Affix
Indian Postage
Stamp

LBSNAA

The Academy Team

GOOD GOVERNANCE | QUALITY | TRAINING

ACADEMY

Lal Bahadur Shastri National Academy of Administration

Vol. 3   Issue 6   June 2010

Vision of LBSNAA

We seek to promote good governance by providing quality training towards building a professional and responsive civil service in a caring, ethical and transparent framework.

Jottings from the Editor

Amidst welcomes and adieus, the month of June saw three major courses being conducted on campus, apart from a number of short-duration workshops and training programmes. While the 26-week Phase I of the IAS Professional Course was wrapped up with a warm send-off to the 2009 batch of officer trainees to allotted districts in their cadre States for a year, the month saw the commencement of Phase II of the IAS Professional Course. After nearly a year in the districts, the officer trainees of the 2008 batch returned to their Alma Mater for the final phase of training before assuming substantive responsibilities with Government. First week of June also saw the start of Phase III of the Mid Career Training Programme, with officers of eight to twelve years service back at LBSNAA for their first major in-service course after the induction-level training. Both the Phase II and the Phase III training programmes have an international exposure component. While the senior officers will spend a couple of weeks in Korea to study and learn from the remarkable growth story, their younger counterparts in Phase II will visit a couple of other Southeast Asian nations for first-hand understanding of best practices.

Between formal and informal interactions among the diverse batches, replete with some combined classroom sessions, sport and other co-curricular activities, musical evenings, and lively dinners, the campus provided a perfect setting for inter-batch camaraderie, so vital for bridging the age-experience gap. The intermittent monsoon showers, late in enveloping Mussoorie this year, did nothing to dampen spirits - if nothing, it added to the overall ambience. A five-member delegation from Shanghai, led by the Vice President of Shanghai Administration Institute visited LBSNAA and deliberated with members of the Academic Council on areas of cooperation. A two-day workshop in 'Best Practices in Governance' was hosted wherein participants from government and private sectors, including recipients of Prime Minister's and CAPAM (Commonwealth Association

for Public Administration & Management) awards presented the trailblazing work spearheaded by them. The 'Academy' has a wider outreach with a place in the LBSNAA website. Do reach out through us to a larger readership !

News Sparks

Phase III : The fourth Mid Career Training Programme of IAS Officers - Phase III commenced on 7 June 2010. The 93 officers (1999-2002 batches) returned to their Alma Mater with diverse experiences from their cadre States. The programme was inaugurated by Kirit Parikh, former Member of Planning Commission, and Chairman IRADe. Presenting a sweeping portrait of 'India-Challenges and Prospects', Professor Parikh gave a structured perspective of state-of-play in key sectors of the country. At the dignified inaugural function, Director Padmavir Singh and the Joint Director Prem Kumar Gera warmly welcomed the participants and invited them to make the most of their stay here, while learning from classroom and peer interactions. The course coordinator, Tejveer Singh (Deputy Director, Sr), outlined the objectives and roadmap for this eight-week programme which includes a two-week international exposure visit to South Korea, organized in collaboration with the Korea Development Institute. Earlier, Phase III programme was conducted in collaboration with the Duke Center for International Development (Duke University), USA. Beginning this year the programme is being managed entirely by LBSNAA. With detailed inputs on perspective building, economics, public finance and policy, programme appraisal, service delivery and e-governance, health,

education, and organizational behavior, the training programme aims at preparing the participants for the next higher phase of service. The officers had interactive sessions with Salman Khurshid (Union Minister of State, Ministries of Corporate and Minority Affairs) on 'Governance in Modern India'; and Dr A. Kakodkar (former Chairman, AEC and Homi Bhabha Chair Professor, BARC, Trombay) on 'India's Nuclear Deal' amongst other eminent panelists and resource persons.

- **Appeal of the Outdoors :** Keeping with the vibrant tradition of the 'outdoors' in LBSNAA, the participants were initiated into morning physical training, yoga, and sports. Rafting the rapids in Rishikesh, and weekend trek to Lal Tibba in Landour notched up the adventure quotient.

Inaugural of Phase III Mid Career Training Programme

Phase II : After almost a year of field training in the districts, LBSNAA welcomed back OTs for the Phase II of IAS Professional Course, beginning 16 June 2010. The group of 114 participants includes IAS officer trainees of 2008 batch, two from the Royal Bhutan Civil Services, and one Major from the Indian Army (following an arrangement with the Army). For the alumni it was another homecoming, albeit to nine weeks of structured schedules. For the Academy and the faculty, it was as always a pleasure to welcome back members of the family, and renew ties. It was also a delight to see a sizeable number return with either tying the marital knot or contemplating the step.

- To begin with, Course Coordinator Jaspreet Talwar, Deputy Director (Sr.) and the course team kick started

the various clubs and societies by nominating office bearers.

- Apart from interactive lectures and panel discussions to tickle the thought buds of the young officers and impart requisite skills to enable them to emerge as effective administrators, the bulk of the Course rests on sharing experiences gleaned in 52 weeks in the districts, and making presentations on district assignments.

- Physical fitness-level assessments, running events, short trek to Everest Lodge, apart from the mandatory morning physical training, clearly completes the homecoming experience for the OTs.

- The Phase II trainees wrap up their training towards the end of August with an international exposure visit to Southeast Asia.

Farewell Phase I : 11th June saw the Academy bid adieu to the IAS officer trainees, 2009 batch, as they left the cocooned environment of Mussoorie to gain a year of hands-on experience in their allotted districts. Director Padamvir Singh presided over the end-of-Course function. Speaking about the rising challenges of administration, he urged the young OTs to apply the learning gleaned in the Academy to the realities on ground. Accolades were awarded to the top performers of the batch. Course coordinator, Dushyant Nariala (Deputy Director, Sr), detailed the activities of the 26-week course. Beginning on 14 December 2010, the Phase I was a well thought-out mixture of in-class sessions, complemented with out-of-class activities.

- **Assessing academic achievement :** The course wound up with exams that tested the OTs on various academic modules.

- **Presenting HOPE :** After weeks of diligent team work on a variety of innovative and motivating projects, the outputs of the Hands-on-Project Experience (HOPE) were presented. Most of the outcomes will add to various initiatives of the Academy.

- **Winners take it all :** Winners of the many co-curricular events organized by the Clubs and Societies throughout the Course received awards from the Joint Director, Prem Kumar Gera.

- **Equestrian expertise :** In a skilled show of horseman/woman-ship, OTs participated in an impressive event that even rain-soaked grounds could not dull. From the gracious trot and canter to remarkable techniques in show-jumping, the riders displayed

News Sparks

Officer Trainees in a display of spectacular equestrianism

perfect equitation. While some of the riders were familiar with riding, others acquired and honed their skills on campus.

- **Variety Show :** An event of song and dance, complete with the ubiquitous spoof on life in LBSNAA (a tradition in continuity), was presented by the OTs on the penultimate day of Phase I. Officers of Phase III also joined hands on an evening which had its nostalgic moments as friends prepared to part ways, at least for a year.

Delegation from Shanghai

A five member delegation from the Shanghai Administrative Institute visited LBSNAA on 24 June. The team consisting of Xu Wei, Vice President of Shanghai Administration Institute; Jin Linquan, Executive President of Jiading Administration Institute, Shanghai; Zhang Quandi, Vice President, Yangpu Administration Institute, Shanghai; Zhu Jie, Vice President of Songjiang Administration Institute, Shanghai; and Wang Shaojun, Director of Public Safety Division of Shanghai Administration Institute met the Director Padamvir Singh and members of the Academic Council. The visitors were briefed on the role and activities of the Academy. The visiting delegation apprised their Indian counterparts about their system of training at four levels for government officials at differing levels of seniority.

Officer Trainees in a display of spectacular equestrianism

The meeting was followed by a tour of the campus. Mr. Wei, Vice President of Shanghai Administrative Institute, extended an invitation to the Director and faculty to a national conference to be held in China in November 2010.

OUTREACH

National Informatics Centre and Training Unit (NICTU): NICTU conducted a training programme on 'Introduction of Windows VISTA, MS Word, MS Power Point and MS Excel' for the officers of the rank of Assistant

Commandant at ITBP, Mussoorie from 17 to 19 June. Subsequently, a similar session was organized for the railway officers at IRITM, Lucknow on 22 and 23 June.

Faculty News

Alok Kumar : After completing a Mid Career Masters in Public Policy (MPP) at the prestigious Woodrow Wilson School (WWS) of International and Public Affairs, Princeton University, Alok Kumar, Deputy Director (Sr.) returned to the Academy. During his time at Princeton, Shri Kumar immersed himself in the study of international economics and public policy. While he specialized in infrastructure and health sectors, other core modules included programme and policy evaluation, legal and regulatory policy towards markets, national security policy, energy economics, the political economy of health systems, economic analysis and development, etc.

Research Centres in Action

Centre for Disaster Management (CDM)

CDM conducted two Department of Science and Technology (DST) - sponsored training programmes under the plan scheme 'National Training Programme for Scientists and Technologists working in the Government Sector' during June. The 'Incident and Emergency Management Programme' held from 31 May to 4 June was attended by 17 scientists and technologists from different government organizations, including one internal member of faculty. The programme was inaugurated by Dushyant Nariala, Deputy Director (Sr.). Subsequently, the 'Management and Leadership Development Programme' held from 14 to 18 June was attended by 24 participants. The participants were taken on a river rafting expedition as part of a team-and-leadership building exercise. The programme was inaugurated by P.K. Gera, Joint Director, and the valedictory address delivered by Padamvir Singh, Director, LBSNAA. A third programme under the aegis of DST 'Science and Technology for Rural Societies' is currently being conducted from 28 June to 9 July.

Centre for Rural Studies (CRS)

The Centre conducted its core group meeting on 4 June 2010. Chaired by the Director of the Academy, Padamvir Singh, the meeting was attended by members of the Academy's faculty in addition to invited external members of faculty. Ashish Vachhani, coordinator of the Centre, reviewed the Centre's progress in its various academic and practical endeavours. Developments in the Centre's agenda include:

- Introduction/ implementation of RFD
- Contextualizing of village reports by re-visiting villages previously visited by officers during Foundation Course, in order to trace rural developments over a period of time.
- To publish an academic journal featuring articles on various themes of rural development in India
- Compilation of the best socio-economic

assignments submitted by the officer trainees of the Phase-II course.

Additionally, the Centre briefed the officer trainees of 2009 batch - who recently embarked on their district level training attachment - on their socio-economic assignments and tools of data collection.

National Institute of Administrative Research (NIAR)

NIAR conducted a five day Management Development Programme for senior officers of the Rajya and Lok Sabha Secretariat from 31 May to 4 June at the NIAR campus. Attended by 38 participants, this programme covered themes that included ethics and values in public service, accountability and transparency, grievance redressal mechanisms in administration, right to information, organizational behavior in management (motivation, communication, leadership and team building), change management, time management and stress management, public relations, etc.

In addition, NIAR convened a two-day workshop on 'Best Practices in Good Governance' held at the Karmshila conference hall on 14 and 15 June. The underlying motto was to showcase the best works and practices followed in the government sector in the 8th Asian Network for Quality (ANQ) Congress, Delhi 2010 being organized this year jointly by the Indian Society for Quality (ISQ) and Quality Council of India (QCI) at the J P Institute of Information Technologies, (JPIIT), National Capital Region (NCR), Delhi (NOIDA) from 20 - 22 October 2010. The workshop was inaugurated by Padamvir Singh, Director, LBSNAA and V.K. Agnihotri, Secretary General of the Rajya Sabha, and attended by eminent members from the ANQ council and members of LBSNAA faculty. Nineteen participants from the civil service fraternity and other academic and government sectors who have been acknowledged at various stages of service, including recipients of the Prime Minister's and CAPAM awards, were invited to present their papers that documented Best Practices spearheaded by them.

Papa's Moustache

Tejveer Singh*

Moustaches have since long been considered to embody machismo, and a fixation for moustaches in some men never ceases to amaze. A case in point was our class fellow in college called K2. Son of a Rajasthan IPS officer, he possessed

a set of thick, long moustaches ensconced on an otherwise small, slender frame. His constant idolization of his father earned him the sobriquet of 'Papa' in college. However, it was the love affair with his moustache that still remains the

---

Papa's Moustache

most abiding memory of our five-year-long association.

Some of those who had not been liberally endowed with this bounty were obviously enamoured and envious of Papa's moustache. Soon, bewilderment gave way to dismay as we witnessed the efflorescence of our friend's enrapturement. Our narcissistic friend would spend hours before the toilet mirror carefully manicuring his handlebars after a hard day's work. A wag rightfully adapted the lines from Silsila's famous song for Papa as "Main aur meri moochhein aksar ye baatein karte hain".

As we moved into the final year, K2's fascination with his father (who was a good, conscientious officer and the State DGP by then) and the tender loving care of his moustache were getting too trite to stomach. Many an evening (and night) was spent trying to convince him of the merits of erasing this undesirable tuft of hair. Even top matinee idols had, almost without exception, never sported moustaches, we argued. Girls of the class also tried to wheedle him into shaving them off averring how he would look more metrosexual sans them. But K2, like a Rock of Gibraltar, remained resolute, proudly twirling his moustache "till death do them apart".

Finally, it was planned to launch a midnight operation to

dispense with Papa's famed moustache. The plan entailed inviting him to another friend's room for a late night coffee which was to be laced with 2-3 crushed antihistamine tablets for a non-toxic, soporific effect. In the meantime, a volunteer would enter Papa's room and hide under his bed armed with a bottle of hair remover, only to spring to action as and when Papa had been fully "knocked out".

But, like they say, for the brave Prithvirajs there have always been the proverbial Jai Chands. Papa's circle of friends included one such "loyalist" who while egging us on, was relaying every part of the plan methodically to Papa. A true chip of the old block, K2 played the game clinically, taking a few sips of the spiked coffee and carefully dispensing with the rest. Our "tryst with destiny" ended disastrously with a sound thrashing to the futcha as he crawled from under Papa's bed for the ill-fated application of hair remover. The poor, enthusiastic fresher had been goaded into playing kamikaze just on the lure of a free dinner in Oberoi Maidens!

Papa graduated with honours and returned for post-graduation, as mustachioed as ever. Last heard, he was still the proud owner of the same, old moustache rubbing shoulders with the *Banaa Sahibs* of Jaipur. For him, it continues to be "neighbour's envy, owner's pride".

* Deputy Director Senior, LBSNAA

A Day Will Come

Dr. V. Kurien Baby*

The child who said the king is naked
Was reading the unwritten pages of a history book
With a child-like innocence, he was chanting a prophecy:

"A day will come when history will be re-written
A day will come when judgments will be judged
You have killed love in your judgment in cross
Killed the finest of all thoughts by hemlock
Killed science by burning alive the eyes of a telescope
You have silenced the voice of reason everywhere
Like a gardener, always prunes the shoots of excellence
Smothered truth under the colorable cover of law

You always judge in your own ignorance -
Actions on its outcomes, not by motives

Outcomes by mindsets, not by conscience
Measure the ocean of love with your pipette
Who had given you right, save the blind might?
Can a frog in the well judge the ocean well?
Who amongst you can judge a tremor, a torrent
A hurricane, a cyclone and the eclipse?
While you judge in a priori thoughts in darkness
Justice sprouts and fruits in divine light unseen
A day will come when judgments will be judged"

The child then closed the history book
And started playing in the garden of reason.

*IAS (2002 batch, Kerala cadre), participant Mid Career Training Programme, Phase III

E-Government: a Primer

Nagarajan M*

E-Government is not about the 'e' but about the 'government'. It is the transformation of relationship of government with its constituents the citizens, the businesses and between its own organs, thorough the use of Information and Communication Technology (ICT). The aim is to enhance access, transparency, accountability and efficient delivery of government information and services.

The digital revolution has created the potential to transform and the need to redefine the process of systems of government by altogether eliminating the concepts of time and distance.

Before embarking on an e-Government project, it is imperative to analyze the 'why' of a project. The question will include:

- Is the area of government under consideration for e-government dispensable now or in the near future?

- Is the current government structure conducive for point-of-sale (POS) delivery of services? If not, what fundamental changes can be made to redefine the service delivery?

- What is the current international best practice in the area?

- Can we combine this service with other similar services to achieve simplicity, uniformity and integration?

- How can we make the people administering the service more responsive and accountable?

- Is the project justified in terms of cost-benefit analysis?

Starting with the assumption of 'How do we replace the existing system with electronic system?' will lead to more 'electronics' than 'government'. It is better to start with the belief that ICT is only a means, albeit very important, and not an end in itself. This belief should be maintained throughout the project implementation. The end is Good Governance.

E-Government is the institutional superstructure to translate politics into policies and legislations. E-Governance is the outcome of interaction of the government, public service and citizens throughout the political process, policy development, programme design and service delivery.

The focus of e-Government is on citizens not on computers. There is a fundamental difference between computerization and e-governance. It is the difference between being 'computer-centric' and 'citizen-centric'. The frames of reference are altogether different.

Similarly, the approach is of transforming a process rather than translating the process. The aim is to exploit the power of technologies in redefining the government process in an innovative manner. This is done through Business Process Re-engineering (BPR) to make a system that makes User Experience (UX) altogether different. It involves moving the client 'inline' to 'online'.

On the technology side the focus is on the software rather than the hardware. Much of the time, hardware is in focus because of the project manager's anxiety to show 'physical and financial progress' ignoring the 'functional progress'. Functional transformation is determined by the content, which is the software version of what benefits and services an e-government project is intended to provide to customers.

E-Government is not a ready to use off-the-shelf product. One needs to plan the pilot first, not the roll-out. The track record of e-government projects is at a very low success rate of 15 per cent. Risk of failure or unsustainability over medium and long term is very high. Plan Big, Start Small, Scale Fast is an appropriate approach.

Finally, the focus should be on People and not on the systems. Involvement of people at the conception and design stage itself to make it user friendly in addition to meeting project objectives is imperative. This needs to continue through all other phases of implementation of e-government projects.

The normal tendency is to resist change. Half the battle is won in the minds of the key people in the client organization. Next comes capacity building. The very nature of e-Government involves a sea change in the age old processes. When the mind is ready it has to be properly cultivated through training.

Involvement, change of mindset, and training, would result in ownership of the project which will ensure that it benefits the people. The project can then become part of the organizational culture and may create a new culture. This stage assumes sustainability which is the long term success indicator of an e-Government project.

Further Reading: "e-Government … the Science of the Possible" by J Satyanarayana

*IAS Officer Trainee, Batch of 2009

The 3rd Trip to LBSNAA

Harikishore. S*

It has been almost two years since we first arrived at LBSNAA, Mussoorie. On the 30th of August 2008, I entered the Academy gates with high hopes and a generous amount of curiosity - the prestige of this institution and 'IAS ways of life' have always intrigued me. Above all, there were dreams about life, the future and my chosen career path. Posh hostel rooms, an elegant mess hall, salubrious surroundings, an entertaining physical training routine, classes at Sampoornanad, dynamic colleagues and a schedule packed with various academic and non-academic activities made life quite animated. However, like all the other good things that come to an end, the Foundation Course culminated in no time.

The second trip to Mussoorie was after the completion of our *Bharat Darshan* tour. Live memories about the recently concluded winter study tour were in the air. Although the shift from the Foundation Course to the IAS Professional Course was gradual, the 'seriousness' that consumed the Academy premises was noticeable - with this began the first phase of our training as administrators. At this point, our colleagues from the IPS, IFS and IFoS had relocated to their respective Academies leaving us 'alone' to imbibe high-end economic terms like risk analysis, market failure, cost benefit analysis, break even point, model concession agreement and so on. Compulsory horse riding, cheerful morning reflections, 'exciting' marriage proposals, travel to the Parliament, gossips and rumors on CBMs and classes by the best like Aamir Khan, made Phase 1 a roller coaster ride of ups and downs; of some forced sessions and of several cheerful moments.

Subsequent to Phase 1, we were immersed in a grassroots setting for a year during the district level training programme. During this time, I learnt that practical field work is quite different from what theory purports; which we learnt during our academic sessions. Above all, there was a quest to prove and excel, to make the system better, and to travel and feel the problems in India's outer reaches. Of course, laziness crept in sporadically, especially when submitting assignments. For me however, this experience also brought new beginnings. Yes! Shaadi!

June 2010, it was time to return to the Academy for our final rendezvous before liberation. It was a pleasure to meet friends after a long hiatus. The first priority, of course, was to complete and submit pending assignments, reports and the daily diary!

This third trip to LBSNAA was quite unlike the first two as our priorities and thought process were reasonably different. For example, in the Foundation Course, we had a big contested election to choose the office bearers of clubs and societies. During Phase 2, only a few gave nominations and hence the course team had to opt for selection rather than election. True, the main concerns of the junta have changed. Now, there is a greater urge to retire to ones room and talk/video chat with family or a soul mate rather than to conduct an activity for a club or to ask pertinent questions in the class (to earn brownie points from the faculty perhaps?!).

This time, most of us had apprehensions about the mounting BMI's and growing bellies. While some are happy with the prospects of 'field life', others worry about their cadre and cadre change. Also, there is an urge to listen to and appreciate our colleagues' experiences, there is excitement about our trip to Singapore and Malaysia, and there is motivation (and opportunity) to watch movies, play badminton, and to gain 'Khushi Khushi'! And, it was a surprise to note that the focus of discussion in Phase 2 lectures is not PPP or BOT, but whether lateral entry should be allowed in the IAS or not. There is a consistent reminder from the faculty and speakers that our career is at threat. Well, we are not worried!

One special development that I noticed in this third trip is that the 'learning curves' are drooping and the deliberations on 'plum postings', 'self marketing' and a 'powerful life' are rising to the top. Is it a start to the competition between cadre mates/ batch mates?

I believe that we have all changed a lot; thanks to the three trips to this Academy over a period of two years. Our transformation from crude graduates to dynamic officers is almost complete; credits to the variety of experience from the anxious Foundation Course to the cool Phase 2. The time for promotion from the IAS (P) to IAS is nearing. The phase for making a real difference in the life of the common man is about to begin, and it is time to welcome the challenge and responsibility.

For some of us, the fourth trip to LBSNAA will be as a guest speaker. For most of us, it may be as a Phase 3 or even a Phase 4 participant. As teacher or as a student, it is always a pleasure to come to the Academy; and hence we all are looking forward to the fourth trip to this temple of training and learning.

Cheers to all my colleagues who illuminated my 'LBSNAA life'!

*IAS Officer Trainee, Batch of 2008