required to be, or may be, prescribed.

What is the power of Competent Authority to make rules?

- (1) The competent authority may, by notification in the Official Gazette, make rules to carry out the provisions of this Act.
- (2) In particular, and without prejudice to the generality of the foregoing power, such rules may provide for all or any of the following matters, namely:-
 - The cost of the medium or print cost price of the materials to be disseminated under sub-section (4) of section 4;
 - The fee payable under sub-section (1) of section 6;
 - The fee payable under sub-section (1) of section 7; and
 - Any other matter which is required to be, or may be, prescribed

Who has the power to deal with the difficulties while implementing this Act?

1. If any difficulty arises in giving effect to the provisions in the Act, the Central Government may, by Order published in the Official Gazette, make provisions necessary/expedient for removing the difficulty. (S.30). However, no such order shall be made after the expiry of a period of two years from the date of the commencement of this Act.
2. Every order made under this section shall, as soon as may be after it is made, be laid before each House of Parliament.