

INTER SERVICE WORKSHOP



6th - 10th May 2013



Central Hall
Faculty Bldg

National Academy of
Direct Taxes
Nagpur, India

REPORT ON INTERSERVICE WORKSHOP

6th - 10th May, 2013

Preface

The concept of Inter Services workshop emerged during the visit of Shri Sanjay Kothari, Secretary, DARPG when he was the Chief Guest for the valedictory ceremony of the 87th Foundation Course. The discussion on the lack of sufficient opportunities for members of different services to interact with each other was the starting point for the Inter Services Workshop. From 14th December, 2012, the day on which this concept was conceived it took only four months for the DARPG to bring it to reality. NADT had prepared a concept paper on Inter Services Workshop. A meeting between Minister of state for Personnel, Grievances and pensions and the heads of various services and National Academies took place on 29th January, 2013.

The NADT was chosen to hold the first Inter Service Workshop. Originally, it was scheduled from 29th April to 2nd May, 2013. However, the Hon'ble President of India gave consent to be the Chief Guest for the Valedictory ceremony for the 65th Batch of the IRS. The Inter Service Workshop was then scheduled from 6th May, to 10th May, 2013.

As per the mandate of the DARPG, each service was allocated a fixed number for nominating officers. The total number of participants was to be 50. However, four services chose to remain out of the Inter Service Workshop and all the nominated officers did not attend the workshop. Thirty Four officers from --- services attended the workshop. In the present compilation all the happenings in this programme have been documented. The Report has been divided into following Chapters:

Chapter I : Inter Service Workshop- Groundwork

- (i) Concept Paper
- (ii) Nominations received from various services
- (iii) Schedule
- (iv) Allocation of topics for presentations
- (v) List of participants who actually attended the programme

Chapter II: What transpired in the Classroom

- (i) Day 1
- (ii) Day 2
- (iii) Day 3
- (iv) Day 4
- (v) Day 5
- (vi) Outside Classroom

Chapter III: Feedback

Annexures

Annexure I: Allocation of Topics for presentations

Annexure II: Write up on Learning Journey

Annexure III: Power point presentations during the programme

Annexure IV: Photographs

(i) **Concept Paper**

The Civil Service has long been regarded as the 'steel frame' of administration in India. The responsibility of the civil services is running the administration of India effectively and efficiently. It is believed that the administration of a vast and diverse country like India requires efficient management of its natural, economic and human resources. The country is managed through a number of Government agencies, primarily the All India Services and the Central Civil Services, in accordance with the policy directions given by the ministries. The Indian bureaucracy, with its national character, has been a strong binding force to a Union of States. This institution has been instrumental in the overall socio-economic development of the country. It has been at the forefront of development process right from the 'commanding heights regime' to the 'liberalization and de-regulation era'. Apart from other reasons its importance arises from pan-India presence, strong binding character, leadership at different levels, administrative and managerial capacities of different services, effective policy making in different institutions and effective coordination between the different institutions of governance. There are certain governmental measures through which the much needed coordination between the different institutions of governance is introduced. The Foundation Course is one such course for a period of around 100 days which introduces the young civil servants to the various avenues of governance, as well as serves as launching pad for inter-service camaraderie. Besides, deputations and empanelment at certain higher echelons of civil services provide opportunities for inter institutional interactions. Apart from this there is no institutional mechanism by which officers at senior levels cutting across different services can come together and interact on a regular basis. It has been observed and felt that in absence of such a mechanism the officers remain confined to the narrow domains of their respective services, thereby defeating the very purpose for having such an extensive civil services in the country.

Annual workshop of the officers who have put in some years in the service (at least 9 to 11 years) and at the same time who still have a long career ahead will be a good initiative to begin with. It is believed that sharing of experiences of respective services, best practices adopted in policy, procedures and delivery mechanisms and the excellent work done by the officers of different departments and other sectors, discussions on common problems affecting different services and having a brainstorming on the role and future of civil services in this rapidly changing scenario will go a long way in strengthening the civil services in India and in turn having a strong and vibrant administrative framework in India.

Thus it is proposed that annually, at least one Group A Officer of 12 to 14 years of experience should be nominated by Central services and All India Services for an Annual Meet of Civil Servants in India at Different Academies of Central Services and All India Services. The minimum duration of such an event should be a week with about 50 participants. Training cost may be borne by the respective Cadre Controlling Authorities and reimbursed to the host Academy. Training cost may be fixed on similar rates as fixed by LBSNAA, Mussoorie.

The aim of such meet workshop will be to share experiences of respective services, best practices adopted in policy, procedures and delivery mechanisms and the Outstanding work done by the officers of different departments and other sectors, discussions on common problems affecting civil services and having a brainstorming session/s on the role and future

of civil services in this rapidly changing scenario in the globalised environment. A comprehensive 'Way Forward' may also be worked out.

Summary on Inter Service Workshop

VISION

1. Benefit to all citizens by integration and proper co-ordination amongst all services.

MISSION

2. Co – ordination between various services.
3. Better appreciation of roles played by different services and peer learning.
4. Convergence of approach and service delivery to citizens.

FRAMEWORK

5. **Title:** Inter Service Workshop

Service years:

6. 9 to 11 years (JAG)
7. Officers have had field experience and at the same time have still a long career ahead of them
8. Conducive for sharing of experiences of respective services
9. Absence of an existing institutional framework for such interaction and knowledge sharing
10. **Duration:** 5 working days (Monday to Friday)

Venue:

11. National Academies [LBSNAA (IAS), NPA (IPS), IGNFA (IFoS), NADT (IRS(IT)), NACEN (IRS(C&CE)), NAAA (IAAS), RSC (Railway Services), etc.)
12. The first workshop may be held at NADT, Nagpur
13. **Expenses:** Training cost may be borne by the respective Cadre Controlling Authorities and reimbursed to the host Academy.
14. Training cost may be fixed on similar rates as fixed by LBSNAA, Mussoorie
15. **Batch size:** 50 officers (approx.)

Composition of Service:

16. 5 Indian Administrative Service, 5 Indian Police Service, 5 Indian Forest Service, 2 Indian Foreign Service, 5 Indian Revenue Service (Income Tax), 5 Indian Revenue Service (Customs & Central Excise), 2 Indian Audit and Accounts Service, 2 Indian Railway Traffic Service, 2 Indian Railway Personnel Service, 1 Indian Railway Accounts Service, 2 Indian Postal Service, 1 Indian Civil Accounts Service, 1 Indian Defence Accounts Service, 1 Indian Trade Service, 1 Indian Defence Estates Service, 1 Indian Corporate Law Service, 1 Indian Information Service, 1 Indian P & T Accounts & Finance Service, 1 Indian Ordnance Factories Service, 2 Indian Economic Service, 1 Indian Statistical Service, 1 Indian Legal Service, 2 Central Secretariat Service (DS and above)
17. Some services, like the IAS provide for training at an interval of 2 years. The officers of these services who attend the workshop may be exempted from the 2 year training.

(ii) **Nominations received from various services**

NATIONAL ACADEMY OF DIRECT TAXES
CHHINDWARA ROAD, NAGPUR- 440 030

INTER SERVICE WORKSHOP ON BEST PRACTICES

06th to 10th May 2013

LIST OF PARTICIPANTS

Sl.No	NAME OF THE OFFICERS	DESIGNATION	CADRE
1	Frederick Syiemlich (IA & AS 1999)	Sr. Dy. Accountant General. Shilong	IA & AS
2	B K Mukherjee	Director. Kolkata	IA & AS
3	S Chokalingam (MH 1996)	Inspector. Registration Controller of Admn. Bldg. Delhi	IAS
4	Ms. Anshu Sinha (MH 1999)	Deputy Secretary-I. DOP & T. Delhi	IAS
5	Sonmani Bora (IAS 1999)	Commissioner. Chhattisgarh, Raipur	IAS
6	R Selvam (IAS 2001)	Ex-Private Secretary, Min. Of Chemical & Fertilizers D/o Chemicals & Petrochemicals	IAS
7	Madhup Vyas (IAS 2000)	Commissioner (Land Disposal), Delhi	IAS
8	M R Bhatt	Registrar of Companies, Mumbai	ICLS
9	Amit Prasad	Sr. Deputy Controller General of Defence Accounts. Delhi	IDAS
10	S V R Chandrasekhar (IDES 2000)	CEO, Kirkee	IDES
11	Sujoy Banerjee	DFO, Agra, Uttar Pradesh	IFS
12	S Ramasubramanian	Tamil Nadu	IFS
13	G Ramana Murthy	Gujarat	IFS
14	Amit Shukla	Manipur Tripura	IFS
15	U Vasishth	Dy. Director General, Kolkata	IOFS
16	Shivendu Gupta	DAP, Nagpur	IP&TA & FS
17	Dr. Sachin Mittal	DPS. Jodhpur	IPOS
18	Adnan Ahmed	DPS (HQ). Delhi Circle	IPOS
19	Sandeep Madhukar Tamgadge (IPS 2001)	IB. MHA	IPS
20	Deepak Kumar Kedia (IPS 1999)	Dy. Secy. NM. Division. MHA	IPS
21	Chhering Dorje (IPS 2000)	DCP. Zone-I. Mumbai	IPS
22	Abhay Singh (IPS 2002)	SP. Sagar, MP	IPS
23	Ajeet Kumar Srivastava	Director. Finance. Lucknow	IRAS
24	Shatrughana Behera	Dy. CPO (G). Northeast Railway	IRPS
25	Ms. Anuradha Singh	Director/MPP. Railway Board	IRPS
26	Pankaj Jindal (98005)	Addl. CIT (ODS)(DTC). Delhi	IRS
27	Ms. Deepshikha Sharma (00012)	DS (ITA)-I. CBDT. Delhi	IRS
28	M Vijaya Kumar (98035)	Addl. CIT. Range-2, Guntur	IRS
29	Gaurav Kanaujia (98021)	Director (TPL) CBDT. Delhi	IRS
30	D Komali Krishna (99035)	Addl. CIT. Range-6 (TDS). Visakhapatnam	IRS
31	Shivendra Shukla	Sr. DOM. North Central Railway	IRTS
32	Ms. Saroj Ayush	Dy. COM/Plg./Hq. Northern Railway	IRTS

33	K Thomas	Dy. Director General (S), Nagpur	ISS
34	Sanjay Lunia	Joint DGFT, Mumbai	ITS
35	Rajesh Vaishaw (IFS 1996)	Ministry of External Affairs, Delhi	ifoS
36	B Shyam (IFS 2000)	Ministry of External Affairs, Delhi	ifoS
37	M C Luther	Director, Min. Of Commerce and Industry (D/o supply), Delhi	CSS
38	Mukesh Chaturvedi	Dy. Secy. DOPT	CSS
39	Harish Srivastava (ICAS 1997)	Dy. Controller General of Accounts, M/o Finance, New Delhi	ICAS
40	B B Gupta	Addl. Director, NACEN	IRS (C & CE)
41	Manish Mohan	Addl. Director, DGCEI	IRS (C & CE)
42	P K Tripathi	Addl. Director, DRI, New Delhi	IRS (C & CE)
43	Ms. V Sangeeta	Addl. Director, NACEN, Hyderabad	IRS (C & CE)
44	Pankaj Bodkhe	Jt. Commissioner of Customs, JNPT, Nhava Sheeva	IRS (C & CE)
45	Sanjay Srinet		IRS (C & CE)
46	Ranjit Kumar	Addl. CIT, Central Excise	IRS (C & CE)



NATIONAL ACADEMY OF DIRECT TAXES, NAGPUR

INTER SERVICES WORKSHOP							
6 th May – 10 th May, 2013							
Date	Session 1	Tea Break	Session 2	Lunch Break	Session 3	Tea Break	Session 4
	1000-1130	1130-1145	1145-1315	1315-1415	1415-1545	1545-1600	1600-1730
6.5.2013	Inauguration		Ice Breaking Exercises		Ethics in Civil Services (P) (SCJ)		HRD & Planning (P) (UC)
7.5.2013	Leadership (P) (VPM)		Citizen Centric Initiatives – I (P) (SA)		Citizen Centric Initiatives – II (P) (SA)		Organization & Management (P) (SG)
8.5.2013	Initiatives that have won PM's awards / Outstanding initiatives (DG)		Initiatives that have won PM's awards / Outstanding initiatives (DG)		Healthy Living (RD)		Gender Issues (VNR)
9.5.2013	Transparency & Accountability (P) (TSK)		Learning Journey & Sharing Experience (SK)				
10.5.2013	ICT (P) (IG)		Group Presentations (GKM)		Group Presentations (GKM)		Valediction (UC)

Notes

(P) : Presentations by Participants	
Session Plan for Presentations	
Session Duration : 90 minutes	
10 minutes	Opening Remarks
10 minutes each	Presentations by 5 participants
30 minutes	Sum up by the Moderator

SCJ	Shri S C Jaini. Retd. Member (P&V), CBDT.	VNR	Shri V N Rai. Ex Director, SVP National Police Academy
VPM	Gen. V P Malik. Ex Chief of Army Staff.	TSK	Shri T S Krishnamurthy, Retd. Chief Election Commissioner
SA	Dr. Subhash Ashutosh. Prof (IST), IGNTA, Dehradun	SK	Shri Sanjay Kothari, Secretary, Dept. Of Administrative Reforms & Public Grievance, Delhi
SG	Shri Santosh Gaurier. Ex Member . Postal Services Board.	IG	Shri Indra Ghosh. General Manager. East Coast Railways Headquarters
DG	Dr. Debashish Gupta. Vice Chairman. State Planning Board, Jharkhand	GKM	Shri G K Mishra. Ex Chairman. CBDT.
RD	Ms. Rujuta Diwekar. Fitness and Nutrition Expert. Mumbai	UC	Shri Ujjwal Choudhary. DG (Trg.), NADT

(iv) Allocation of Topics for Presentation : Annexure I

(v) List of participants who attended the programme

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19	Ajeet Kumar Raghuvanshi (IRAS 98)	Dy. FA & CAO (G), Jabalpur	IRAS
20	Shatrughana Behera	Dy. CPO (G), Northeast Frontier, Railway	IRPS
21	Mudit Chandra	DRM (Personnel)	IRPS
22	Pankaj Jindal (98005)	Addl. CIT (ODS)(DTC), Delhi	IRS
23	Ms. Deepshikha Sharma (00012)	DS (ITA)-I, CBDT, Delhi	IRS
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26	B B Gupta	Addl. Director, NACEN	IRS (C & CE)
27	Manish Mohan	Addl. Director, DGCEI	IRS (C & CE)

CHAPTER II : What transpired in the classroom

(i) DAY 1

Inauguration: The Inter Services workshop was inaugurated by Honorable Governor of Chhattisgarh Shri Shekhar Dutt on 29th April, 2013. In his address he described the role of the Indian Civil Services in shaping the nation since independence. He further elaborated what are the expectations of the general public from the Civil servants. His statement 'Loyalty, trust and ethics are the corner stone of any work culture' was a very valuable advice for the participants.

Address of Honorable Governor of Chhattisgarh Shri Shekhar Dutt on the occasion of 'First Inter-Services Workshop' Nagpur, 6 may 2013

I am indeed delighted to be here in your midst on the occasion of 'First Inter-Services Workshop' organized by National Academy of Direct Taxes, Nagpur and Department of Personnel and Training. All India and Central Services are contributing to the development of country in various ways. You all are contributing to nation building. As an officer of All India and Central services you have a great responsibility towards our nation. Today the opportunity of working in different ministries of Government of India is available to all the central services officers. In this way you all work for the growth and development of the country and its people at various levels and various ways.

At the time, we gained independence, Indian Civil Service was known as steel frame and even after independence, for some more years, the tradition of Indian Civil Service continued. However, those were the times of transformation and with transformations, came the challenges and need for flexibility and adaptation.

As a free country, India had to formulate policies for overall development of the country and its people and this desired a change in the emphasis and face of the administration. It had to become more welfare and development oriented. As you know development, whether sociological, industrial, agricultural, financial, is a complex process. Change in one scenario affects others. It further becomes more complex because of the fact that in the process of development, you have to deal with human beings. Therefore, it is absolutely necessary for any scheme or programme to be successful that the objectives and perceptions in the minds of the policy makers match the needs of the people. Any gap is dangerous and results in hostility and non co-operation of the people. Hence assessment of the needs of the people was to be kept in mind while formulating the policies soon after independence.

Another challenge for the political executive and policy makers was to choose the right long term goals and also the pathways leading to them. We were fortunate to have a visionary in Pt. Jawahar Lal Nehru as the first Prime Minister of India. Under his leadership, India chose to adopt 'mixed economy' a mix of public and private sector. As you know, at the time of independence, private sector industrialization was very limited and was dependent on a few entrepreneurs like Tatas and Birlas who could establish themselves against great odds. Public sector was also confined mainly to the Railways and Defence production. In this national

scenario, our leaders decided to give welfare of the people the utmost priority and profit generation became secondary. In those days 'mixed economy' suited the country's needs the best. All the heavy industries under public sector like BHEL, Iron and Steel Plants, Power and Chemicals industries etc. were visualized and set up. The belief at that time was that the development of heavy industries would serve best the economic interests and that there should be a state control over the economic sector. This also provided opportunities of large scale employment in public sectors. In this way the foundation of industrialization was laid. However, there were regulatory mechanism under which the industries had to grow.

Excellence in education was also given due importance in the early years after independence. Institutions like IITs and IIMs were set up and over the years, they have established a niche for themselves in international education scenario. It may be pertinent to point out that India's wealth of trained human resource in the field of electronics and software had its birth in IITs. Similarly the institutes for Research and Development and Science such as ICAR, ICMR, CSIR, DRDO were set up. India also entered the field of Atomic Research, Space Sciences and later in Oceanography and Polar environment studies.

In the agricultural sector, the policy of allotment of land to the landless was adopted. Land ceiling was imposed and re-distribution of land was done to the landless. In the later years, allotment of land to the landless was one of the important points in 20 point programme. These were the measures for betterment of rural economy. Another major step in the planning process was introduction of Five Year Plans in 1951. These plans determined and regulated the government expenditure in important sectors like agriculture, education, industries etc.

In this way, foundation for future growth was laid in the first two decades after independence and perhaps the economic stability of India today is because of these early developmental initiatives. During these years, civil services of our country were implementing the policies, programmes and schemes of the Government sincerely and with dedication. Public had great faith in the administrators. Administrators also responded to the public needs and grievances. However, as development proceeded, awareness increased, peoples' expectations from the administrators and government also began to soar. Another challenge was the implementation of various rural development schemes like food for work which later transformed into Employment Guarantee Scheme and MGNREGA and other poverty alleviation programmes of Government of India. Sectors like education, health, agriculture, industry also formulated schemes for betterment of people. Implementation of these schemes and programmes was the responsibility of the civil services. In this way rising expectations of the people, new found awareness, and responsibility of implementation of developmental schemes required a suitable response from the civil service which so far had been tuned to administer and maintaining law and order. Stern face of civil service had to soften. Civil service had to adapt to the new demands and requirements and new sociological scenario which had become more complex. Unfulfilled expectations of the people lead to discontentment and restlessness creating law and order problems. Slowly, people became more vocal, demonstrations became more violent and the civil service is now required to tackle them in a more patient, flexible and tactful manner as well as firmness than before. Gradually the civil service which earlier was mainly concerned with regulatory revenue administration and law and order evolved into a mechanism for co-ordination of welfare and development programmes also.

Expectations of the people from an administrator are of a wide range. First and foremost is about accessibility. Now people consider it a right to meet an officer whenever they call on him. Refusal to meet them or meeting them as a matter of formality is not taken kindly by them. They may not express their feelings before you but for them, your behavior is, in a way reflection of Government's work culture. However, I have found that meeting the people and listening to their grievances or demands is a good source of information about the working of your organization and provides good feed back about the rural and political scene. However, for facing the people, you must be well conversant with laws, rules, regulations etc. so that you can understand their problems from legal point of view and could guide them to adopt a right course of action. You also have to be patient towards any criticism of your administration. Remember, no person, there may be a few exceptions, would like to waste his day and come to see you unless, he has a genuine problem. You will find that most of their problems are such which could be attended to at a lower level by your subordinates and this is how you come to know about the working of your subordinates. Other expectations of the people are regarding amenities and development. They rightly want to have all the amenities at their door steps. They want to have peace and development, implementation of the government schemes and programmes without any favour or lacuna. They want to be treated with respect and dignity. It is the duty of the civil service to ensure all these. But the question is, whether civil service has succeeded in ensuring all this. Even today, we have a large population below poverty line, many villages without water in summer, literacy percentage is also not satisfactory, infant and child mortality rate, maternal mortality rate are not satisfactory, even our tax collection is not satisfactory. In his budget speech Hon'ble minister of finance mentioned a figure about the number people with income above one crore and the figure is ridiculously low. It definitely shows a large numbers of people are out of tax net. This shows that somewhere the civil service has faltered in ensuring all this. Correction of course is the only answer. Taxation is backbone of our economy. It is a very important and responsible work and a fair way to generate revenue. We have a great responsibility to collect maximum funds which flow for developments. In this manner you all are contributing to nation building. Any Government activity including tax collection should be in a smooth and systematic manner, people should not feel that they are being unnecessarily harassed.

The expectations of the people know no bound. Every youth wants employment, a house at affordable price, clean environment, subsidized education. When their expectations are not met, some of the dissatisfied and misguided youth become easy prey to the allurements of subversive elements and take up arms and pose a threat to their own country. You may see this kind of internal security threats in many states of the country, tackling of which is now a major problem for the government both central and state. Being members of premier services of the country, you will also be facing this problem in due course at some time or the other at different levels of your responsibilities. However, the point I wish to make is that as a member of service, you have to ensure that justice is done and the administration does not resort to unjustified and unlawful means, the face of the administration must be humane.

As I have mentioned, development is a complex process. It has been made more complex in the present day world of technological innovations like in faster transport and communication, worldwide web and internet, industrialization and new regulatory

mechanisms. Older problems of development like poverty and development of infrastructure now combine with issues like empowerment, food security, environment, health etc. and need new solutions. There cannot be an internationally designed formula for all the countries as the specific situations and contexts are local. And it is also obvious that the solutions could not be left to the individuals or society as it calls for state intervention for changing old or formulating new norms. The civil service under the political executive has an important role to play in changing old norms, formulating new norms and policies from time to time and as well as in enforcing, implementing and executing them.

Millennium Declaration introduced in the first Millennium Summit of United Nations in September 2000 proposes eight objectives referred to as Millennium Development Goals namely eradication of extreme poverty and hunger, universal primary education, gender equality and empowerment of woman, reduction of child mortality, improvement of maternal health, combating HIV/Aids, malaria and other diseases, environmental sustainability and a global partnership for development. 18 specific targets and 48 indicators have been prescribed to measure the different levels of attainment of these Millennium Development Goals. What I mean to say is that, Development is no longer a local or national issue. It has obtained international dimensions, increasing the responsibility and role of civil service. Today, you have to be aware all the time that whatever is your performance, it is being reflected in the performance of the country and is being monitored by international community. It is indeed a heavy burden but also a test of capabilities of the present civil service.

Now, I would like to address some of the issues which the public expects from us. The public expects that the administration should deal with their problems and needs efficiently, impartially and on time. We must realize that by our doing something or not doing something, we are touching the lives of the citizens, common people of this country. The common man believes that we in the administration are sympathetic towards their needs and therefore, are concerned about them. Whether we are able to remove all their problems is not the question. How much concern we have for them is what matters? The common man also recognizes that in submitting to the administration, it has surrendered some of its individual rights and therefore, the common man expects that the authorities shall provide them with an organized day to day administration. There are a number of allurements to distract you. You have to be firm towards your goal of serving the people and the government. Therefore, it is essential that in its behavior towards people, the administration must be fair and impartial and it has to demonstrate this. We have to recognize that the citizens have immense faith in the administration and have reposed their trust in us which is sacred and sacrosanct. The tasks of the officers in modern times have become more extensive and complex and people expect much greater transparency and accountability. It is very essential that transactions should be transparent in any organization.

I will try to give out what I feel are fundamental requirements for best performance based primarily on my personal experience: -

- a) To-day distance between the officer and public is increasing-this must be reduced by becoming more approachable and by reaching out to them.

- b) Officer should be responsive towards public requirements. This is only possible if officers know their job and are made accountable for all what they do.
- c) Use new technology for public good.
- d) Transparency in what ever you do- particularly decision making must be transparent.
- e) Credibility in the eyes of the people should never be allowed to be compromised.
- f) Supervision and monitoring is a must. Decentralize as much as you can, while retaining control through effective monitoring.
- g) Be through and meticulous in your outlook to work.
- h) Be firm and friendly.

Loyalty, trust and ethics are the corner stone of any work culture. Loyalty comes from commitment and bonding and it is important that leaders set ethical standards by setting examples. You are meant to be leaders in your fields. Managing simple or multi tiered complex projects, in my opinion, is an art and a science at the same time, and laying down any set of rules is bound to lead to failure. Yet in depth study of some of the successful projects like, the construction of Delhi Metro Rails, Guided Missile Project and Space mission of ISRD brings out one thing loud and clear that the competence of leader leading the project is the major determinant of success or failure. I am compelled to mention that today the credibility of a civil servant is at stake. Current happenings and their projection by active media threaten the credibility of todays civil servant. Therefore one must introspect and try to restore the credibility that has been lost.

Remember, we now are not looking for leaders, managers and officers, who can only manage resources, but we are also looking for leaders who can 'manage men'. The secret of success of any project rests on 'team work' and not on individual gladiators. Inter and intra projects coordination and amicable resolution of conflicts have now become major concerns. Each member of the team must be treated as a 'stake holder' and must be made to feel that he or she is an important contributor. My personal experience is that whenever one is confronted with failure, the leader must assume full responsibility and in case of success, the credit must be given to each member of the team.

This workshop is a better platform to interact with and understand other services and their responsibilities. At the end I wish you a very bright future. I am very thankful to National Academy of Direct Taxes, Nagpur for giving me an opportunity to participate in this memorable occasion.

Thank You

Jai Hind

Session 2 : Ice breaking exercise: The second session of the first day was scheduled for interaction of the participants with each other and building up of the team spirit with help of group exercises. This set the tone for working by all the participants in groups.

All sessions in the workshop except four were designed in a manner to let the participants make presentations on the assigned topics and were to be moderated by an eminent personality.

Session 3: Ethics in Civil Services – The session was moderated by Shri S C Jaini, ex member, CBDT. It was followed by presentations and discussion on following topics.

Ethics in Civil Services :-

Zero tolerance to corruption
Accountability and transparency.
Reforms in archaic rules & procedures in administration
Speedy trials & justice.
Rights of users & people at large.

Session 4: HRD & Planning – The session was moderated by Shri Shailendra Handa, Additional Director general – I and Shri R Ravichandran, Additional Director general – II. The discussion and presentations were on following topics.

Training as a tool for Human Resource Development.
Increasing organizational effectiveness through HRD.
Planning as a management process-for setting & achieving goals.
Performance appraisal.
Motivation – the scope & extent in Civil Services.

(ii) Day 2

Session 1: Leadership- The session was moderated by Gen. V P mailik, ex Army Chief. In his opening remarks he made a presentation on how leadership emerges in an organization. The discussion and presentations were on following topics.

Leadership as a critical ingredient of good governance.
Theories, styles & traits of leadership.
Importance of leadership in day to day functioning of Civil Servants.
Mechanisms by which leaders are nurtured and their talent harnessed.
Inspiration and illumination – guiding others through personal example.

Session 2 and 3: Citizen Centric Initiatives – The session was moderated by Dr. Subhash Ashutosh, Prof. (IST), Indira Gandhi National Forest Academy, Dehradun. Citizen Centric Initiatives of various departments were presented. Shri Ravi Aggrawal, DIT(Systems) from the Income Tax Department gave a detailed presentation on ASK, the citizen centric initiative of the Income Tax Department.

Session 4: Organization & Management – The session was moderated by Shri Santosh Guarier, ex member, Postal Services Board. The discussion and presentations were on following topics.

Proper and meticulous planning.
Better coordination amongst various departments.
Time management.
Work incentive, appreciation & motivation for staff.
Proper work place ambience and conditions in civil services in India.

(iii) Day 3

Session 1 & 2: Initiatives that have won PM's awards / Outstanding initiatives: The session was moderated by Dr Debashish Gupta, Vice-Chairman of State Planning Board, Jharkhand. Various initiatives of different departments were discussed and presented. The most discussed were two initiatives of two departments which had won the PM's award, viz., Customs and Central Excise and Income Tax. The 'Icegate' initiative of the Customs and Central Excise Department and 'ITDMS'- the 360 degree profiling of tax payers, an initiative by the Income tax Department were these initiatives.

Session 3: Healthy Living – In this session the noted nutrition expert, Ms Rujuta Diwekar addressed the participants. Her message for healthy living centered around three principles (i) follow ancient wisdom (ii) eat what is locally available rather than packed food (iii) Listen to your stomach rather than tongue or heart while eating.

Session 4: Gender Issues – Shri V N Rai, ex Director, NPA addressed the participants on various aspects of gender issues. The method of asking pointed questions to the participants, cajoling them to give honest answers and show them the mirror about various practices prevalent in the society having a bearing on the gender issues was most effective to provoke the participants into some deep thinking.

(iv) Day 4

Session 1: Transparency & Accountability – Shri T S Krishnamurthy, former Chief Election Commissioner moderated the session and discussion and the presentations was on following topics:

Two pillars of good governance – Transparency & Accountability.
Role of RTI in Good Governance.
Citizen's Charter & Good Governance.
e-Governance & use of modern technology in public delivery system.
Improving India's ranking in HDI - a challenge.

Session 2 to 4: Learning Journey & Sharing Experience – Shri Sanjay Kothari, Secretary, DARPG moderated this session. The participants were earlier given following topics for giving a write up.

1. One incident in service which changed my life / my thinking / my values / my attitudes - any or all of them.
2. One lesson I learnt in my initial phase of working in field and which would be useful for me throughout my carrier/ life.
3. Three systemic changes that I would suggest in working style of bureaucracy.
4. In context of my Journey in my department of about 12-14 yrs :
 - a) The steps which were outstanding/so good that they must continue
 - b) The steps which were satisfactory and may continue
 - c) The steps which were not really needed/avoidable and may be replaced by better ones – give suggestions.
5. One advice I would like to give to my juniors with a view to help them excel in their Job and avoid making mistakes.

The experience sharing opportunity was given to each participant. The participants took this opportunity to discuss various service related issues. The write up of the participants is at Annexure II

(v) Day 5:

Session 1: ICT - Shri Indra Ghosh, General Manager of East Coast Railways moderated the session. In his opening remarks he explained how ICT is being used for citizen centric initiatives in Indian Railways. The discussion and presentations for this session were on following topics:

ICT for bringing people closer to the power.
ICT is public delivery system/ mechanisms in Govt.
ICT in enhancing transparency & accountability.
ICT - the challenge involved in operationalizing initiatives.
ICT & smart Governance.

Session 2 and 3: Group Presentations: Shri Govind Mishra, ex Member, CBDT and the Sahitya Academy winner for his hindi liyterature moderated the session. The participants were divided into ten groups and were given following topics for presentation. The presentations by all the groups were very innovative and thought provoking.

1. Red Tape to Red Carpet
2. Evaluation of PPP
3. Minimum contact maximum governance
4. Overcoming Trust Deficit
5. International Reach of Indian Bureaucracy
6. Barriers in National integration – Steps to overcome it

7. Barriers in out of box thinking in bureaucracy
8. Ideal Bureaucracy 2025
9. Indifference / Tolerance to corruption – National Hazard
10. Brand Building in bureaucracy – Past, Present & Future.

Session 4: valedictory session: Shri Ujjwal Choudhary, summed up the happenings of the five day workshop in his keynote address on “Way Ahead”

(vi) Outside Classroom

The participants enjoyed their free time interacting with colleagues from different services and fully utilizing the facilities at the Sports Complex which included Badminton, Table Tennis, Billiards, Squash and Gym. They also enjoyed the cool swimming pool in the evening after experiencing the scorching heat of Nagpur in the day time. On Thursday a cultural night was organized by the Officer Trainees for the participants. All the participants of the Inter service Workshop presented various items like singing, poetry recital, group song etc. They also spontaneously danced with the Officer Trainees thereby proving that seniority is no bar for display of talent. The Cultural night was followed by dinner at the sprawling lawns of the residence of the Director General.

CHAPTER III

Feedback

Remarks
The inputs were largely theoretical but still very relevant.
Kargil win was taken as an example to drive home important points on leadership. Valour of Army commanders was shown which was a fact. However, if army had taken help of Air Force much earlier, high casualty of army officers could have been avoided. Therefore Kargil can't be an example of Army leadership belonging to Top.
The Speaker may have done very good work in personal capacity but was not able to drive home any worthwhile message. He was not an effective communicator.
Sh. Santosh Gaurier came out as a very committed, single minded & focussed officer.
Observations of Sh. Debashish Gupta were very crisp and his mind was quite operate new ideas.
While giving some usual stuff, she tried to spread some dangerous myths like: 1. Body not meant for sitting posture. This statement of hers is wisdom and our ancient textual knowledge. 2. Advocated eating every two hours which again is an extremely dangerous proposition now parroted by almost all nutritionists. 3. Certain food items recommended for diabetes are not supported by conventional wisdom, ancient Indian texts or scientific studies. Additionally, her presentations was more centered on entertainment and less on actually raising awareness on health and nutrition. I suggest that she may not be repeated again.
There cannot be a better presentation on Gender Issues. Communication was direct and in simple language. The speaker engaged the participants completely and was actually able to sensitise participants on gender issues. Sh. V N Rai should be a regular feature in other workshops.
Sh. Krishnamurthy had many valuable tips based on personal experience as to how to conduct in face of pressure and how not be budge under extreme coercion. His comments on other issues (RTI etc.) were also crisp & to the point.
The speaker organised the subject very well. Instilled the sense of time management and keeping citizens at the centre of our job. Tried extremely hard to cover the subject which was quite wide in its reach. His ability to take inputs from all participants and giving his comments on most of them is laudable. Could have been better if he had answered some questions on
Sh. Indra Ghosh came out as an excellent administrator & effective speaker. His observations were very apt, useful and thought-provoking.
Sh. G K Mishra brings out his experience in general like & work environment in a very lucid language. He has very down-to-earth tips for the participants.
Ms. Rujuta: Excellent apart from physical fitness, there can also be session on de-stressing and emotional quotient.
The best presentation to the whole of workshop by Gen. V P Malik

The second best is the whole of workshop is the presentation by Sh. V N Rai, IPS
The third best speech by Sh. T S Krishnamurthy
Practical issues needs to be discussed
Well explained about nutritional aspects to life, which is required for middle level officers
Simply the Best excellently sensitised about the gender issues.
Started well, but ended as grievances redressal forum.
Some more field experiences would have enriched
Officers individual field experiences might have been discussed
It ws appropriate to invite Gen Malik for the session.
It was a welcome motivating gesture by the Secy. DOPT to spend time with the participants
Very informative and interesting
Topics are too narrow. Two or more topics be clubbed to make a meaningful presentations.
Focus on solutions to bring in ethical Behaviour was not there
Greater inputs needed from other participants
Focused inputs on leadership role played by specific examples would have been more useful
ICEGAT, TDS etc were extremely useful
Presentation were random & directions
Not edequate coverage to projects/Initiatives whole won PMs award
Excellent coverage & Presentation very useful.
Excellent coverage & Presentation solutions could emerge.
Well moderated & excellent presentations/discussions on the issues
Time too short purpose of session not clear
Useful session but nothing new came out.
However group should have been asked to select their won topics
It was a great delight to hear Gen. Malik extremely motivating.
It was a great learning experience to know initiatives taken by various departments/
Sh. Rai flagged some basic issues which was quite eye opening.
The presentations were extremely though provoking
Interaction with secretary DARPG was exciting and informative
Excellent Moderator was outstanding
Very good insight
Presentations were excellent
The best, ever had
Excellent, esp project arrow of posts
Reminded us of what are already knew but never implemented
Excellent delivery

Very revolutionary ideas, simple delivery in the language understand by all
Deep insight into the working
Very candid and frank admission of reality of Indian Rlys.
The best lecture & Interaction in the whole course very practical
May be more emphasis need to be put on practical aspects
Group may be conducted
Each may be asked to devise a way to improved contribute
Make it more practical
good but all good work is not recognized
Some how he is more of theatrics instead of suggestions as to do what?
Very good touched the core issues
Do not know what to say bit somehow it is not outstanding
Not even one questions was answered No solutions
The methodology adopted for introducing the subject/topics by high profile persons followed by presentation by participating officers was quite effective through out the training programme/ workshop. Feedback form may be circulated on the 1st day or so.
Spirit of comaradelie is one of the qualities of leadership. Incorporating Air Force help at appropriate time in Kargil war could have saved lives of many young officers
On one side she said that one should go by conventional wisdom while rating and another sie she apposed sitting by humans. Traditionally food was cooked and ate by sitting only in Kitchens. All scientific studies has blamed more joint pains (Knee particularly) due to increased standing posture. Few of the suggestions listed by her particularly recommendation to diasetic people for continuing eating Mango, grapes, banana and chikkoos are very harmful and not supported by any scientific studies. She also failed to put/justify many hypothesis of her supported by strong clinical guidence. Her statement that results of studies can be tinkered with was also not true to great extent particularly in scientific/medicine studies. She can be asked to quote only facts which have been found true in any of the clinical trials or from Indian Ancient text books. She should be asked to disseminate only true information.
Need to reorient, less thrust on theoretical asperts - Afternoon session need to incorporate management Games - real time situation - complex issues so that group unite themselves and evolve intrinsue virtues of each one - a day field trip will evolve bonding.
Some theoretical presentations were made not need. Only practical experience need to be discuss
Again theory was discussed should be focussed as his to train circular/ our subordinates - new ways
Most relevant should everybory should have more session on that have been asked to speak on this topic as it pertain to all and is one of the most important aspart of a civil servant.
Mostly what was talked was known. Should how only me or how speakers mit markly listed to care area of not covered to all in the same way. Very theoretical
Mostly unusual with individual deptts.
Very relevant

Eye opener
Mundane
Most important session
Course served its cone purpose
Speaker had little time to relate his experience in organization and management
The speaker has given a new direction to our thinking on gender issues.
The speaker needed some more time.
All the apprehensions/questions of the participants could not get satisfactory response
The moderations comments/remarks were relatistic practical.
A very essential course
A brief on HRD policy would do. Presentations were not required
Great presentation by Gen. V P Malik apt person
Good
May include the parameters on which PM awards are given
Very brief and less time for interaction
Very apt speaket Handled exceptionally well
Less time was given

Suggestions:

Think of bringing in faculty from other sectors
Why not ask some reputed NGOs to give other viewpoints.
Successful stories experiences may need to be explained
Some of the Ministers/politicians may also be invited apart from calling of some NGOs who are working for transparency, corruption issues other public courses, etc.
It should be residential workshop with family.
Experts people from CII/FICCI/dif. Groups working in public daling system should be invited form presentation/moderation.
ICT inTDS, IMR+MMR reduction, in Education should be included
A spiritual approach to ethics would be beneficial through some experienced master.
Some early morning activity like Yoga would have been even more helpful for as to go towards healthy living.
Live examples to be shared by practitioners of high ethical standards.
Best practises of good HR practices needs to be shared.
More Live/recent examples to be shared

Focussed presentation - Topical & live needed

Experts from media, NGO, Politics may also be invited to interact with the participants.

More actual stories be novated or fils shown

The suggestions tendered should go to highest level.

Even the, live demonstration can be shown also if one is impressed by the software behind it , the name of the vendor can be shared.

Pamphlet was distributed wich is very good.

Issues which one of important nature discussed during discussions, experience sharing sessions may be recorded for taking appropriate action/improved the overall functioning of the system.

Could also include implements/ problems faced during induction of IT which other Dept. can take care

Care studies will clean the air for there is some dilemma

Any relevant issues like allowing civil servant to go outside their service for a brief period etc. Should be discussed. - How things would be made better as far as there things are covered - should be discussed.

Case studies should be introduced to make it effective

Feedback should be taken immediately after session.

Can be supplemented with some case studies & exercises.

Could have been organized in a better way in introducing best initiatives from each of the deptt. Instead of too many presentation.

Thrust could have been in selecting a few initiatives and presentations of those by the officer himself & herself.

The speaker should have sufficient time to speak

Discussion could be an improvement of Moral code of conduct.

Focus could be only an staff motivation