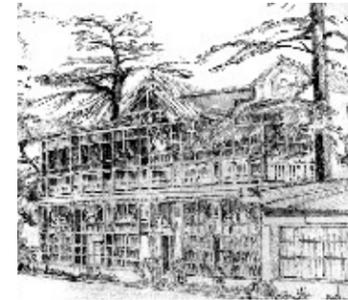


Total Quality Management Cell
 Lal Bahadur Shastri National Academy of
 Administration, Mussoorie - 248 179
 Uttarakhand (INDIA)
 Tel. : +91 135 2632236, 2632489, 2632405
 tqmcell@lbsnaa.ernet.in

Please send address changes to the above.

Affix
 Indian Postage
 Stamp



The ACADEMY

Lal Bahadur Shastri National Academy of Administration

Vol. 3 Issue 8 August-September 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

Much of August and September went by with dark skies and inclement weather. The incessant rains however could not dampen spirits as the faculty and various sections of the Academy worked 24/7 at finalizing academic components of ongoing and upcoming programmes, as well as completing infrastructure work of residential blocks to accommodate participants of the Mid Career Training Programmes, the Phase IV of which commences in October.

The beginning of August spelt the concluding days of Phase II for the batch of 2008 in the Academy, as the officer trainees (OTs) bade adieu to their Alma Mater and capped their two-year training with an international exposure visit to Vietnam (Hanoi) and Singapore. The ten day visit to the two dynamic Southeast Asian countries helped the OTs appreciate and understand different models of development and governance practices, apart from giving them an exposure to diverse cultures and mores. While Vietnam is a study of a vibrant nation in transition, about to spring from 'developing to middle-income', Singapore with its ideology of 'pragmatism', is a lesson on how to make the 'impossible' possible. The Vietnam component of the tour was in collaboration with the National Academy of Public Administration in Hanoi, and the Civil Services College in Singapore functioned as the anchor in Singapore. In this edition we bring you some impressions of the visits penned by OTs of 2008 batch.

End of the month also saw commencement of the 85th Foundation Course. 'The Academy' welcomes the 277 bright young officer trainees from the Indian Administrative Service, the Indian Police Service, the Indian Foreign Service and the Indian Forest Service, and seven counterparts from the Royal Bhutan Services who are in Mussoorie for the next

three and half months to undergo holistic training, designed not only to impart the core of KSA (knowledge, skill, attitude), but also to foster strong inter-personal ties amongst the services. In their initial month at the Academy, the batch has had the privilege of being addressed by Governors of three States, namely, Uttarakhand, Andhra Pradesh, and Chattisgarh. Due to the sheer size of the batch of entrants to the civil services, parallel Foundation Courses are being conducted at the MCR Human Resource Development Institute, Hyderabad; the RCVN Noronha Institute, Bhopal; and the National Institute of Direct Taxes, Nagpur.

On 18 September the Prime Minister Dr Manmohan Singh released two LBSNAA publications and a film brought out to commemorate the Academy's golden jubilee. We bring you the details. LBSNAA hosted members of the 1960 batch of the IAS in a golden jubilee retreat, the two days of which saw not only heartwarming exchanges between batch mates - some of whom came together after half a century - but also with trainees of the FC.

'The Academy' warmly greets Sanjeev Chopra on his assuming charge as Joint Director at LBSNAA in September!

IN THIS ISSUE

News Sparks.....	2
Prime Minister releases LBSNAA Publications	2
HE Governor of Uttarakhand's Inaugural Speech: Excerpts.....	3
Faculty News	4
Workshops, Training and Capacity Building	5
Golden Jubilee Retreat for the IAS Batch of 1960 .	6
Research Centres in Action.....	7
International Exposure Visit to Vietnam and Singapore: Random Impressions of Officer Trainees	7



The Academy Team

Editor

Dr. Moana Bhagabati
 moana_bh@lbsnaa.ernet.in

Managing Editor

Dr. S.H. Khan
 shkhan@lbsnaa.ernet.in

Associate Editor

M. Kennedy Singh
 kennedysingh@lbsnaa.ernet.in

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 necessarily represent the views or position of 'The Academy' and LBSNAA

News Sparks

Prime Minister releases LBSNAA Publications

As part of the Academy's Golden Jubilee celebrations, Prime Minister Dr Manmohan Singh released two Academy publications and a film of the LBSNAA on 18 September in New Delhi. "From Metcalfe House to Charleville: Memoirs" is a commemorative and reflective anthology of writings of members of the civil services, faculty and alumni of Metcalfe House, Delhi and the LBSNAA across batches from 1948 to the present. The other publication "Glimpses through the Lens" is an album of valuable photographs depicting the fifty-year pictorial heritage of LBSNAA. The film "Karm Ke Veer" depicts life and times of officers training for the higher civil services in LBSNAA. The Academy is celebrating its Golden Jubilee having been set up at Mussoorie in 1959 from the erstwhile Civil Services School at Metcalfe House, Delhi.

Speaking on the occasion, the PM emphasized the role of the LBSNAA in developing the higher civil services. During the interaction, the Director Padamvir Singh briefed the Prime Minister on the concerns of the Academy especially those pertaining to issues of governance and on the programmes being conducted



Prime Minister Dr Manmohan Singh releasing the LBSNAA publications. LBSNAA Director Padamvir Singh and Deputy Director Ashish Vachhani seen presenting the volumes

here. The function was attended by TKA Nair, Principal Secretary to the Prime Minister, KM Chandrasekhar, Cabinet Secretary, Shantanu Consul, Secretary Personnel, Rudhra Gangadharan, Secretary Animal Husbandry and former Director of the Academy, and Ashish Vachhani, Deputy Director, LBSNAA.

Farewell Phase II: The Phase II of the IAS Professional Course 2010 for the Batch of 2008 came to a close with a dignified valedictory function on 11 August presided over by Director Padamvir Singh. This marked the culmination of an intensive and staggered training programme spread over nearly two years. Immediately following the course wrap-up in the Academy, the last leg of training began with the ten-day international exposure visit to Vietnam and Singapore. The Officer Trainees (OTs) received their training completion certificates after return to India.

The last few days of the Course were a flurry of activity with distribution of prizes to clubs and societies, acknowledging the extra-curricular contributions of the OTs. Cultural events hosted by the OTs marked the finale of their creative inputs to life in the Academy.

Come August, and the Academy is at its satirical best! In a hallowed tradition the OTs on the one hand, and

the faculty and staff on the other, staged skits trying to outdo the other in presenting the parody of the year! First, a cultural event from the 2008 batch officer trainees, replete with their views on training and faculty in the Academy. Not



Faculty and Staff extending a musical farewell to the OTs of 2008 Batch

continued on page 3

News Sparks

continued from page 2

to be outdone, the faculty and staff led by Director Padamvir Singh staged the *Academy ki Mahabaraat*, a rip-roaring commentary on the life and times of the officer trainee! The finale saw much bonhomie and goodwill tinged with nostalgia as it was time for the OTs to bid adieu to their Alma Mater.

Welcome 85th Foundation Course (FC): The FC was inaugurated on 31 August at an impressive function at

Sampoornanand Auditorium. This year's entrants to India's higher civil services were welcomed aboard by the Director and faculty of LBSNAA, with HE the Governor of Uttarakhand, Margaret Alva presiding over the gathering. The Governor administered the oath of allegiance in which the young trainees on the threshold of public service, pledged to uphold the principles imbued in the Constitution of India. The next few months till mid December see the Academy pulsating with the enthusiasm and energy of this batch of 277 OTs belonging to the Indian Administrative

continued on page 4

HE Governor of Uttarakhand Margaret Alva's Inaugural Speech at 85th FC: Excerpts

"Indeed heartening to see a rise in the number of women entering the civil services. Almost a fourth of the entrants in this batch are women, and I hope they reach the magic figure of 33 per cent, sooner or later! You have the duty of running the administration and bringing new hope and new life to the entire steel frame.... I have been in politics for long years. It is not easy dealing with civil servants as a Minister. Young civil servants always feel they know better and that the politician is jack of all trades and master of none. They have their own vision ... their own version of what the Indian politician is.... But whether you like it or not this long journey is a marriage of convenience. Civil servants cannot do without the politician in a democratic system. And the politician cannot do without the civil servants because without civil servants, the administration will collapse. So, with all the ups and downs, the likes and dislikes, they have to learn somehow to find an acceptable relationship of live and let live. It is difficult at times but one has to have the courage to stand up for what one believes to be right.

Today you are starting on a journey full of challenges. You will face ups and downs. You will face isolation, may be in a distant district in Bihar or in the North East. Then you will ask yourselves whether it is worthwhile. You have been chosen for a mission out of the thousands and thousands who aspire to be in your place. You are a mini India representing different streams, different religions, different regions, different thinking processes, different castes and may be different visions of the future.



HE Governor of Uttarakhand Margaret Alva interacting with OTs of 85th FC after the Course inauguration

You are not to be controller but facilitator, not regulator but liberator, you are required to be development agents, and not licensed raj inspectors.

Update your skills. This is a fast changing world. Never stop reading; never stop becoming agents of change. You have to read, understand, you have to change as you proceed in your career. Don't just look for the promotion. Be innovative and let your minds have focus. There is nothing more disastrous than closed minds.

Be the voice of voiceless; the hope of hopeless; Have conviction, have courage, but most of all, have compassion in your decisionmaking and in your work."

News Sparks

continued from page 3

Service (124), the Indian Police Service (64), Indian Foreign Service (25) and the Indian Forest Service (57). Seven officers from Bhutan belonging to the Royal Bhutan Civil Service, and the Forest Service are also training with their counterparts. The FC imparts entry-level rigorous training in a wide range of subjects and aims to bring the trainees to a common platform. In addition an exhaustive academic curriculum, the Course is packed with a host of extra-curricular activities ranging from community service, adventure treks and sports, to culture and the arts.

The OTs got discerning perspectives on governance and diversity of issues and challenges in India from a number of eminent speakers, the Governors of Andhra Pradesh HE L S L Narasimhan, and Chattisgarh HE Shekhar Dutt, among them. Trips to the National Institute of Visually Handicapped (NIVH) and Raphael (organization working with the disabled) at Dehradun gave them insight into the problems of the disadvantaged.

- The first few weekends were action-packed with a number of treks to neighbouring ranges of Binogh Hill, Kempty Falls and Lal Tibba. Complementing the hardy outdoors were cultural performances by the OTs and eminent artists.
- **P Srinivas Memorial Lecture:** The tenth memorial lecture was delivered by Shekhar Dattatri, eminent wildlife conservationist, on 12 September. Shri Dattatri addressed the topical issue "Nature Conservation: Necessity or Luxury", with spectacular visual clips of the natural world.

This lecture is held annually at LBSNAA in memory of Pandillapalli Srinivas, an Indian Forest Service officer, 1979 batch Karnataka cadre, who lost his life battling the nefarious activities of Veerappan in the Satyamangala forests of Karnataka.

- **Musical renderings:** Melodies of flute recital by the globally acclaimed Maestro Shashank Subramaniam, and strains of santoor *vaadan* by the exalted Pandit Shiv Kumar Sharma captivated a packed audience on two evenings and lent mystical charm to the monsoon season.

Induction Training Programme: The 108th Induction Programme for officers promoted to the IAS started on 20 September in Indira Bhawan. Continuing till 12 November, the Course has a *Bharat darshan* component, in which the 39 participants from 14 states, will be visiting different parts of the country.

Independence Day: The 64th anniversary of India's independence was celebrated in the Academy with the hoisting of the tricolor in the Director's Lawns. Rich tributes were paid to the freedom fighters of this nation. Tiny tots of the Lalita Shastri Baalwadi enthralled the audience of LBSNAA faculty and staff with a patriotic cultural programme.

Academy Day: September 1 marks the Academy Day, celebrated with fanfare by the LBSNAA *parivaar*. The celebrations included a widely attended function, in which the Director Padamvir Singh and Joint Director P K Gera addressed the gathering. A lunch feast for all the staff and film show completed the day.

Gandhi Smriti Library-Librarian's Day: To pay homage to the 'Father of Library Science in India', Padamshri Dr. S.R. Ranaganathan's on his 118th birth anniversary, the library staff celebrated Librarian's Day on 12th August to commemorate the life and philosophy of the luminary.

Hindi Diwas Samaroh: The Rajbhasha month concluded on 29 September with a function presided over by Joint Director P K Gera. Prizes and certificates for various national language awareness activities were distributed.

Myanmarese Delegation: A delegation from the Civil Service Selection and Training Board, Myanmar accompanied by the country's Ambassador to India, visited LBSNAA on 29 September and held discussions with members of the Academic Council.

Alumni Awarded: Barun Kumar Sahu, IAS Maharashtra 1992, awarded Consolation Prize for his book "Kampyutar Bole Aapki Bhasha" under Rajiv Gandhi National Award Scheme for original book writing in Hindi on gyan-vigyan for 2008-09. The award was given away by the Vice President on 14 September.

Faculty News

Kush Verma: Joined as Executive Director, National Institute of Administrative Research (NIAR) on 2 August.

An IAS officer of 1979 batch, Uttar Pradesh cadre, he has held various assignments in Government of Uttar Pradesh as well

continued on page 5

Faculty News

continued from page 4

as Government of India.

Sanjeev Chopra, IAS (1990: Orissa): Assumed charge as Joint Director, LBSNAA on 9 September, soon after returning from a sabbatical at the London School of Economics where he completed MSc in Regional and Urban Planning Studies.

Ranjana Chopra, IAS (Deputy Director, Sr.): Returned to the Academy in August after completing MSc in Health,

Community and Development from the London School of Economics.

Nidhi Sharma (IRS, IT: 2000) joined as Deputy Director on 2 August. Prior to joining the Academy, she served as Deputy Commissioner of Income Tax (Central Circle), Delhi and Deputy Director of Income Tax (Infrastructure), Delhi.

Ashish Vachhani (Deputy Director): Left on a sabbatical to pursue MSc in Public Management and Governance at the London School of Economics on Chevening HSBC fellowship.

Workshops, Training and Capacity Building

August and September saw the Academy host to a number of brainstorming workshops and short-term training programmes in addition to the longer duration courses.

- **Ethical issues in Today's Administration:** The fifteenth course was conducted in the Indira Bhawan complex between August 23 and 27.
- **Joint Civil Military Training Programme on National Security:** The 15th JCM, a flagship programme of the Academy, was conducted between 9-20 August. Inaugurated by HE the Governor of West Bengal, M.K.Narayanan, the twelve-day course had a cross-section of senior-level participants from the civil and the defence services. From a canvas of the nature of modern state, and security challenges faced by nations, naxalism, comprehensive coverage of neighbours (China and Pakistan), to criminal justice systems, economic-financial aspects and perspectives on national security, to greed and violence as threats to India's



HE the Governor of West Bengal M K Narayanan flanked by Director LBSNAA Padamvir Singh (left) and Deputy Director (Sr.) Dr S H Khan (right) at the inaugural of 15th JCM

security, the programme was an eclectic mix of lectures delivered by eminent speakers, strategy games, simulation exercises, and experience sharing among the participants. Outdoor visits to surrounding areas of Mussoorie were a welcome add-on to a programme which also aims for long-term bonding of officers from different services.

- **Training on Right to Information (RTI):** Joint Director Prem Kumar Gera, provided training on RTI Act on 26 August to all Section Heads, Superintendents, Assistants, UDCs and LDCs of the Academy.

- **Joint Training Programme for IAS, IPS, IFS and Armed Forces Officers on Law and Order:** The five-day programme (6-10 September) was inaugurated by Director Padamvir Singh. Attended by over 30 officers from across the country the Course provided insights into diverse issues of law and order. From a perspective on State, and first hand recounting of handling of law and order situations, the Course also had inputs on media's coverage of events, and situations arising from man-animal conflict, apart from experience sharing amongst the participants.

- **Workshop of Stakeholders for preparing module on 'Field Training in Rural and Urban Areas for Officers of GoI':** The LBSNAA and the National Institute of Rural Development (NIRD), Hyderabad have been entrusted with the task of preparing a week-long field training module for officers of GoI to sensitize them on rural and urban development issues with focus on implementation of flagship programmes. The workshop got together resource persons from various institutes to brainstorm on the module.

Leadership and Management Assessment Centre (LAMAC)

Nidhi Sharma*

A two-member team from the Personal Psychology Centre (PPC), Canada spent a week in LBSNAA in August and held extensive discussions with the Director and faculty. Building on a mutual understanding of context and functioning of LBSNAA and the Personal Psychology Centre to identify common themes, the Canadian delegates made presentations on the Competency framework outlining the various steps to be followed in the process of arriving at a draft Competency Profile. The competencies that are crucial for a particular position are grouped together to form the Competency Profile for that level. Thereafter, a tool is devised for assessing each of these competencies. However, a candidate could be assessed on some of the chosen competencies, and not the entire set, depending upon the requirement. A demonstration of the simulation exercises being used by the PPC helped in understanding the administration and outcome of the tools that go with Competency framework.

• Process of Drafting the Competency Profiles:

The Competency framework is an iterative process that has to be arrived at after doing a rigorous survey of the literature available on the subject, understanding the job profile and the context, in-depth discussions with various individuals covered under the Competency Profile as well as their superiors. As an exercise, a draft competency profile was framed using the Report of syllabus review committee, certain other documents and discussions with colleagues.

• **Likely Tools for LAMAC:** The Competency Framework is proposed to be used for the purpose of development of leadership and management skills of the officers undergoing the assessment. As such the tools to be used would vary from those used in the Canadian context where this framework is used for purposes of hiring as well as promotions. The tools have to be finalized depending upon the competencies required to be tested and the desired rigour of assessment. A likely option that emerged from the discussions was the 360 degree assessment wherein a candidate is assessed by the peers, subordinates as also self-assessment. Career Achievement Record emerged as another tool which could be administered with ease in the initial phases.

• **Operational considerations:** Administration of these tools prerequisites a set-up that is well equipped to design, deliver and decipher these tools to assist the development of the individual undergoing the chosen exercises. These issues - starting with the development of these tools to the preparation of analyses and suggestions for development - were discussed in detail. A broad understanding emerged; however it was clear that the exact parameters would emerge only after a concrete Competency Profile was in place.

*Deputy Director, LBSNAA

Golden Jubilee Retreat for the IAS Batch of 1960

On 16 and 17 September, the Academy hosted the IAS batch of 1960. This is the second batch to have trained at the National Academy of Administration (earlier name of the Academy). Thirty officers, many accompanied by spouses, gathered here for the two-day event. The Retreat was inaugurated by Director Padamvir Singh at a distinguished function.

Between formal sessions on critical issues such as corruption plaguing the civil services and reflections on the

times, members of the group had time for lively social interactions, reminiscences, and walks through the campus revisiting their old haunts. With many meeting each other after decades, the overwhelming feel of nostalgia was evident. Poignant references were made of those who are no more with us. The septuagenarian group were a delight to watch as they danced away their years to an accompanying music band. Interactive classroom sessions between the Retreat participants and the OTs of the 85th FC were

continued on page 7

Golden Jubilee Retreat for the ...

continued from page 6

organized through which the younger members of the civil services had motivating discussions with their venerable elders. A compilation of contributions from the batch, "Memoirs" was released by Director Padamvir Singh at the valedictory session on 17 September.



IAS Batch of 1960, Golden Jubilee Retreat

Research Centres in Action

Centre for Disaster Management (CDM)

• The Centre conducted HAM Radio Operations Exam for the IAS Phase-I (2009 Batch) OTs in June with 21 candidates. Ministry of Communication & IT, Department of Telecommunications, declared the successful results of all the candidates who are now eligible for the issuance of HAM license.

• A training programme on 'Management & Leadership Development' for middle and senior level scientists was conducted with sponsorship of DST, GoI under Plan Scheme 'National Training Programme for Scientists & Technologists working in the Government Sector'. 21 scientists drawn from different parts of India and various departments participated.

Centre for Rural Studies (CRS)

• The Centre has published a book entitled "Evaluation of Computerization of Land Records in Gujarat", authored by Ashish Vachhani and Hari Charan Behera, which highlights various issues on implementation strategies, outcome and impact of the e-governance programme in Gujarat.

• The Centre organized presentations of the best village study reports submitted by OTs of Phase-II (2008 batch). Rajan Vishal (Manipur-Tripura), Chander Shekhar Khare (Haryana), Prashant M Wadnere (Tamil Nadu), and Amit Satija (AGMUT-Mizoram) were awarded the gold, silver (two) and bronze medals respectively for their outstanding representations of work in villages.

National Gender Centre (NGC)

The NGC in collaboration with UNICEF organized a three-day conference on Integrated District Approach 2 - 4 August. The aim of the conference was to share the latest evidence and best practices from the 17 integrated districts, where the GoI-UNICEF Integrated District Approach is being implemented. The objectives were to share assessment results from the districts, to build capacity for decentralized planning, to develop a road map for sustainability and replicability of the interventions, and to share the best practices from districts. The 61 participants represented the following districts: Medak, Raichur, Purulia, Dibrugarh, Tonk, Vaishali, E Singhbhum, Guna, Shivpuri, Valsad, Krishnagiri, Lalitpur, Koraput, Chandrapur, Latur, Nandurbar & Rajnandgaon.

International Exposure Visit to Vietnam and Singapore: Random Impressions of Officer Trainees

Vietnam Diary

• Managed and Controlled transition from state-led centrally planned economy to an increasingly market based economy-not triggered by a crisis nor accompanied with drastic increase in inequalities-regional or economic.

• Politically too, relaxation from a somewhat regimental, totalitarian political system to a more tolerant system in terms of expression of differences. Though the society is truly subservient to the commands of the political masters and deferential attitude is all pervasive, some newspaper articles do express mild differences with implementation.

continued on page 8

Vietnam Diary

continued from page 7

- Infrastructure is still nascent and inchoate though some pockets are picking up fast. The airport, for instance looks the same as an Indian airport in early 1990s.
- The 'commune' system is strong and is almost equivalent to Indian Panchayats, through there was no economic and political decentralization till lately. Only in recent times, efforts are being made to plan at the decentralized level, and to provide untied funds to the commune for local need-based utilization.
- Corruptions levels, as perceived by the citizens themselves, are very high. People do believe that rules can be suited to individual needs on payment of bribes.
- Two-child norm exists to control population growth. Health systems are very well provided for. A typical commune hospital, equivalent to a PHC, has all specialist facilities-oncology, radiology, etc. There is an average of 20 doctors-specializing in different disciplines in each of those commune level hospitals. The ratio of doctors to nurses is 1:7. Ratio of nurses to population is 1:700.
- Primary education is regulated by communes and in most it is free. English education is recently receiving a lot of impetus in schools as the older population finds communication with outsiders very difficult.
- Urban systems exist but are still inchoate. Hugh congestion problems occur at times owing to large concentration of two-wheelers. Though there are buses, Hanoi is a fit case for MRT. SWM is also not high-end in terms of technology.
- The government has achieved a lot in the social / HD sectors because of sincere and focused impetus to education and health. High investment on human capital will bode well for the country's future. The thrust as it appears will now be more on development of infrastructure and industrialization. The extent of liberalization is still not very high. Most of the corporations are still government owned. Private enterprise is still not very well developed.

- Chhavi Bhardwaj

We had opinions about Communist way of governance and Vietnam's resilience but the visit opened newer vision of governance. The city of Hanoi has a small population of 6.5 million but the cohesion was high unlike what is found in urban locations. The government has started utilizing modern instruments of city building.

Water Utility: Purified and piped water supply to all households with cent per cent collection of progressive user charge.

Infrastructure: Road/ Bridges/ Flyers etc. are being developed using BOT/ BT mode and toll is being charged.

NAPA: The National Academy of Public Administration resembles more of a state ATI in appearance and there is no glamour as such. Public officials and civil servants are interchangeable and civil servants are not the best paid professionals.

Halong Bay: The journey and boating were pleasant and calceous caves are a site to see. Shrimp and pearl cultivation were new experiences.

Independence Day Function: Attending the Independence Day function outside India pumped up nationalistic fervour. The reception hosted by India's Ambassador to Vietnam was full of regalia and we saw how international functions are conducted. Striking conversation with people of different nationalities in a comfortable manner was a new learning.

Agriculture: Remains very important for the economy and people.

Social Practices: Women are empowered. Society follows elaborate customs on marriage and death. The power of collective working is very much evident. Market Economy is making its way in but it is being customized as per social requirements. An ancient cultural system co exists with modern practices.

Urbanization: Extensive urban plans are afoot to build coastal cities. On other hand they control migration of people as well.

- Nand Kumarum

- Since not much was known about Vietnam, there was lot of curiosity till the time our flight landed at the Hanoi Airport. The excitement was short lived as there was nothing extraordinary, at least on arrival. It was an ordinary airport situated amidst vast stretches of paddy fields. But then, there was lot to learn right from the moment we left for Hanoi city.
- Vietnam (at least Hanoi) is quite like India with two most conspicuous differences. Right-hand driving as against left-hand driving in India, and only Vietnamese written all over as against English/ Hindi in India. In fact, I had to repeatedly remind myself that I was abroad.
- Throughout the visit, I was comparing a single party communist state with a multi-party democracy like ours. During these comparisons, I for the first time realized the importance of Part-III (fundamental rights) of the Indian Constitution. I feel that these rights to some extent answer why certain things are totally absent in Vietnam. For example,
 - › Vietnamese have not heard of strikes/ *hartals*/ *chakka-jams*, etc.

continued on page 9

Vietnam Diary

continued from page 8

- › No one can think of damaging public property.
- › I did not find a single rider on two-wheelers without a helmet.
- › No one violates speed limits.
- › There is nothing like a law and order problem, in Hanoi at least. In fact, there was hardly any police presence.
- Some of the other positives about the country are:
 - › No visible gender discrimination. Women are participating in almost all activities from paddy fields to shops to toll plazas, etc.
 - › Very deep respect for the father of the nation, Ho Chi Minh.
 - › The achievements of Vietnam must be viewed in the background of the recent brutal history it has had. The rate of recovery and development, therefore, is quite impressive.
- Another new and pleasant experience was the Independence Day celebration at the Indian embassy and the dinner hosted by the Ambassador. It was a different experience for all of us in that we got to see how India is celebrated all over the world on national days.

- Simrandeep Singh

Vietnam was one of the worst victims of the Cold War. The state and the people have witnessed conflicts, agony, paradoxes and a fear of being de-historicized. But now, Vietnam is one of the most progressive countries, with an ideal that is called social democracy. It has a communist government. Being an agricultural economy, Vietnam has a commune system of agriculture. The government has annulled the idea 'inwardly oriented regime' and now Vietnam is very much a part of the neo-liberal world economy.

Vietnamese have a deep sense of culture and history, and are a very hardworking and agile people. The society gives importance to women. Women do not remain only within the bounds of domesticity but play a very important role in the economic activities. But it is still surprising to learn that people prefer sons to daughters. Food habits are healthy and chronic diseases like heart ailments are not very common. People are not much exposed to English language; but computerization has been done on a very large scale.

After becoming a member of the WTO, Vietnam is marching in tune with the globalized world. All the

achievements seen are the product of merely 40 years of efforts. Thus we can learn a lot from the Vietnamese that with constant effort one can achieve change.

- Naval Kishore Ram

Singapore Diary

The four days in Singapore helped me learn about the city state, its emergence as an independent country, its economic standing vis-à-vis ASEAN countries.

Singapore is a very small island country with an area of 704 sq. km and a population of 50 lakhs. Bangalore in India is a city comparable to Singapore. The nation being small, is quite insecure about its existence. Its location in the southern tip of Malayan peninsula makes it quite vulnerable. But economic might is what is providing Singaporeans confidence as a nation. The development of this country into a high income state is unique in the sense that it is a resource poor country. It derives its strategic location being in the midst of Malacca straits and providing route for trading from western part of hemisphere to the eastern.

The modules covered in the Civil Services College and subsequent learning form them are:

- PS21-The Public Service Change Movement.

It is about the change management in the civil services in Singapore which aims for embracing change and improvement in the public service. It builds a culture of experimentation and continuous improvement. PS21 journey started in 1981 as part of a larger movement. It began in Ministry of Defence as part of PRIDE movement. It has genesis in the concept of "Work Improvement Teams" (WITS). PS21 was born in 1995 as a public service movement to empower officers to adapt to ever-changing environments. PS21 is at every level of the public service right from the lower level to Permanent Secretary level.

- Visit to Urban Redevelopment Agency (URA)

URA is entrusted with the task of building infrastructure and its maintenance and it also maintains the heritage buildings across the country.

- Human Resource Management in the Singapore Civil Service

Singapore Public Service consists of Ministries, Statutory Boards and civil services. The statutory Boards consist of more than 50 agencies. The total government employees including those of statutory Boards and Civil Service is around 1,20,000. The Prime Minister's Office and consists of the following boards:

continued on page 10

Singapore Diary

continued from page 9

Corrupt Investigation Bureau.
Elections Department.
National Research Foundation
National Security Coordination Secretariat
National Population Secretariat
National Climate Change Secretariat

The PMO also has a couple of Statutory Boards namely Monetary Authorities of Singapore and Civil Service College.

- **Singapore Budgetary Framework**

We got an overview of Fiscal Policy in Singapore, keys to sound public finances and how reserves are managed. The module also focused on Block Budget framework, Reinvestment fund and Budget cycle time.

Organizational structure of the Ministry of Finance- at bureaucratic level, it is headed by the Permanent Secretary (Finance) and Permanent Secretary (Financial Performance). They are assisted by the officers of Deputy Secretary rank. Ministry also consists of few Departments and Statutory Boards.

Block Budget Framework-divides budget into operating budget and development budget. A ministry's budget is capped so that their expenditure does not exceed the stipulated limits.

Growth Factor-Ministries' budgets will grow by 40% of the previous year's budget estimate. Blocks maximize discretion and give ministries greater flexibility in managing their resources so that they can drive themselves to get the best value for their resources.

There are three types of Blocks: operating + development budget; operating + some development budget; operating budget.

Managing Reserves-Singapore's reserves are managed by professionals who aim to deliver sustainable returns over the long term. GIC and Temasek Holdings are the two key investment vehicles. India is also thinking in terms of setting up sovereign wealth funds so as to get a return on our huge and expending foreign reserves.

- **Visit to Marina Water Barrage.**

Marina Water Barrage is the part of agency called PUB (Public Utility Board).

PUB is a water supply agency to the entire state. They have four sources of water which they called four

taps of water. This includes surface water from rivers, imported water from Malaysia, Desalinated water from the ocean, and treated water from the sewage. They provide very clean water to all the citizens 24/7 at very affordable prices.

- Vivek Yadav

Singapore had been evoking interest and awe in me right from the moment of landing. Apart from high rise buildings, clean roads, well-managed traffic system, excellent public transport, etc., what struck me are the highly rational policies that the leadership (both political and bureaucratic) has framed, the disciplined society that has deep-rooted values, the multi-racial society that co-exists, the single-party system which tries to persuade and sell its policies to the people rather than impose, and its constant endeavour to change and prepare itself for the future.

From our classes at the Civil Service College, we got a fairly good understanding about the policies and rationale behind policies that have made the country into what it is today. The fundamental underlying concept has been "equalizing opportunities" rather than "equalizing outcomes" (that is followed by Nordic countries).

The intriguing aspects of various sectors that were discussed are mentioned below:

Social Security:

- Nothing is handed out for free in Singapore. The government only helps those (with lower incomes) who help themselves through what is called workfare. It is something like a negative income tax, a supplement if the income falls below a certain level.

- There is no official definition of poverty or anything called a poverty line. The lower three deciles of income levels are taken to be poor. Thus, rigidity in definition with time is overcome. So is the ambiguity about relative poverty.

- **Public Housing:** Almost 80% of Singaporeans own the house that they live in. The government (through its housing Development Board) provides housing (choice of six different types of apartments chosen according to affordability and needs) on subsidy to people with income less than S\$ 8000 p.m. People fund this through CPF (Central Provident Fund) loans.

- **Health:** There is a 3M system/scheme (Medifund, Medisave and Medishield) which are tied to the CPF.

continued on page 11

Singapore Diary

continued from page 10

Public Service:

- No competitive exams- interviews are held to select people.
- Lateral entry-entry can be made after graduation and also mid-career levels after working in the private sector.
- Annual change in incomes/salaries which are benchmarked according to (as a proportion of) top six earning professions (like banking, accountants, engineers, etc.)
- Meritocracy in all service matters
- Potential appraisal also apart from performance appraisal. A person is paid a bonus if he has performed well in his present position, but is not promoted based on this alone. His CEP (Currently Estimated Potential) of his capacity/ competence for other (higher in career) jobs is the basis for promotion.
- There is no affirmative action to insure representation of the ethnic communities or of women. It is entirely based on merit.

Apart from these sectors, we also had sessions on the PS21 movement which aims to involve all levels of the public service in the innovations for improvement in operation and service delivery; Fiscal Policies and Budgetary Framework of Singapore (we learnt that Forex reserves amount is kept confidential to avoid speculation); visit to Housing Development Board and National Library Board (the library facilities are the only benefits provided FREE of cost to the public); networking lunches and discussions with the Deputy Secretary and Permanent Secretary of the department in charge of Civil Service/ Personnel Management.

- S. Mathu Shalini

The thorough professionalism that the Singaporeans exhibit in whatever they do is the key factor in the extraordinary success that they have achieved in various fields. Despite being a resource poor nation without any agriculture or even drinking water, the visionary ideals of the leaders, the mission mode in which the bureaucracy implements them and the change-accepting nature of the people has ensured that the island grows in a planned

manner taking in its stride the global changes and making best use of such adverse scenarios.

The bedrock of this success lies in creating various institutions and making sure that they are administered by civil servants who are incorruptible. For this purpose, selection, promotion and pay structure are all streamlined. The best of the students in high school are offered scholarships to pursue graduation of their choice in lieu of which they have to serve in the higher civil service. Besides, the best talents available in the private sector are also inducted midway into the bureaucracy. Pay is matched by weighted benchmarking to top 10 professional jobs and performance bonus is a significant chunk of pay structure. However promotion depends not just on better performance on the assigned job but the potential that an individual shows in taking bigger responsibilities.

The priorities of the government are also fixed in a very rational manner and the political leaders are not afraid to take hard decisions in the long term interest of the nations. For instance, no doles are given directly to unemployed people. To encourage working, people receiving income below a particular benchmark are given supplementary monetary benefits to meet basic necessities like water and electricity charges and housing rent. No blanket subsidy is provided on these services. To encourage public transport and dissuade private car use, congestion subsidy is levied randomly at the time of the day when traffic shoots up beyond a point. Besides a quota system is adopted for buying cars where a fixed number of car purchase licenses are issued every month which are sold through auctioning. Apart from the ban beyond one car per person, even the one car has to be scrapped after 10 years and a fresh bidding race entered..

The visionary approach and the long term planning is visible in many areas. To provide shelter to every citizen, the Housing Development Board carries out mammoth projects and gives them at highly subsidized rates to the ordinary citizens. Every employee's income is valued and 30% of it is deposited mandatory in CPF for a safe future. To solve the water problem, high technologies are used to maximally save the run off waters.

A scenario planning model has ensured that they stay well prepared in every single field they venture into. We can take more than a leaf from their book to improve the systems in our country.

- Parameshwaram Balakrishnan