



INDIAN INSTITUTE OF  
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NEWSLETTER



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## INSTITUTE NEWS

### Special Meeting of the General Body

A Special Meeting of the General Body of IIPA will be held on October 21 at 4.00 p.m. (immediately preceding to the AGM scheduled at 5.00 p.m. on the same date) to amend Rule 28(2) (iii) of the Memorandum of Association and Rules of the Institute.

### P.C. Alexander Passes Away

Dr. P.C. Alexander, former Principal Secretary to former Prime Minister Indira Gandhi, former Governor of Maharashtra and Goa and former Vice-President of IIPA passed away on August 10. A condolence meeting to mourn the demise of the departed soul was solemnised at IIPA on August 11. A two-minute silence to pay homage to the departed soul was observed and a condolence resolution passed. The resolution read as follows: This meeting of the IIPA fraternity deeply mourns the demise of Dr. P.C. Alexander on August 10 and places on record its profound sense of sorrow and grief on his passing away.

Dr. Alexander was a Life Member of the Institute and also the former Vice-President of IIPA during the period (1997-99). Born on March 20, 1921, Dr. Alexander was an IAS who served as the Governor of Tamil Nadu from 1988-93 and Maharashtra from 1993-2002. During his time in Maharashtra, he had additional charge of Goa from 1996-98. He was also a member of the Rajya Sabha representing Maharashtra as an independent candidate from July 29, 2002 to April 2, 2008.

Earlier, he was Principal Secretary to Prime Minister Smt. Indira Gandhi. He also served as the High Commissioner to the Court of St. James' in London. Besides his autobiography *Through the Corridors of Power*, his other works include *My Years with Indira Gandhi*, *The Perils of Democracy*, and *India in the New Millennium*.

Dr. Alexander always evinced a keen interest in the activities of the Institute and contributed a lot with his valuable guidance. His services to the Institute will be long remembered.

The IIPA offers its sincere condolences to the members of the bereaved family. May the Almighty give them courage to bear the loss. May his noble soul rest in eternal peace.

### Nayudamma Memorial Lecture

The IIPA teamed up with the Nayudamma Science Foundation in organizing a lecture in memory of Dr. Y. Nayudamma, former Director General of CSIR on August 29. Prof. Dhruv Raina, Zakir Husain Centre for Educational Studies, JNU, delivered the lecture on "Technology and the Crisis of the Dissent Imagination". Prof. Irfan Habib, Maulana Azad Chair Professor, NUEPA, presided over the programme. In his detailed and insightful lecture,

Prof. Raina observed that contemporary scholars have portrayed Gandhi's relationship with industrial civilisation and technology as complex one. He mentioned that the criticism of the cult of technological progress premised on the idea that human inventions were probably inferior aesthetically to the products of nature and the existence of complex technological systems encourages the belief in technological utopia. He emphasised that the myth of technological autonomy embraces an entire range of

technological determinist positions. He opined that while there is much in the technological optimism of our times, we have as much need for dissident imagination. Earlier, Dr. Rakesh Hooja, Director of IIPA, in his brief remarks pointed out the qualities and achievements of Dr. Nayudamma. Prof. Habib discussed about his association with Dr. Raina in bringing out research work in form of publications.

### **Programme on Consumer Protection and Consumer Welfare**

Sponsored by the Ministry of Consumer Affairs, Food and Public Distribution, the programme was conducted at IIPA by its Centre for Consumer Studies, for the coordinators and advisors of state consumer helplines, from August 1-5. Besides acquainting with the need and importance of consumer helplines and the role of the coordinators and advisors of the SCHs, the programme was designed to enable the participants to: (i) enhance their knowledge and skill in the area of consumer protection and consumer welfare; (ii) build their capacity to manage SCHs and redress consumer grievances; (iii) enhance their knowledge and skill to provide consumers with information related to products and services; and (iv) develop communication skills. The faculty comprised guest speakers and in-house faculty. Prof. Suresh Misra and Dr. Mamta Pathania coordinated it.

### **Programme on Disseminating Information Service Level Benchmarking**

Sponsored by the Ministry of Urban Development, the programme was conducted at IIPA by its Centre for Urban Studies, for the officers drawn from various urban bodies, from August 8-12. Objectives of the

programme were to: (i) discuss the service level indicators and efficacy of benchmarking in service delivery; (ii) data requirements and analysis method to build up the indicators; (iii) discuss the documented best practices; and (iv) opportunity of experience sharing and networking. The faculty comprised guest speakers and in-house faculty. Dr. Kusum Lata and Dr. Lokendra Malik coordinated it.

### **Programme on Competence Building for Effective Management**

Sponsored by the Ministry of Personnel, Public Grievances and Pensions, the captioned programme was conducted at IIPA for senior/middle level officers drawn from various Central/state government departments and public sector undertakings from August 8-12. Inaugurating the programme, Ms. Upma Srivastava, Joint Secretary, DoPT, observed that competence building is one of the extremely effective tools of intervention in improving management and service delivery. She emphasised that in order to infuse a professional performance culture in organisations, it is necessary to create and institutionalise a culture of excellence, continuous learning and innovation that would transform organisational units as vibrant, outcome-focused, efficient and successful entities. Apart from identifying bottlenecks and communicative skills for effective management, the programme was designed to enable the participants to: (i) define the current management tools for governance; (ii) cultivate capacity for effective performance; and (iii) explore effective measures of organisational change. The faculty comprised guest speakers and in-house faculty. Prof. Lipi Mukhopadhyay coordinated it.

### **Programme on Computer Applications**

Sponsored by the Department of Science and Technology, the programme was conducted at IIPA for the administrative personnel of the DST and various scientific organisations from August 29-September 2. Besides understanding the emerging ICT trends, such as grid, cloud and utility computing and their relevance for a scientific organisation, the programme was designed to enable the participants to: (i) know basics of information security, networking/web technologies, network security and cyber laws; (ii) comprehend the network and information security implementation, cyber and data audit norms at their respective workplaces; (iii) use independently office automation software for advanced word processing, effective digital presentations and spreadsheet manipulation; and (iv) have general awareness on the national e-governance programme and role of the scientific institutions. The faculty comprised guest speakers and in-house faculty. Shri S.R. Das and Dr. Sujit Kumar Pruseth coordinated it.

### **Course on Essential Behavioural Skills for Organisational Effectiveness**

Organised by the Navodaya Vidyalaya Samiti, the course was conducted at IIPA for the principals of Navodaya Vidyalaya Samiti from August 29-September 2. It was designed to enable the participants to develop essential behavioural skills such as motivation, leadership, team building and inter-personal communication skills for enhanced performance. The faculty comprised guest speakers and the course coordinator, Prof. Rajesh Singh.

### Faculty News

Dr. Rakesh Hooja, Director of IIPA, introduced the theme and chaired a session on “Bridging the Urban-Rural Digital Divide” in the Public Administration Track of the SAP World Tour India, organised jointly by SAP India Sub-continent and the Ministry of IT, Government of India at Le Meridien, New Delhi on August 26.

Earlier, Dr. Hooja was invited as Chief Guest to address the newly admitted students of Central University of Rajasthan at Kishangarh

on August 2. Dr. Hooja spoke on “Quality Education Leading to Life-long Learning” at the induction ceremony. Dr. M.M. Salunkhe, Vice-Chancellor of Central University of Rajasthan, presided.

### Visitor

Dr. Sumo Bobek, Professor and Dean, Faculty of Economics and Business, University of Maribor, Slovenia, visited IIPA on August 30. He met the Director IIPA, members of IIPA faculty and the Director of DoPT and discussed about the proposed

one-year Post-graduate Professional Programme in Public Management and Enterprise Development to be jointly organised by IIPA and University of Maribor.

### APPPA News

Following four participants of 35th Advanced Professional Programme in Public Administration (APPPA) have been elevated from Brigadier to the rank of Major Generals: Shashi Bhushan Asthana, Param Pal Singh Bal, Vikas Joshi and Satish Prabhakar Nawathe.

### Members' Annual Conference

The fifty-fifth Members' Annual Conference will be held on October 22, 2011 in IIPA's Auditorium. The theme of the Conference is “Role of Panchayat Bodies in Rural Development Since 1959”. All the members of the IIPA are eligible to submit their papers on the theme.

The length of the papers should be between 1500-3000 words in typescript. Papers exceeding this limit will be returned to the authors. All papers must be accompanied by a synopsis of about 300-400 words in typescript, which is intended to be a comprehensive summary of the paper giving in brief the most important issues being emphasised. The synopsis is intended to be read out at the Annual Conference. Papers without a synopsis will be returned to the authors.

Entries may be sent to the Director, IIPA or Research & Consultancy Unit at its email: rcunitiipa@gmail.com. The last date for receipt of entries is September 20, 2011. Papers received thereafter will not be considered.

The papers will be scrutinised by a committee of experts. Only those papers which are accepted for presentation will be circulated. However, synopses of all the papers will be circulated. Theme Paper by Dr. V.N. Alok shall be uploaded on IIPA website and posted to all Branches during September 2011

As already communicated, all regional/local branches may organise prelude conferences on the theme preceding the Annual Conference. The regional/local branches will make a presentation of synopses/summaries of reports of the regional conference during the Annual Conference.

### Re-scheduled Library Timings

The Library timings of the Institute have been re-scheduled as under with effect from November 25, 2011.

Existing timings	Future timings
9.00 am. to 7.00 p.m. on all working days (Mondays to Fridays) and 9.00 a.m. to 5.30. p.m. on (Saturdays and holidays)	<b>During the Winter</b> November 25 to February 28 9.00 a.m. to 6.00 p.m. (Mondays to Fridays) 9.00. a.m. to 5.30 p.m. (Saturdays and Holidays)
	<b>During the Summer</b> March 1 to November 24 9.00 am. to 7.00 p.m. (Mondays to Fridays) 9.00 a.m. to 5.30 p.m. (Saturdays and holidays)
	<i>(Library will remain shut on Sundays, Holi, Dussehra, Diwali, August 15, October 2 and January 26)</i>

## NEWS FROM THE BRANCHES

### Howrah Local Branch

The branch organised a seminar on “Developmental Administration” on July 29. Prof. Asish Ray, Secretary of the branch, in his inaugural address, pointed out that after the World War II development administration grew up as a theoretical idea. He stated that for the success of development administration active participation of the people is essential. Prof. Pinaki Prasad Bhattacharyya, former HoD of Political Science, R.K. Mission Vidyamandir, Belur Math, gave the key-note address. He observed that the nature and scope of development administration is gradually changing in the age of modernisation. Prof. Sankar Kr. Sanyal, Vice-Chairman of the branch, presided.

### Jammu and Kashmir Regional Branch

The branch organised a workshop on “Ethics in Public Administration” on July 19. Inaugurating the programme, Dr. S.S. Bloeria, Patron of the branch, stated that ethics are equated with *dharma* in the ancient Indian philosophy and the same truly stands for individual conduct in its day-to-day life. He also spoke on Chanakya’s understanding of ethics where he believes in *shukhasya mulm dharma* means those who work

with sincerity will be the happiest persons in life. Dr. Ashok Bhan, Chairman of the branch, observed that unethical behaviour pushes one into a vicious circle and managers in the government and private sectors must not fall prey to it. Shri D.S. Oberoi, Senior System Analyst, University of Jammu, highlighted the benefits of e-governance for the reduction of corruption in our country. Shri Sheikh Shakeel and Shri D.C. Raina, both Senior Advocates, J&K High Court, spoke on RTI and prevention of corruption, where they urged the participants to be participatory for making the laws workable and effective. Prof. Indu Aima coordinated it. Earlier, the branch, jointly with UGC Academic Staff College, University of Kashmir, organised a debate on “Domestic Violence: Emerging Issues” on July 7. Speaking on the occasion, Dr. Z.A. Khan of Faculty of Law, Aligarh Muslim University, gave historical perspective of gender based violence and quoted extensively from sacred books of Greece and Vedas. He stated that the legislation will not be an effective instrument unless society comes forward to tackle the problem. Shri A.M. Watali, Vice-Chairman of the branch; Dr. Mehraj-ud-din, Head

and Dean of Law, Kashmir University; and Shri S.M. Afzal Qadiri, Member of the branch, also spoke on the occasion.

### Madhya Pradesh and Chhattisgarh Regional Branch

The branch organised a seminar on “Will Lokpal be able to control the demon of corruption” in June. In July, Shri Sarman Nagele spoke about the e-governance in Madhya Pradesh. He enumerated the schemes launched for e-governance at various levels from State to village.

### Tamil Nadu Regional Branch

The branch organised a meeting on “The Role of Audit in Democracy” on July 9. Shri P.R. Shampath, Secretary of the branch, welcomed the gathering; and Shri S. Raghavan, Finance Officer, Pondicherry University, gave the key-note address. Shri K. Allaudin, Vice-Chairman of the branch, presided.

### Tirupattur Local Branch

The branch organised a programme on “Creating Awareness of Right to Information Act and Anti-corruption” on July 14. Smt. V. Lalitha Lakshmi, Collector of Tirupattur, expressed her opinion on the subject.

## NEWS FROM THE CENTRE

### Senior Appointments in Ministries

The Union Government has approved the following appointments/promotions/extension: • Shri Shashi Kant Sharma as Defence Secretary for a period of two years • Shri Shekhar Aggarwal as Secretary, Department of Defence Production • Shri Madhusudan Ganapathi as

Secretary (West) in the Headquarters of the Ministry of External Affairs • Smt. Sindhushree Khullar, Secretary, Department of Sports to have the additional charge of Secretary, Department of Youth Affairs • Shri A.K. Upadhyay, Secretary, Ministry of Road Transport and Highways to hold the additional charge of the post of Chairman, National Highways

Authority of India • Shri R.S. Gujral as Finance Secretary and Secretary, Department of Revenue • Shri M.N. Prasad as Executive Director, World Bank • Shri Surojit Mitra as Secretary, Ministry of Minority Affairs • Shri D.K. Mittal as Secretary, Department of Financial Services, Ministry of Finance • Shri Naved Masood as Secretary, Ministry of Corporate



Affairs • Shri T.K.A. Nair as Advisor to Prime Minister with rank and status of Minister of State in the PMO with effect from October 3, 2011 • Shri Pulok Chatterji as Principal Secretary to Prime Minister with effect from October 3, 2011. His appointment will be co-terminus with the term of the Prime Minister • Shri Pankaj Agarwal as Additional Secretary, Department Consumer Affairs.

### **Indian Railway Web Portal Launched**

In a milestone measure undertaken by the Ministry of Railways for the benefit of its users, a comprehensive Indian Railway Web Portal with the URL [www.indianrailways.gov.in](http://www.indianrailways.gov.in) has been launched. This has been done with a view to consolidate all the services and information into a single window web-interface for the public. This comprehensive omnibus single window web interface will be for the entire rail user community of India whether they are passenger service, freight service or parcel service customers. The e-ticketing module of the Indian Railway Web Portal is expected to be the most sought after facility by the passengers. The e-ticketing operations of IRCTC on its website shall also continue in parallel. In the additional facility of e-ticketing provided by IR Web Portal, no travel agents have been allowed so that normal passengers can have the ease of booking during peak hours. The Portal will broadly provide e-ticketing on the internet (booking and cancellation) and e-ticketing on mobile phone (booking and cancellation). Individual users desirous of utilising the facility of booking e-ticket on mobile phone (which is being named as m-ticket), having requisite internet facility can do so by downloading the mobile ticketing application on the mobile phone from

the IR Portal, using the URL sent in SMS. The service charges levied by the Railways will be Rs. Five per ticket for sleeper class and second sitting classes and Rs. 10 per ticket for all other reserved classes.

### **Universities to be Connected for e-Learning**

In an attempt to promote e-learning in universities across the country, the Ministry of Human Resource Development has planned to connect all 419 universities through the National Mission on Education through Information and Communication Technology (NMEICT). Till now, 376 such universities have been connected for the mission which has two components--content generation and connectivity--and aims to use Information and Communication Technology (ICT) for providing access and quality higher education to students all over India. Under this mission, 419 universities, over 20,000 colleges including 2,000 polytechnics will be provided broadband connectivity. As per the Ministry, of all the connected universities, 44 are in Tamil Nadu, followed by 38 in Uttar Pradesh, 30 in Andhra Pradesh and 29 in Karnataka. The connected universities will be encouraged to do research in edutainment, internet protocol television digital library for e-books and e-journals and evaluation and systems. The educational institutions are connected through MPLS-VPN (multi-protocol label switching - virtual private network) in which hundred premier institutes and universities are connected via 1 gbps access links. All the other 18,000 educational institutions and colleges would be connected through 10 mbps access links. Moreover, the mission also entails offering 10 DTH channels for continuous broadcast of video content. NMEICT provides e-books

and e-journals and converts existing educational tapes into indexed formats compliant with accepted standards. The connectivity structure in the NMEICT is complementary and supplementary to National Knowledge Network, which was suggested by Sam Pitroda and the Ministry has planned to enhance the enrollment rate in higher education from 10 per cent at present to 15 per cent by the end of the Eleventh Plan period through this.

### **Thrust on Higher Education**

Almost a year-and-a-half after the Cabinet Committee on Economic Affairs approved the scheme for setting up a model degree college each in 374 educationally backward districts; the Ministry of Human Resource Development has received 125 such proposals from states and approved 48 of them. The scheme is meant exclusively for students in educationally backward districts and aims at increasing the gross enrolment ratio (GER) in educationally backward districts where the GER is less than the national average of 12.4 per cent. The scheme is a part of the Ministry's efforts to increase the GER in higher education from 12.4 per cent to 30 per cent by 2020. Of the total proposals received, Maharashtra and Andhra Pradesh have each sent seven while Gujarat has sent 20. Once the project is approved, the UGC will release 50 per cent of the allocation as the first installment. The second installment of 40 per cent of the allocation will be released only after the state government concerned releases 50 per cent of its committed share towards non-recurring expenditure and the recurring grant for at least one year. The total fund requirement for the programme is estimated at Rs. 2,992 crore and the Centre's share is about Rs. 1,079 crore. An

outlay of Rs. 782 crore was made for the scheme in the Eleventh Plan. Assuming that the average number of students in a college is 500, the total number of students who would be enrolled in the 374 colleges is about 1.87 lakh. According to UGC, to set up these colleges, the Centre will provide assistance to the extent of one-third of the capital cost for establishment of each college, limited to Rs. 2.67 crore. Also, the land for college will be provided free of cost by the state governments. It is estimated that setting up of one such model college will initially require an expenditure of at least Rs. eight crore and recurring expenditure of Rs. 1.5 crore per annum in salaries and maintenance. Moreover, the state governments can set up the college either as an affiliated or a constituent college of the state university.

### **Most States Fail to Pay NREGS Unemployment Allowance**

Unemployment allowance for the landless workers, the second leg of the National Rural Employment Guarantee Scheme (NREGS), is not working because states do not have the money to finance it. As per the NREGS data, barring a few, most of the state governments have not been able to provide this social security measure to the rural workers. States such as Bihar and Uttar Pradesh, with a large demand base, have not paid unemployment dues for more than 1.96 lakh and 2.15 lakh person days, respectively, during the current financial year. The NREGS guarantees 100 days of manual work to each rural household per annum. If they do not get work, they become eligible for unemployment allowance within 15 days of demanding work. The situation affects better-off state

governments too. Tamil Nadu has huge unemployment allowance dues of more than 3.2 lakh persons days. Even Maharashtra has unemployment allowance dues of 67,231 persons days, while Gujarat has not paid the allowance to workers for 21,396 days. The NREGS puts the onus of paying unemployment allowance to the workers with the state governments. Orissa has not paid 50,727 person days worth of unemployment allowance to workers during 2011-12. The government has allocated Rs. 40,000 crore for implementation of the scheme in the current financial year. Under NREGS, the Central Government provides 90 per cent total expenditure, while the state government decides the stipulated amount of unemployment allowance which should not be less than one-fourth of the minimum wage for the first 30 days and not less than one-half of the minimum wages thereafter. During 2010-11, works under the scheme was provided to 5.49 crore households and 257.15 crore person days generated.

### **Green Indian Mission**

The National Mission for a Green India is one of the eight Missions under the National Action Plan on Climate Change. The Green India Mission (GIM) recognises that climate change phenomena will seriously affect and alter the distribution type and quality of natural resources of the country and the associated livelihoods of the people. It acknowledges the influences that the forestry sector has on environmental amelioration through climate mitigation. food security, water security, biodiversity conservation and livelihood security of forest dependent communities. The key innovations are the focus on

quality of forests, ecosystem services, democratic decentralisation, creating a new cadre of community youth as foresters.

The total Mission cost is Rs. 46,000 crore for a period of 10 years covering both Centre and states. GIM puts the "greening" in the context of climate change adaptation and mitigation, meant to enhance ecosystem services like carbon sequestration and storage (in forests and other ecosystems), hydrological services and biodiversity; along with provisioning services like fuel, fodder, small timber etc.

The primary focus will be on improving density of forest cover, emphasising on biodiversity, water and improved biomass, carbon sequestration as co-benefit and addressing ecosystems like grasslands, wetlands, urban and periurban. Gram sabha will be treated as overarching institution to facilitate implementation of the Mission activities at the village level, nested as Polycentric Approach. The new cadre called 'foresters' will build a skilled cadre of young "community foresters" from Scheduled Tribes and other forest dwelling communities. Interventions at scale (5000-6000 hectares) at a time, simultaneous treatment of forest and non forest areas and key drivers of degradation will be addressed under Adoption of Landscape-based Approach.

The Mission will implement its strategy through a set of 5 sub-missions and cross-cutting interventions at the national level, an autonomous society under Ministry of Environment with an inclusive governing council, the mission to develop systems for highest degree of accountability will work. At state and district levels, State Forest Development Agency (SFDA)

***To hear complaints with patience, even when complaints are vain, is one of the duties of friendship — Samuel Johnson***

and District FDA linked to District Planning Committee will be revamped. Gram sabha and its committees will work at village institutions level and in Urban Areas, Ward level Committees/RWAs with support

form municipal organisations and the Forest Departments. Monitoring will be done at four levels, namely self monitoring by community and field staff, remote sensing and GIS, third party monitoring by key indicators.

The actual implementation period of the Mission would spread over 10 years, coinciding with the 12th and 13th five year Plan period. The action plan for the year 2011-12 is the preparatory year of the Mission.

## NEWS FROM THE STATES

### Gujarat

#### School Dropout Tracking System Launched

In a first, the State Government has launched school dropout tracking system with a view to minimise the instances of school dropouts in the State. The system is based on software that will keep track of students and will inform the teachers and parents about the students who are likely to drop out in the middle of their studies. Launching the system in Mehsana district on pilot basis, the government wishes to bring down the dropout rate to zero per cent comparing to the scenario of a decade back when it was around 41 per cent.

### Haryana

#### State Innovation Council to be Set Up

The State Government has decided to set up State Innovation Council for evolving new innovative concepts in the State to enhance the delivery of services and improve the governance. As setting up of state innovation council would be a way forward in the roadmap to provide solutions related to basic human needs, the government felt the need to create new affordable opportunities in the areas of health, education, agriculture, energy, housing, transport, etc. The Centre has already set up a 17-member

National Innovation Council under the chairmanship of Dr. Sam Pitroda to create a roadmap for innovations in the country for the decade 2010-2020. The aim of setting up the Council is to redefine innovations to go beyond R&D laboratories and factories to offer novel innovations that lead to inclusive growth. It has asked all state governments to set up state innovation councils to drive innovations in their respective states. The state innovation councils would map opportunities for innovation in the state. Similarly, the councils would also create innovation eco-systems and prepare an Innovation Roadmap for the 2010-2020 for the state. It would focus on inclusive growth besides encouraging multi-disciplinary and globally competitive approaches for innovations. It was informed that the state councils would be set up under the aegis of the Chief Secretaries having seven to eight members drawn from leading industries, academia, civil society and professional organisations. Two representations from the state would also be made. The council would outline key issues and challenges for innovation in the state.

#### Honorarium Hike for PRI Representatives

The State Government has enhanced the monthly honorarium of Panchayati Raj Institutions'

representatives in the State. While the monthly honorarium of zila parishad chairman has been raised from Rs. 6,000 to 7,500 the vice-chairperson would get Rs. 6,000 against Rs. 4,500. The Chairman, vice-chairpersons and members of the panchayat samitis would now get Rs. 6,000 Rs. 2,500 and Rs. 1,250 instead of Rs. 4,500, Rs. 1,000 and Rs. 1,000 respectively. The monthly honorarium of sarpanches and panches of the gram panchayats has also been increased to Rs. 2,000 and Rs. 600 from Rs. 1,500 and Rs. 400, respectively. The cash in hand at the disposal of sarpanches has also been increased to Rs. 25,000 from the 10,000.

### Jammu and Kashmir

#### All Offices to be e-Governed

In a major fillip to e-governance in Jammu and Kashmir, the State is all set to have its State Data Centre (SDC) - a highly reliable and secure infrastructure to host it. The SDC will enable the state government to setup a highly reliable, shared and secure infrastructure to host state level e-governance applications and deliver Government to Government (G2G), Government to Citizens (G2C), and Government to Business (G2B) services electronically. The project costing around Rs 35 crore will render services through common services delivery platform supported by core connectivity infrastructure

*Genius may have its limitations, but stupidity is not thus handicapped — Elbert Hubbard*

such as State Wide Area Network (SWAN) and Common Services Centres (CSC). Meanwhile, the State Government has launched another project to connect all its offices through broadband cables and wireless links to provide easy access to the State Government data and bring in transparency. The Rs. 60-crore project will be completed by August 2012. Country's top most e-governance project, State Wide Area Network (SWAN), aims to

establish government data network by providing vertical and horizontal connectivity to all government offices in the State through broadband cables and wireless links. The MoU will be signed between S&T department and BSNL, thus officially appointing BSNL as the service provider for connectivity for feasible and non-feasible sites. After much delay by National Informatics Centre (NIC) and BSNL in providing Detailed Project Report and a solution to connect

non-feasible areas in the state, the SWAN project would be started soon. A proposal regarding procurement of connectivity equipment for each site has been sent to the Centre. The SWAN will have 174 points of presence (PoP), including two state level PoPs, 20 district level PoPs and 152 block level PoPs to connect 10 selected departments under e-governance from block-level to state level hubs.

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### Quotable Quotes

- *A life spent making mistakes is not only more honorable but more useful than a life spent doing nothing* — Bernard Shaw
- *Tenderness and kindness are not signs of weakness and despair, but manifestations of strength and resolution* — Kahlil Gibran
- *There is plenty of courage among us for the abstract, but not for the concrete* — Helen Keller
- *We must walk consciously only part way toward our goal, and then leap in the dark to our success* — Henry David Thoreau
- *Only the extremely ignorant or the extremely intelligent can resist change* — Socrates
- *Faith is to believe what you do not see; the reward of this faith is to see what you believe* — Saint Augustine

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