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SOUTH ASIAN INSTITUTE OF POLICY AND GOVERNANCE
NORTH SOUTH UNIVERSITY



CASE STUDIES SERIES 7

Minds in Maelstrom: The Chronicles of Perplexity

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The case studies for this series are collected from real-life cases of civil servants working in different South Asian countries. This collection initiative attempts to document different innovative solutions or actions during perplexing times. If you know of other such instances of acts, please email us (parvez.yousuf@northsouth.edu), and we will get back to you to collect more information

CASE 1

Navigating Mandate: A Civil Servant's Dilemma

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On Duty: Tales of a *Nezarat* Deputy Collector (NDC)

Mr. X was a civil servant working in a district as a Nezarat Deputy Collector (NDC) in the Deputy Commissioner's Office (DC Office). Under the direction of the Deputy Commissioner, the NDC directly supervised the district circuit house and other accommodation facilities (official bungalows for guests). However, he encountered numerous challenges while allocating rooms and managing logistics and hospitality services due to the limited resources available at the circuit house.

One day, in the district circuit house, Mr. X, the Nezarat Deputy Collector (NDC), found himself in a perplexing situation. The VIP suite was occupied by the Secretary, an administrative head of a ministry, who was resting after a long day of official duties. Suddenly, Mr. X learned that a Minister was coming for an unexpected visit and would stay in the circuit house for a while. As the news reached Mr. X, panic set in. The Minister's stay was imminent, and the VIP suite was already occupied. He was in a fix deciding what he should do in that situation. The NDC weighed his options, pacing on the verandah outside the suite. Calling the Secretary would surely disturb his rest, but leaving the Minister without proper accommodation was equally unthinkable.

Behind the Scenes: A Delicate Dance

Mr. X sought guidance from his higher authorities, but their silence left him adrift. The clock ticked, and the tension mounted. Finally, he made a decision: he would follow the hierarchy. After all, the Minister outranked the Secretary. Summoning his courage, the confused NDC knocked on the VIP suite door. The Secretary emerged, bleary-eyed and disheveled. "What's the matter?" he asked.

Informing him of the Minister's imminent arrival and the need for the suite, Mr. X's words brought a shift in the Secretary's expression from irritation to understanding. The Secretary vacated the room immediately, leaving Mr. X to manage the Minister's arrival. The NDC breathed a sigh of relief. Later, when the Minister arrived and settled into the VIP suite, the NDC felt a sense of accomplishment. He navigated the confusing situation by adhering to hierarchy and taking decisive action, thereby resolving the challenging issue.

Problem

The challenge of allocating VIP suites between two VIPs.

Solution

Room allotment based on hierarchy.