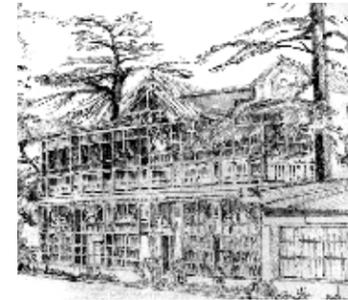


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The ACADEMY

Lal Bahadur Shastri National Academy of Administration

Vol. 3 Issue 7 July 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

The IAS Professional Course Phase II, and the Mid Career Training Programme (MCTP) Phase III cruised along the month of July. The high point of the penultimate segment of Phase III was a two-week exposure visit to the Republic of Korea, during which the participants learnt from the remarkable story of Korean growth and development. This edition brings you some of the first-hand experiences and impressions. Couple of weeks after return to the Academy, it was time to wrap up the programme by month-end. It would be quite a few years before this group of officers would go through the next level of rigorous mid-career training. Apart from conducting a number of other intensive short-term courses and workshops, details of which are given here, the faculty finalized the course design and action-plan for three major forthcoming programmes ahead in the year. The most immediate being the induction-level Foundation Course slated to begin on 30 August for fresh recruits to the civil services. Phase IV (for IAS officers of 14-16 years seniority) and Phase V (for IAS officers of 19-24 years seniority) of the MCTP are also due in October and December 2010 respectively.

The steady onset of monsoons and relentless showers did little to dampen spirits on campus - if nothing, the surrounding mist only made walking in the clouds a reality and added a dash of romance! Spirit of bonhomie was evident with participants cutting across batches (in various courses) hosting many an event, a veritable feast for the sights and the senses. The infrastructure expansion and upgradation hostels, academic and residential complexes continues at a rapid pace; most of it nearing completion by the year-end. We thank all our contributors who have sent us perceptive and experiential pieces. We could not include all contributions due to constraints of space, but forthcoming issues will certainly feature them. Welcome reading!

News Sparks

Phase III : The participants of Phase III left for an international exposure visit to South Korea, 4 to 16 July 2010. The trip, in collaboration with the Korea Development Institute, Seoul, offered the Indian officers an opportunity to learn from the development miracle that is South Korea, apart from getting an introduction to Korean culture and society. The 93 member team was accompanied by P K Gera, Joint Director; Dr S H Khan, Deputy Director (Sr); and Ashish Vachhani, Deputy Director, LBSNAA. Back in the Academy for the final phase of training, the participants



Gopal K Pillai distributing Course completion certificate to a Phase III participant at the valedictory function



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We welcome articles and write-ups from our readers and subscribers. These can be sent to the Editor.

Disclaimer : Views expressed by individual contributors do not represent the views or position of the 'Academy' and LBSNAA

IN THIS ISSUE

News Sparks.....	1
Gopal K Pillai's Valedictory Address : Excerpts...	2
Eminent Resource Persons.....	3
Workshops, Training and Capacity Building	3
Research Centres in Action.....	4
Issues and Challenges with E-governance in Districts.	5
South Korea Gleanings.....	6

Gopal K Pillai's Valedictory Address : Excerpts

On Decisions : List *to do* items every morning - these play pivotal role in decision-making. Eventually, decision making is the main concern of the day. Everyday, look back at the end of the day what decisions you have taken. Decisions in which there was finality. People expect decision from administrators. Seventy per cent delay in decision-making leads to unproductive work. In addition to taking decisions, take the responsibility, if you don't take the responsibility, you can't take the decision. Taking decision is the hallmark of a bureaucrat, is the hallmark of Indian Administrative Service. But take your decision in good faith, don't take decision because of someone's vested interest, without any extraneous influences of wanting to help your sister, friends and so on. However, taking decision needs innovativeness about how to take decision.

Integrity is becoming a critical issue so far as the issues of Civil Services are concerned. Before you take a decision, please do think; please do look at pros and cons. Ninety per cent take decisions before getting adequate information.

On reading : Reading books will broaden the mind. One book every month is essential. You have to challenge your mind. Don't read the same old book. Books are there, choice is there, pick up something in which you find something important.. Reading 'The 33 Strategies of War' by Robert Greene helped me in getting ideas on counter insurgency.

It is a great service that you are in. You can be a tremendous agent of change. You can make the difference!

made presentations on their key learnings from Korea, and were also exposed to intensive modules on Poverty and Rural/Urban Development, Infrastructure and PPPs, National Security, and Perspective Building with inputs from specialists. The Course was wound up on 30 July in a distinguished valedictory function graced by Gopal K Pillai, Union Home Secretary, Ministry of Home Affairs.

• **In fun and zest :** The participants made the most of their eight week training, both in class and out of it. Apart from catching up with friends and batchmates, the period also saw camaraderie with the younger counterparts in Phase II. Many a joint event - cultural, sport and culinary - kept the Academy campus sparkling. On the penultimate evening, the Phase III participants hosted an evening of lighthearted parody, turning the heat on many of their colleagues, before bidding farewell to each other and their Alma Mater.

Phase II : Amidst sessions of sharing experiences and presenting assignments from the districts, giving the initial glimpses into their career in administration and public service, and with inputs on key sectors relevant for their immediate substantive postings in government, the officer trainees (OTs) of Phase II spent a dynamic month. They also had a fair share of the co-curricular.

• **Donating for a noble cause :** A blood donation camp was organized by the Society for Social Service in collaboration with the Blood Bank Team of Doon Hospital and LBSNAA Dispensary on 29 July, wherein 39 donors donated blood.

• **Canvas of Collages :** In their maiden venture, the Hobbies Club organized *Abhivyakti* a collage making competition on 2 July. In a free-wheeling imaginative scenario, the contestants (29 OTs in seven teams) expressed their ideas on a wide canvas of social issues, national integration, gender, care for the differently-abled, naxalism, life and people in LBSNAA, etc. The winning entries were 'The Wonder that is India', 'The People Cover Story' and 'Greedy vs Greeny', delightful depictions of pressing issues, and current life and times.

• **Wolfing them down :** In a test that could leave an unpleasant taste in many a mouth (at least for burgers), the Hobbies Club organized a burger-a-minute competition on 9 July. While the winner took it all, there were many to cheer along the contestants and to partake of the repast!

• **Showstoppers galore :** In many an event - be it dances, popular songs, *mushaira mehfilis*, or fashion parades - the OTs showcased their multihued talents. From rocking Bollywood numbers to rusty folk, ghazals

continued on page 3

News Sparks

continued from page 2

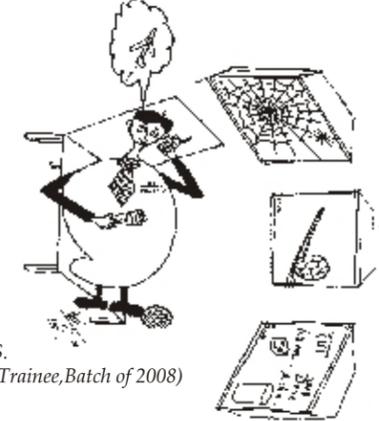
to rock, sensitive humane themes to in-your-face fashion statements, the lusty *bhangra* to the gracious ballet, the shows spread over the month, were truly a treat for the senses.

• **Spirited Sports :** The World Cup fever gripped the Academy, not only in animated discussions following live screenings, but also in energizing the Course



Officer trainees performing a colourful folk dance

participants to arrange a number of sport activities through the month. Regular tournaments in badminton, cricket, throw ball, to name a few, between Academy faculty, staff, and officers under training, kept the Happy Valley grounds abuzz. The show stealer of course was the Shastri Premier League, a cricketing venture stylized on the Indian Premier League with ladies calling the shots. The outdoors beckoned many a nature-lover in a fascinating nature-walk organized by the Nature Lovers Society.



Harikishore S.
(IAS Officer Trainee, Batch of 2008)

Eminent Resource Persons

- Gopal K Pillai, Union Home Secretary
- Professor Lant Pritchett (Harvard Kennedy School)
- Dr. N C Saxena (Member, National Advisory Council)
- Aruna Roy (MKSS, and Member, National Advisory Council)
- Najeeb Jung (Vice-Chancellor, Jamia Milia Islamia)
- Lt General Prakash Menon, AVSM, VSM (Commandant, National Defence College)
- Wajahat Habibullah (Chief Information Commissioner, GoI),
- Shyam Saran, ex Foreign Secretary and India's Chief Negotiator on Climate Change
- R C Bhargava, Chairman, Maruti Suzuki, India

Workshops, Training and Capacity Building

July saw the Academy host to a number of brainstorming workshops and short training programmes in addition to the regular Courses.

- **Direct Training Skills (DTS) :** Five-day DTS held from 5-9 July.
- **National Consultation on Urban Sector Training Needs (under the National Centre for Urban Management)**

• **Total Quality Management (TQM) in Government :** A five-day intensive programme on TQM was highly rated by the participants. Intensive sessions on best practices, business excellence models, 7 QC Tools, Six Sigma, EFQM Model, and Quality in Governance were delivered by top industry professionals.

Research Centres in Action

Centre for Disaster Management (CDM)

- A Joint Training Programme for IAS, IPS, and IFS officers on Disaster Management was organized at Indira Bhawan Campus, 26 to 30 July 2010. Twenty one officers attended the programme inaugurated by A.B. Prasad, Secretary, National Disaster Management Authority (NDMA). K.M. Singh, Member, NDMA, Amit Jha, JS, NDMA, Dr. J. Radhakrishnan, Assistant Country Director, UNDP were among the eminent speakers.
- The India Meteorological Department (Government of India) with active participation of CDM installed Automatic Weather Station (AWS) at the LBSNAA Polo Ground. The AWS automatically takes the meteorological observations once every hour at full hour GMT, stores it in system memory and transmits this data in a self-timed pseudo-random manner through INSAT/ METSAT satellite link to IMD's Earth Station at Pune. The AWS at LBSNAA Polo Ground is now fully operational and records meteorological parameters such as temperature, wind, humidity and rainfall, etc.
- The Centre's programme 'National Training Programme for Scientists and Technologists working in the Government Sector' (sponsored by the Department of Science and Technology) 28 June to 9 July 2010 was attended by 17 participants. The highlight was a one-week rural study in the villages of Narenderanagar in Tehri district, after which the participants presented reports.

Centre for Rural Studies (CRS)

The CRS faculty members evaluated the village study assignment report submitted by the OTs of 2008 batch currently undergoing Phase II programme. The Centre also organized village study report presentation during 29 and 30 July.

A field survey on 'Depressed Class Land' was conducted by Melanie Hilton, Assistant Professor, CRS, in several districts of Tamil Nadu.

National Gender Centre (NGC)

The Centre organized a five day joint training programme on 'Mainstreaming Social Sector Issues with the focus on Gender' from 19 to 23 July 2010 in collaboration with the DoPT and UNICEF. With 29 participants from 17

states, this programme aimed at bringing members of the All India Services (IAS, IPS, IFS) and Armed Forces together on a common platform in order to bring cohesion in policy making on gender and social sector issues. Through methodologies and exercises, participants were introduced to the following:

- To mainstream gender in policy, programme formulation and implementation, so as to establish gender as a priority concern in government.
- To review India's progress in achieving the worldwide Millennium Development Goals (MDGs) in the social sector, to analyse reasons for the shortfalls and to suggest remedial measures.
- To develop an understanding of the key constraints impeding child development in India and identifying solutions.

National Institute of Administrative Research (NIAR)

Management Development Programme

The NIAR organized a five day Management Development Programme for the Atomic Energy Education Society. The Society promoted by the Atomic Energy Commission, Department of Atomic Energy, Government of India, provides campus schools in all Atomic Energy establishments across the country.

Participants ranging from Chief Administrator of the Society to Principals and Vice Principals of the schools thereof were given a concise and compact orientation in crucial managerial skills that included Inter-personal and Professional Communication, Presentation, Motivation, Leadership, Team Building, Conflict Management, Change Management, Time Management and Stress Management. The participants were also exposed to a comprehensive module on Right to Information Act, and Values in Education.

The module included a Mussoorie visit, to inculcate the art of appreciating nature, human history and heritage.

Workshop for Developing Training Modules

The NIAR conducted a two day Workshop on Development of Training Modules 30 June to 2 July 2010. The workshop was sponsored by the Ministry of Human Resource Development, which was an outcome of the proposal submitted by NIAR to conduct capacity building training programmes in 21 districts of Bihar and West

continued on page 5

Research Centres in Action

continued from page 4

Bengal having more than twenty thousand Out of School Children, identified on the basis of MHRD's appraisal report of AWP&B 2010 and 2011.

The primary theme of the workshop was to develop training modules for educational administrators, district

officials, programme officers, BRC and CRC, BEO, headmasters and teachers. After intense deliberations and discussions among experts invited from different parts of the country, draft contents for modules focusing four major areas of concern namely Governance aspects, Academic aspects, Planning aspects and Integration and Convergence aspects were finalized.

Issues and Challenges with E-governance in Districts

Vivek Yadav*

E-governance has become a buzzword in government these days. For all the ills in government system, e-governance is cited as a solution. It is touted as path-breaking, transformative and revolutionary. A large number of projects are being undertaken at the Centre as well as at the State level. Many projects have become successful and are being replicated all over the country. E-seva from Andhra Pradesh, Bhoomi from Karnataka, Lokvani from UP are some of the projects which are outstanding and proven cases of success. A lot has been written about e-governance at the national or state level but there is a dearth of studies at the district level. Various departments like the Collectorate, Sub-collector offices and other line departments are quite far behind in terms of IT penetration. Even if information and communication technologies (ICTs) have been introduced, it is only introduction of computers but there is no re-engineering of the processes.

Is it just a cosmetic exercise?

Since the mid 90s, in a bid to project a savvy image of the office, Collectorates all across States have started using technology. Collectorates introduced computers in offices, digitized files, launched websites, made grievance filing online or through a single window kiosk, introduced file monitoring system, made all the information regarding services provided by the government available on their website, etc. These were achieved within a decade despite budgetary constraints, change-is-destructive attitude and lack of e-literacy among staff, lack of IT-experts in organization etc. Taking into consideration these shortcomings, these achievements are huge and noteworthy. But they are actually cosmetic exercises as they do not entail any landmark change in the service delivery. Although it was just a minor step into an IT era and we cannot expect a great change overnight, we must keep in mind that there is a lot to do to make government services citizen-centric. What is needed are not just changes which will impress upon the aesthetic sense of citizens but an overhaul of the system providing timely, affordable, accessible and hassle-free services.

Lack of follow-up

E-governance projects are launched with great fanfare. Once launched, they run with reasonable success for a couple of years, but the quality goes down gradually and becomes almost defunct once a change of guard takes place in a district. I surveyed some of the district websites of a few states and the findings were rather surprising. The majority of websites were updated long ago, links were not working, contact numbers do not exist, mails sent to email id's mentioned bounce, names of Districts Collectors and Joint Collectors not updated with change. All these indicate that follow-up procedures are not regularly undertaken. This sends the signal to the citizens and stakeholders that service providers are least interested in the best practices adopted. It shows a 'chalta hai' attitude which is not conducive to our goal of making our government SMART.

Issues with Single Window System (SWS)

A single window counter should be opened for all the services provided at Collectorate, Sub-collector and Mandal offices. Collection of forms and delivery of services can be made available under one roof. This will make work lot easier for applicants as there is no need to contact any Section Officer or Clerk concerned, as entries will be made in computers and acknowledgement will be given so that work will be done in FIFO (First In First Out) basis and Service levels (e.g. caste certificate in 7 days, birth/death certificate in 3 days, etc.) can be easily adhered to by the officers concerned. But when it comes to implementing such a scheme, there is a problem of lack of staff. Many offices have tried opening SWS counters but were not able to sustain due to lack of dedicated staff.

Solution

The solutions to whatever issues I have raised are actually self explanatory. It is very clear what steps are desirable and what can be done. The only thing that is missing is a how-to-do-it plan. That is an individual's discretion because at a leadership position of an office, it is

continued on page 6

Issues and Challenges with E-governance ...

continued from page 5

the responsibility of the top officials to bring such changes by allocating budget, planning, analyzing, defining processes and, after re-engineering of the processes, sustaining it.

But in the 21st century when India is surging ahead as a

leading economy of the world and people are comparing government departments with private sector organisations, it is imperative that government offices/department should try to make their working smart and their offices SMART (Simple Moral Adaptive Responsive Transparent).

**IAS Officer Trainee, Batch of 2008*

SOUTH KOREA GLEANINGS

Random Impressions from Korea

*Nipun Vinayak**

The story of South Korea, a \$ 20,000 per capita economy, has lessons for India.

- Factors for economic development have been strong political leadership, export-oriented industrialization, hard working educated workforce, high savings/investments, business government collaboration, and late mover advantage. The GDP per capita has increased from 87 US\$ to 21,530 US\$ (1962 to 2008), with the share of agriculture in employment coming down from 63% to 7% in the same period.
- Government played proactive role in shaping economic development. In 1970s Korea decided to promote Heavy and Chemical industries. Conditions are produced in which economic policy works through extensive public economic education. Strong Planning body, EPB, at the Central level.
- Remarkable land reforms. Good investment in human resource development (7-8% of GDP). There is 99% literacy.
- Two year compulsory military training for all men.
- The economy got a boost during the Vietnam War.
- S. Korea has Presidential system
- Administration is planned-target oriented. Ruthless corporate governance, no trade unionism.
- Great emphasis on competitive production (prices 20% less than Europe, US).
- Plants for specialized machinery, nuclear power, etc.
- Promoting newer green technologies, development of battery operated electric car, etc., to have competitive advantage.
- Emphasis on R&D 3.7% of GDP is spent on R & D. More than 70% private sector participation in R&D.
- There is a desire for unification with North Korea but in the long term

Culture

- Society is uniform. Although there is Buddhism and Christianity, most S Koreans follow Confucianism. Religion is not significant politically.
- Immense discipline, work ethics probably influenced by Confucianism. People meet deadlines at all cost. Long working week (72 hours / week).
- 'Kimchee' is a pickled cabbage loved by Koreans. It is a high-fibre food. The Korean diet is low in fats/carbs and high in proteins and fibres.
- Male dominated society.

POSCO case study

- World Bank and others predicted that steel making is not a profitable venture for S. Korea because competitive disadvantage. But 'where there is a will, there is a way' can be most suitably applied here. Government policy and support, technology acquisition and dynamic learning, technological innovations, leadership of CEO JJ Park, cost competitiveness, process innovation and global management are factors that have resulted in POSCO's success.
- At Posco, 3Ss matter Size up, i.e. growth, Speed up, i.e. Competitiveness, and Synergy up, i.e. Group management.

Challenges

- Ageing population. While the LE has increased to 80, most young Koreans do not want babies! Government encouraging couples to have children and even paying for education, etc of third child.
- Sandwiched between China (cheap labour] and Japan (good technology). So being competitive and perfect is a survival issue for this no-resource nation. [which has not held them back punch line of POSCO is Resources are limited but Creativity is unlimited.
- Lack of English language knowledge leading to difficulty in integration with the world.
- Turning into a high cost society.

continued on page 7

South Korea Gleanings

continued from page 6

If the training is all about 'inspiration', the S. Korean visit has done its part. It has also refreshed minds and given newer ideas to be practised back home.

**Deputy Secretary & Project Director, RSPMU,
Dept of Water supply and Sanitation, Maharashtra
(participant Mid Career Training Programme, Phase III)*

Amazing South Korea

*B. Chandrashekhara**

On the world map, a little pendulum hanging down from the Chinese mainland, dipping entirely into the Yellow Sea, this tiny East Asian country inspires awe. Locked on the north by a hostile North Korea and surrounded by waters which smell of Chinese and Japanese supremacy, South Korea is perhaps the greatest example of how remarkable progress can be achieved in a short spell of a few decades. A two-week long visit to this country in the month of July 2010 has added a new dimension to our understanding of development and economic growth of a country.

Most of us, fed on the big strides made by Western countries in economic growth and development, visiting a small East Asian country, was not a 'good' idea. And perhaps that was why the Incheon Airport (the best airport in the world) surprised us the moment we landed. From there began the saga of surprises.

We marveled over the Incheon Bridge (one of the longest cable-stayed bridge at 18.3 km) Lush green fields, manicured gardens, clean litter-free streets and sky-touching buildings absorbed our attention on way to downtown Seoul. Reporting at the ball room hall for the inauguration the next morning, we were eager to understand how, whatever we had seen briefly, had been made possible. I am not sure how many of us were satisfied by the answers on the 'how' part of their amazing development. But I am very sure that all of us were convinced that we had a lot to learn from the Koreans.

The 120 Dasan Call Centre was next in the list of surprises. 'Just dial 120 and get almost any information you need', we were told. But we do not believe anybody just like that! So many of us started dialing 120, and ended with a surprise writ large on their foreheads. For the rest of our stay in Korea, 120 was our constant companion in times of need.

If not told beforehand, we would have never realized that we were in a hospital when we entered a building with a corporate environment. And they tell us, "it is a Public

Health Centre", as we move through posh halls and shining floors, the typical hospital odour conspicuously missing. I feel uncomfortable as my mind briefly travels back to India and visits a PHC in my district. The words "100% population is covered by health insurance" only aggravate my discomfort.

Nothing in South Korea surprised us more than the villages and the remarkable parity they share with cities, in terms of civic amenities and overall standard of living. Our three-day rural tour started with a nearly 400 km long bus journey. Sitting in the last seat, in a long bus moving over 100 km/h, was much less jerky than the Cathay Pacific flight from Seoul to Hong Kong! As we crossed the entire country from the northwest to the southeast, a lush green blanket of paddy amazed us by its sheer uniformity, speaking loudly of mechanized farming and extension services. Every field had cemented water channels and concrete roads crisscrossed the fields. It would have been difficult to believe, if we were not shown the photographs of the bald mountains forty years ago, that the lush-green-dense forests in sight were result of their plantation programme. The smaller and bigger houses with traditional uniform roofs dotted the idyllic scene, leaving us wondering how well regulations could be enforced.

One of the fastest bullet trains in Asia, speediest broadband connectivity in the world, one of the highest agricultural productivity in the world, Korea has many a success to celebrate. Without any coal reserves or iron ore they have one of the world's largest integrated steel plants, run by POSCO and the world's largest car manufacturing plant run by Hyundai. Samsung, LG, Daewoo, which flood Indian markets, all come from this tiny country which is 33 times smaller in size and 24 times smaller in terms of population than ours. Behind this gloss of growth is the toil and discipline of the Korean people, coupled with visionary leadership.

Astounding is the fact that it has achieved in forty years what many western countries took centuries to achieve. Against all odds! Japanese colonial rule till 1945, a pyrrhic Korean War in early 1950s, worst kind of poverty and a military coup in 1961, this country has gone through it all. How has this resource less tiny country, poorer than us just five decades ago, become twenty times richer? Well, we know the answer partly, and need to find the rest. But yes, this amazing Korea has given us a lot of positives and reinforced our belief that we too can do it.

**IAS, (Madhya Pradesh Cadre, Batch of 2002),
participant Mid Career Training Programme, Phase III*