The Academy
Lal Bahadur Shastri National Academy of Administration
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Jottings from the Editor

The months of January and February, the coldest in Mussoorie, yet crisp and dazzling bright, are also the months when the Academy gears itself up for an activity-packed year. It being the ‘lean season’, we bring you a joint issue covering events of both the months. With relatively lesser number of courses running than in other months, the faculty took turns to visit and supervise the field training of IAS officer trainees in their district postings. For those present on campus, couple of spells of snow around the middle and later half of February provided much excitement - to those who had never before witnessed snow ‘au naturel’, as well as to ‘veterans’ - snow never ceases to delight! This year, however, the usually languid month of January saw a fair share of spirited activity. Phase V of the Mid Career Training Programme (MCTP), hosting senior officers of the IAS, continued until the middle of the month. The Course was packed with intense classroom deliberations, workshop on issues and challenges in governance, and far-reaching strategy papers were written by the participants, all of whom hold key positions in government. January 14 marked the culmination of this Course, in the duration of which the participants not only made meaningful contributions through their distinguished collective experiences, but also enthusiastically participated in many extra-curricular activities, be it outdoor adventure, or the artistic venture.

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News Sparks

Cricket camaraderie: A wintry Mussoorie day saw its share of excitement with a friendly cricket match organized between the junior Sri Lankan Cricket Team and officers/staff members of LBSNAA on 13 January. The match was won by the guest Sri Lankan Cricket team.

Phase V: The final weeks of Phase V in January were marked by rigorous workshops and discussions, apart from the customary Academy out-of-class activities. Some highlights of the programme:

- Workshop on Key Governance Issues and Challenges: A workshop on the theme was organized by the participants. Divided into four groups, their task was to identify the governance challenges that the country is facing. The groups worked overnight on January 12-13 and came out with suggestions to help mitigate the challenges. It was noted that governance implies a process of inter-relationships between multiple stakeholders, mediated through institutional mechanisms, directed towards a set of public services or goods; entitlements/opportunities.

Key Governance Issues and related challenges were broadly categorized into:

- Institutional Framework
- Public Service Delivery
- Corruption

These are not segregated from each other and their inter-locking constitutes a triadic relationship in the governance reform agenda.

It was felt that the existing governance eco-system is characterized by:

- Widespread corruption
- Poor accountability and transparency
- Leadership deficit
- Selective application of law
- Inadequate rational decision resulting in short term view and adhocism

The working groups came out with the recommendation that the approach to identifying priority action points contributing towards a possible governance reform agenda includes issues that are

- Systemic
- Process related
- Symptomatic

The key governance issues were analyzed and explored in depth for arriving at a strategic framework of action further divided into short term, medium term and long term perspectives. It was recommended that within the key entry point triggers needed to be identified and activated.

The above findings were validated at the plenary session. Amita Sharma, Rajiv Gauha, Praveesh Kumar, Jai Prakash and Gurucharan were charged with the responsibility, by their fellow participants, of working on the broad contours churned out as a result of the workshop. These are to be developed into a detailed paper to be forwarded to the Prime Minister Office, Department of Administrative Reforms & Public Grievances and the Cabinet Secretariat.

- Strategy Papers: As part of the programme curriculum, the participants of Phase V were to write strategy papers for various departments of Government of India. Prajapati Trivedi, Secretary, (Performance Management), Cabinet Secretariat led an expert team which evaluated the strategy papers. LBSNAA proposes to bring out a publication containing the twelve best strategy papers listed here:

  - Food and Public Distribution: Jagan Nath Chamber and K.Anand
  - Panchayati Raj: D.S.Misra and R.N.Srivastava
  - Health and Family Welfare I: Anuradha Gupta and Leena Nair
  - Health and Family Welfare II: Pradeep Shukla and V.S.Madan
  - Power I: K.Ghanadesikan and Himanshu Das
  - Power II: Sajey Mitra and Deepak Sanan
  - Commerce: D.S.Dhesi and Jayant Das Gupta
  - Tourism: Vinod Zutshi and J.P.Pratkash
  - Telecommunication: Deepak Jagdish Saksena and Pravir Kumar
  - Information Technology: Aruna Sundarrajan and B.Vijayan
  - Overseas Indian Affairs: Gurcharan Gollerkeri and Khurshid A Ganai
  - Urban Development: K.K.Sharma and D.Lakshmi
  - Valediction: The five week long Phase V of the Mid Career Training Programme came to a conclusion with the Valedictory Ceremony organized on 14 January 2011. The Course Coordinator Prem Kumar Gera presented the course report. He highlighted the enthusiastic involvement of the participants in all the extra-curricular activities such as sports, trekking, river-rafting, bird-watching and cultural events. The participation in these events was overwhelming, considering the rigorous academic inputs that were required of the participants in the nature of a strategy paper and intensive discussion on identification of three critical governance challenges, over and above the regular academic sessions. He concluded his address with an Irish quote “May you have the hindsight to know where you have been, the foresight to know where you are going and the insight to know when you have gone too far”.

  The Director, Padamvir Singh applauded the participants for their enthusiastic participation within and outside classrooms. He mentioned the generous contribution of Rs. 92,000/- made by the participants for the benefit of the staff, which he assured, would be put to good use for the desired purpose. He offered that the Academy could function as a platform to create a knowledge network and solution exchange and invited the participants to join this forum. He also emphasized the need for leadership and role models who could show the way forward for inclusive growth with integrity and vision.

  The 12 best strategy papers were announced during the ceremony and the authors of the reports were given prizes.

N.C. Saxena, 68, Member, National Advisory Council, and former Director of LBSNAA, featured in an article titled “The most powerful Indians in 2011”. He figured at number 27 in the list and the reasons cited by the newspaper are reproduced here:

Why

He makes it to the list and to the top 30 because he’s the country’s top “official activist”. This former Planning Commission member’s adverse reports on Vedanta and Posco formed the basis of the government’s decisions on these high-profile projects. Sonia Gandhi pays particular attention to him at NAC meetings. He was the Supreme Court’s eyes and ears when it was looking at the issue of the effectiveness of food security programmes.

Power Punch

His unambiguous condemnation of Vedanta’s mining project. The ferocity of his critique is rare in most government-commissioned reports.

What Next

He has another report, on the poor implementation of Forest Rights Act nationally, that is likely to have a big impact on official policy for both tribal rights and industrialisation.

By the way

Always tall for his age, he says his height as a child got him admitted to Class V when he went for admission to kindergarten.

News Sparks
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Capacity Building Programme for E-office: E-Office has been designed in sync with the needs of a modern government and has been conceived as the instrument for Next Generation Government. Under E-Office, personalized services are enabled and employees receive electronic notification of services and transactions based on their needs and requirements.

The Capacity Building Programme will include inputs on typing in Hindi/English, Scanning, Computer Fundamentals, MS Word, MS Excel, Knowledge Management System (KMS), Appointments, Other E-office applications, Content Management and E-Filing. For the smooth functioning of the programme, a nodal officer and an alternate nodal officer have been appointed from each section. These nominated officials will further guide their respective sections in its day-to-day activities. All the employees and officers have been divided into six groups.

The capacity building programme started from 11 January for a month in the Computer labs at NIC Training Unit. The pedagogy includes lectures, practical demonstration, hands-on sessions, discussion forum and workshops. The faculty involved in the training programme comprises of resource persons from NIC HQ, Delhi, the Academy and NIC Training Unit.

Republic Day Celebrations: The Academy awoke to a bright 26 January awash with a light cover of pristine snow. The Joint Director, P.K. Gera inaugurated the Knowledge Center, which was inaugu rated by the Director on 7 January. He emphasized the need and importance of paperless working environment in the Academy.

The Academy has stepped up to implement E-Office application. The E-Office is being designed and developed by National Informatics Centre, New Delhi. For the implementation of E-office, the system study of the present working environment was done, so that the application may cater to the need of the Academy.

An extensive training programme for the employees and officers of the Academy has been designed, so that an exposure of E-office components may be available at the user end. The Capacity Building Program for E-office was inaugurated by the Director on 7 January. He emphasized the need and importance of paperless working environment in the Academy.

The Joint Director addressing the gathering on the 62nd Republic Day

Participants and resource persons of the ToT on ICT

News Sparks
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A silence of 2 minutes was observed before the address to pay homage to the departed soul of Yashwant Sonawane, Additional Collector, Malegaon, who laid down his life in the cause of good governance. In his address, the Joint Director said that while we were all discharging our duties, the little extra effort that leads to improved and good governance can ensure that the dreams that had been envisaged for the republic of India come true. He exhorted the employees to come forward with their suggestions on improvements within the Academy.

The brief function at the Main Campus was followed by a flag hoisting ceremony at the National Institute of Administrative Research. The Executive Director, NIAR, Kush Verma, unfurled the flag at the ceremony that was also attended by the Joint Director and Deputy Directors.

Workshop on Public Private Partnership in Urban Sector: A week’s workshop, 7-11 February, was organized at the Indira Bhawan Complex. The workshop was inaugurated by the Joint Director, P.K. Gera who highlighted the importance of enabling infrastructure in urban areas to sustain the growth momentum in countries like India where the urban population has been burgeoning at unprecedented levels; and the role that Public Private Partnerships could play in bringing about this transformation. M. Ramachandran, former Secretary (Urban Development) set the tenor for this workshop, which saw enthusiastic involvement of the participants. The workshop benefitted not just from the experience of eminent resource persons across the public and the private sector, but also from the rich and varied experience of the participants. Executive Director, NIAR, Kush Verma, grace the Valedictory function and gave away training completion certificates to the participants.

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The inaugural function was chaired by a panel comprising of P. K. Gera, Joint Director, LBSNAA; Shankar Aggarwal, Additional Secretary, DIT, Government of India; and Dr. Hyeun-Suk Rhee, Director, UN-APCICT. This ToT focused on the following modules:

Module 1: The Linkage between ICT Applications and Meaningful Development
Module 2: ICT Trends for Government Leaders
Module 3: e-Government Applications

The Valedictory address delivered by Padamvir Singh, Director, LBSNAA was preceded by a discussion on identification of module content for incorporation in training programmes at LBSNAA and other partner institutes, course durations, and faculty for various training programmes.

Phase I: After around six weeks of spanning out in groups covering the length and breadth of the country during Bharat Darshan, the IAS trainees of the 2010 batch resumed their training in the Academy on 23 February. The first week, focused on Land Records management, Chain of the Academy on 21 February. The first week, covering the length and breadth of the country during identification of module content for incorporation in training durations, and faculty for various training programmes.

Training Programme organized by NICTU at Indian Railway Institute of Transport Management (IRITM): A week’s training programme on MS-Word, MS PowerPoint and MS Excel for the India Railway Traffic Service (IRTS) officers was organized by NICTU at the IRITM in Lucknow. There were 40 participants.

Faculty News

Shiladhar Singh Yadav, a 1998 Batch PCS officer, Uttar Pradesh cadre, has assumed charge of the office of Assistant Director in the forenoon of 7 January 2011, prior to which he was posted as the District Supply Officer at Moradabad. He has also worked as Sub Divisional Magistrate (SDM) Nainital in Nainital district, SDM Igls and Aligarh in Aligarh district, SDM Bharatnagar in Etawah district, SDM Etmadpur, Agra and Fatehabad in Agra district, SDM Kanth and Thakurdwara in Moradabad district and as Additional City Magistrate in Aligarh and Agra.

Dr. Garima Yadav, a 1998 Batch PCS officer, Uttar Pradesh cadre, has assumed charge of the office of Assistant Director in the forenoon of 7 January 2011. She has worked in various positions as the SDM in Dehradun, Nainital, Etawah and Agra, as Officer on special Duty in Agra Development Authority, as Project Director, District Urban Development Agency, Aligarh, as Special Land Acquisition Officer, Moradabad, as Additional City Magistrate in Agra and Moradabad and as Officer in charge Elections in Moradabad.

Research Centres in Action

Centre for Rural Studies (CRS)

Socio-Economic Profile of Rural India: One of the major objectives of the LBSNAA is to sensitize recruits to the civil services towards the plight of rural people but also to equip them with an in-depth understanding of rural issues. The IAS officer trainees are required to prepare a village study report as a part of their district assignments after conducting extensive questionnaire-based household survey.

The “Socio-Economic Profile of Rural India” is based on data collected by the IAS Officer Trainees and further modified and consolidated by experts. This “Socio-Economic Profile of Rural India” Series I is published in four volumes. The Centre also initiated the publication of Series II. The following two volumes were published recently:

- Socio-Economic Profile of Rural India: Series - II vol IV (Eastern India);
- Socio-Economic Profile of Rural India: Series - II vol V (North and Central India);
- Socio-Economic Profile of Rural India: Series - II vol V (North and Central India);

Edited by Raj Mohini Sethi, 2011, Concept Publishing Company, New Delhi, p 314, Rs.750/-

Contributors: Sacha Singh Gill, Padamvir Singh, H.R. Shukla, Vishender Kumar, N. Chaudhary

- Socio-Economic Profile of Rural India: Series - II vol IV

Edited by Dr. C. Ashokvardhan & Ashish Vachhani, 2011, Concept Publishing Company, New Delhi, p 264, Rs.1200/-


The present volume on Eastern India contains study reports of the States of Orissa, Jharkhand, West Bengal, Bihar and Uttar Pradesh. In the light of findings it is suggested that efforts should be made to reduce the poverty in rural parts of these states through appropriate policy measures. An integrated approach in all sectors is necessary for all-round development.

National Institute of Administrative Research (NIAR)

The Government of India, Ministry of Rural Development, Department of Drinking Water Supply & Sanitation has identified NIAR as one of the key resource centres (KRC) for capacity building of pertinent stakeholders from five states namely Haryana, Himachal Pradesh, Madhya Pradesh, Jammu and Kashmir, and Punjab. Initiating the operations as KRC, NIAR has already organized three state level workshops for the states of Madhya Pradesh (20-24 December 2010), Haryana (27-31 December 2010) and Punjab (4-8 January 2011). The underlying purpose of the workshop was to identify emerging issues related to water and sanitation. The engineers from Department of Water Supply and Development and technical officials of Panchayati Raj Institutions participated in the workshop. The major themes covered included:

- Water Management Issues
- Approaches in Sanitation
- School Sanitation and Hygiene Education
- IEC in Water and Sanitation
- Solid and Liquid Waste Management
- Sensitization about water conservation

Republic Day at NIAR: Subsequent to the synergistic amalgamation of all LBSNAA Centres under the encompassing umbrella of NIAR, a new chapter has been added to the history of the latter. The republic day flag hoisting ceremony on 26 January presided by Executive Director, NIAR Kush Vurma was attended by all the Centre coordinators. The ceremony held at NIAR was also graced by both the Joint Directors and the faculty members of the Academy and the respective Centers.

Centre for Disaster Management (CDM)

The Centre, in collaboration with National Disaster Management Authority (NDMA) organized two Sensitization Workshops on Incident Response System (IRS) for the District Officers at Uttarakashi and Hardwar on 24 and 25 February, respectively. JK Sinha, Member NDMA, New Delhi was the chief guest at both the workshops. Kush Vurma, Executive Director, NIAR, also joined the Workshop at Haridwar as a resource person on 25 February. The workshop in Uttarakashi was attended by 46 district officers and the Hardwar workshop was attended by 44 district officers.
Yashwant Sonawane: Condolence
Dr. S. H. Khan*

Malegaon: Additional District Collector of Malegaon, Yashwant Sonawane, was burnt alive by people involved in black marketing of petrol and diesel. The tragic incident took place about 10 kms from Malegaon in Maharashtra’s Nashik district on 25 January, 2011.

Sonawane was going to Nandgaon for a tehsildar meeting when he spotted a few trucks parked in a suspicious manner near a road side eatery where the depots of IOC, HPCL and BPCL are located. The area is infamous for smuggling and adulteration of petrol, diesel and kerosene.

Sonawane got off the car and started investigating about the trucks when a man identified as Popat Shinde, with a reputation of running an oil, petrol and diesel smuggling racket, along with his men, attacked the officer.

He was reportedly beaten up by Shinde and his men and then set on fire. Shinde was detained by police and was taken to the Malegaon Civil Hospital after he also suffered burn injuries.

The other attackers fled after the incident and police have launched a massive manhunt to track and arrest them.

*Deputy Director (Sr.), LSBNA (This contribution is to mark the condolence observed on 26th January 2011)

Many chuck cushy MNC careers for government jobs
Gunam Dheer*

Two years ago, Kartikeya Mishra enjoyed a cushy job of an investment banker with Goldman Sachs in New York.

“I was deeply involved in mergers and acquisitions and would take home an annual salary package of Rs 50 lakh,” Mishra, originally hailing from Andhra Pradesh and an IIM-Ahmedabad MBA graduate, told Deccan Herald. Recently, he cleared the Union Public Service Commission-conducted civil services examination and was posted as assistant collector in Visakhapatnam, Andhra Pradesh, with an annual salary of less than one-tenth he drew at Goldman Sachs.

Mishra is not alone. He is among a cohort of youngsters who have quit well-paid jobs in multi-national corporations that also accorded them comfortable lives, to join the civil services. For instance, Mishra’s course mate while undergoing training at the IAS academy in Mussoorie, Sandeep Nanduri, checked his job at Hewlett Packard (HP), cleared the UPSC examination last year and was posted an assistant collector in Visakhapatnam, Andhra Pradesh.

Many want to be the agents of a solution and a part of the problem, pledging to weed out corruption in everyday government functioning and ushering in functional administrative reforms that would facilitate the public.

Lead from the front
Talking to Deccan Herald, Mishra explained: “You can tackle any situation if you maintain an upright faultless image. One needs to lead from the front. Corruption breeds wherever there are ineffective systems of accountability and blemished record of officials in public dealing. This will have to change and I am here for this.”

Mishra grew up looking for a career job.

After taking an MBA degree from IIM-Ahmedabad, Mishra went to the US to work for Goldman Sachs for two years. It was then that he realised he didn’t want to lead a corporate life. “The IAS is one job where you can impact the government functioning and ushering in functional administrative reforms that would facilitate the public. I am here for this.”

Fulfilling experience
“I strongly feel that the civil services builds you as an individual and gives you a more fulfilling experience. There’s job security, status and it offers you enough room to make a contribution to society. Lifestyle is certainly a temptation,” says Thakur, whose mission is now to bring in some tangible results in administration delivery system.

According to Padamvir Singh, talent has always been attracted to the civil services and IIT students, MBAs and doctors have joined the IAS. “It’s heartening to see that young people are choosing the IAS over fat salaries and corporate lifestyle,” Singh said.

The rise in the number of aspirants vying for the IAS seems to corroborate his statement. “From a decline, there were nearly 40 lakh applicants for the first leg of the civil services examination last year. Given that the number was 3.25 lakh in 2008, the jump has been steep,” sources said.

Also, the revised pay packages have also made the job more lucrative.

*Mishra is a disambiguation in English, not a character in the text.

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Nanduri, a marketing manager with HP, drew close to Rs 12 lakh as annual starting salary. He is now settling in his first government job as assistant collector of Virudhunagar. Nanduri quit his job, sat at home and prepared for the UPSC examination.

For this MBA holder from IIM-Bangalore, the quality of life, the respect that comes with the job and the kind of work one can do to empower people’s lives as a civil servant is a big lure, bigger than what fat corporate salaries can buy.

“My priority is now to ensure that public dealing jobs are hassle-free so that it strengthens the image of the administrative machinery in the state,” he says.

For Rohan Thakur, another MBA IIM-Ahmedabad degree-holding, it was the attraction of the global markets that made him take up a job with Tata Administrative Services, Mumbai.

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*This article appeared in Deccan Herald, Chandigarh, on 21 January 2011

Continued from page 8
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