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15-DAY INDUCTION PROGRAMME FOR LATERAL ENTRANTS
IN
GOVERNMENT OF INDIA AT THE LEVEL OF
JOINT SECRETARY/DIRECTOR/DEPUTY SECRETARY

21 March – 5 April 2022

A Report

Sponsored by
Department of Personnel & Training
Government of India

Technical Support by

Capacity Building Commission
Government of India

Organised by

Indian Institute of Public Administration
IP Estate, Ring Road, New Delhi
www.iipa.org.in

15-DAY INDUCTION PROGRAMME FOR LATERAL ENTRANTS IN GOVERNMENT OF INDIA AT THE LEVEL OF JOINT SECRETARY/DIRECTOR/DEPUTY SECRETARY

The lateral entry in the civil services helps to promote the introduction of value of economy, effectiveness, and efficiency in the government sector. It facilitates bringing in the domain expertise to the civil services. The Induction Programme is to provide the participants with an enabling environment to enhance their understanding of the governance systems and the role of leadership at senior level government positions. The programme will be designed around a model of developing skills for effective delivery of government services.

Purpose:

The Department of Personnel and Training (DoPT) through the Indian Institute of Public Administration (IIPA) conducted training for contractually appointed officers for the post of Joint Secretary/Director/Deputy Secretary in New Delhi during 21 March- 5 April, 2022 with the technical support the of Capacity Building Commission, Government of India.

The Indian Institute of Public Administration (IIPA) has been a major contributor to the Government of India's Knowledge and learning services for the last 67 years. The IIPA's strengths lay in its corporate level position which extends across States and sectors of public governance; its expertise in adult pedagogy and learning technology; its network of partner public institutions and its success in innovating and incubating some key new ideas.

Feedback received from partners in Government of India confirms that IIPA can play a valuable role in facilitating capacity development through its core mandate of providing learning opportunities for senior civil servants including those joined the Government of India as Joint Secretaries /Directors/Deputy Secretaries through lateral entries. In addition, feedback received from the last batch of joint secretaries inducted through lateral entries in 2019 encourages the IIPA to take lead in this endeavour.

In this context, the Institute's core business was to facilitate learning, knowledge exchanges, and sharing practitioner-generated innovations, all with a view to addressing the key capacity constraints that the newly recruited Joint Secretaries/Directors/Deputy Secretaries could face in their pursuit of development results. The Institute achieved these objectives by connecting and leveraging global and local expertise on the "how" of reforms so as to achieve a more durable and scaled-up impact. Knowledge exchange activities facilitated policy debates on frontier themes and sectors (some of these are outlined below) to build consensus around several aspects of public governance. The workshop provided platforms for sharing and incubating practitioner-generated innovations that could address development challenges.

Objectives:

The main objective of the programme was to enable the participants to enhance their leadership capabilities. It is both developmental and diagnostic, identifying areas with potential for improvement and enhancing skills. The other objectives were:

1) Provision of insight into the management of the government machinery and core concepts of governance
2) Development of skills for effective service delivery
3) To understand the respective roles of Joint Secretary/Director/Deputy Secretary in the Union Government.

Design:

- The programme was built around the concepts of **adult learning principles** encompassing relevance, relatedness and applicability of the content to be delivered.

- Wherever feasible, the programme had **hands on activities** for the better understanding of the government procedures.

- The first day of the programme begun with grouping participants to promote **collective and peer learning**.

- By the third day, each group released a **problem statement** which impacts their concerned Ministry. The problem statement can uncover any challenge that impedes in the effective service delivery of the Ministry or a Department within.

- Towards the end of the Induction programme, a **solution framework** was presented by each group based on the learning of the training program.

Thematic Areas:

Government Procedures

Relationship Management

Leadership

Governance

Technology

People

Managerial Skills

Methodology:

The programme was delivered through structured interactions, experiential group activities, field visits and lectures to ensure wholesome transfer of knowledge and to develop need based skills. The participants were required to present reports on selected topics at the end of the programme.

Learning Outcome and Impact:

On completion of the programme; the participants were better prepared to:

- Lead their wings for higher level of performance and effectiveness in their teams.
- Have a clear understanding of contemporary thoughts and concepts of leadership in Government.
- Identify their leadership pattern and key qualities of great civil servants.
- Align resources with strategy to create a more resilient and agile wing in the Ministries.
- Endow them with skill sets to function effectively.

Dates & Venue:

The programme commenced on Monday, 21 March 2022 and concluded on Tuesday, 5 April 2022. The programme was conducted in the Conference Hall, First Floor, IIPA.

Evaluation of the Programme and Presentations:

The final session was devoted to evaluation and presentations before the valedictory session. The participants were supplied with an evaluation proforma at the end of each week of the programme, which was completed and handed over to the Programme Director.

List of Participants

A summary of the Programme Schedule

Day. Date	Time	Theme	Session	Speaker(s)
Sunday	*Arrival of the Participants in IIPA Hostel*			
21 March 22 Monday	0930-1000	Registration		
	1000-1200		Introductory Remarks Welcome Address Remarks Remarks	V N Alok S N Tripathi Adil Zainulbhai Rashmi Chowdhary
	1200-1300		Open Session	V N Alok Sapna Chadah
	1400-1530		Icebreaking/Defreezing Activities	Neetu Jain
	1545-1715		Understanding Self through MBTI	Neetu Jain
22 March 22 Tuesday	0930-1000		Major Takeaways of the Previous Day	Participants
	1000-1130		Office procedures/ Noting and Drafting	K S Samarendra Nath
	1145-1300		Public Procurement	K S Samarendra Nath
	1400-1530		Interaction with the Hon'ble Minister	Hon'ble Ministry Jitendra Singh
	1545-1715		Policy Formulation in Govt.	K L Sharma
23 March 22 Wednesday	0930-1000		Major Takeaways of the Previous Day	Participants
	1000-1130	**Government Procedures**	Records Management	K S Kumar
	1145-1300		Prevention of Sexual Harassment at Work	Manvi Sharma
	1400-1530		Cabinet Note Preparation	K L Sharma
	1545-1715		Legal Issues in Administration	Laxmikant Gaur
24 March 22 Thursday	0930-1000		Major Takeaways of the Previous Day	Participants
	1000-1130		Allocation of Business Rules	Vadali Rambabu
	1145-1300		Communication and Negotiation in Government; eoffice	M C Panda
	1400-1530		Disability & Senior citizen	Praveen P Ambashta
	1545-1715		Vigilance/role of CVC	Praveen P Ambashta
25 March 22 Friday	0930-1000		Major Takeaways of the Previous Day	Participants
	1000-1130		Government accounting	Vijay K Singh
	1145-1300		Conduct Rules	Ravindra Kumar

	1400-1530		General Financial Rules (GFR)	Rajesh K Agarwal
	1545-1715		Budget & Expenditure control	Rajesh K Agarwal
26 March 22 Saturday	8000-1100	**People**	**Traveling to Agra by road**	
	1145-1300		Working of District Administration	Additional District Magistrate
	1400-1530	**People**	Visit to AGRA Nagar Nigam	Additional Municipal Commissioner
	1900		Dinner and Stay in Hotel, Agra	
27 March 22 Sunday	1000-1130		Field Visits (exposure to the implementation of schemes), CDO, Agra	
	1145-1300		Field Visits (exposure to the implementation of schemes)	
	1400-1530		Back to Delhi by Road	

Second Week:28 March -2April, 2022
Covering Leadership, Managerial Skills, Governance, Relationship, Public Policy Management and Technology

28 March,22 Monday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1130	Managing People, Working with Teams	Mandeep Maitra
	1145-1245	Indian Economy: Issues and Trends	Anantha Nageswaran
	1245-1400	Expenditure Management in India	T V Somanathan
	1500-1700	Disaster Management	Vinod. K. Sharma
29 March 22 Tuesday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1130	National Goals & Priorities Whole of Government, Whole of Nation	Vinay Sahasrabuddhe
	1145-1300	Innovation in Science and Technology	Hemang Jani
	1400-1530	Monitoring, Setting Quality Standards and Reporting	Arindam Guha
	1545-1700	Rajendra Prasad Memorial Lecture	
30 March,22 Wednesday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1115	Bringing Change in Governance	Amit Khare
	1130-1300	Parliamentary Procedure (i) Committees (ii) Bills (iii) Q&A	Satya Prakash
	1400-1530	Railway Infrastructure in India	Vinod Kumar Yadav
	1545-1715	GST	D P Nagendra Kumar
31 March,22 Thursday	0930-1030	Government Machinery and Administrative Reforms	V. Srinivas

	1030-1130	Atal Innovation Mission	Chintan Vaishanav
	1145-1300	Govt.- e Marketplace	Rajesh Jain
	1400-1530	How to Adapt the Government	Sanjeev Sanyal
	1545-1715	Open Session	V. N. Alok Sapna Chadah
01 April,22 Friday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1300	Introduction to Public Policy	R Balasubramanium
	1400-1500	Interaction with Secretary, DoPT, P.K. Tripathi	
	1500-1715	Working with the Government	Praveen Singh Pardeshi
		From Ideas to Action	Praveen Singh Pardeshi
02 April,22 Saturday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1130	Intergovernmental Fiscal Relations	V. N. Alok
	1145-1300	Working with Private Sector	Deepak Shetty
	1400-1530	Strategic Thinking	M. Akbar
	1545-1715	Managing Social Media	Anubhuti Yadav
03 April,22 Sunday	**Group Preparation for Presentation**		
04 April,22 Monday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1130	Local Governance in India	V. N. Alok
	1145-1300	Digital Transformation of Commence	Thampy Koshy
	1400-1530	Digital Management in Government	Akhilesh Tuteja
	1545-1715	Civil Servants in Governance	Srinivas R Katikithala
05 April,22 Tuesday	0930-1000	Major Takeaways of the Previous Day	Participants
	1000-1130	Group Presentations	Participants
	1145-1300	Feedback	S. N. Tripathi
	1400-1530	Valedictory Session	Cabinet Secretary S. N. Tripathi P. K. Tripathi Adil Zainulbhai
	1545-1715	Departure from IIPA Hostel	

The following were observed:

- *0700 – 0800 hrs Yoga Classes*
- *0800 – 0900 hrs Breakfast*
- *1130 – 1145 hrs Tea/Coffee break*

- *1300 – 1400 hrs Lunch*
- *1530 – 1545 hrs Tea/Coffee break*

15-Day Induction for Lateral Entrants – A Report of Each Session

Day 1 (21 March 2022)

Session 1

Introductory Remarks by Dr V N Alok

Remarks by Shri Praveen Pardeshi

Welcome address to participants by Sh. S N Tripathi (DG, IIPA)

Remarks by Mrs Rashmi Chowdhary

Remarks by Shri Adil Zainulbhai

Session 2: Discussion with the Programme Directors

Session 3: Icebreaking / Defreezing Activities – by Neetu Jain

The session on icebreaking was organised to give the participants the much-needed opportunity to get across each other, as this was first time the lateral entrants were meeting as a group.

At the beginning of the session, the participants were asked to move around in the room without talking to each other or making an eye contact. This made everyone feel restrained and uncomfortable. Subsequently, the participants were asked to meet and greet each other. This filled the room with positive energy and participants also felt involved. This was because humans are social and have a basic need to communicate. A simple communication can bring remarkable changes to one's feelings and outlook.

The participants were then asked to take autographs from as many people as they can, in the room. While doing that, the individual took as well as gave autographs to others. This implies that in any relationship there is always a two way interaction involving taking as well as giving.

One of the most interesting activities was that of adjectives, where all the participants were asked to prefix an adjective against their name that starts with the same letter as their name. Everyone was asked to repeat the adjective and names of all the previous speakers followed by their name prefixed with an adjective. This was also a fun way of remembering each other's name and the adjective depicted one of the significant personality traits of the individual.

All these activities during the session helped the individuals to open up in the group and also to get across each other comfortably.

Reported by – Ruchika Drall

Session 4: Understanding Self through MBTI – by Neetu Jain

In this session, the participants were introduced to the concept of MBTI, *i.e* Myers-Briggs Type Indicators. This is a method of personality identification through a series of multiple-choice questions of 16 personality groups and is based on each person's responses to infer their unique personalities. The method uses 4 main criteria, which are 4 pairs of categories around the human worldview, used to evaluate and analyze human personality.

Extroversion or **I**ntroversion; **S**ensing or **I**ntuition; **T**hinking or **F**eeling; **J**udging or **P**erceiving

Illustrations, individual activities and group activities were undertaken to reflect how the aspects of personality types were being reflected in activities. Each participant undertook the MBTI assessment and the personalities were mapped under the 16 categories as arrived under MBTI. It was found during such activities that in the current group of participants, maximum are ESTJ personality types. Through this interactive session and group work, it was showcased that it is important to understand & appreciate different personality styles in both professional and personal lives; "Knowing one self" helps in taking decisions and preparing for scenarios; personality style is not permanent and changes with age & experience; and that there is no particular "ideal" personality style – the MBTI or similar indicators only reflect the dominant or preferred personality type. One should be aware of the possible personality style of their colleagues and work along the same.

Reported by – Gaurav Singh

Day 2 (22 March 2022)

Session 1: Office Procedures / Noting and Drafting – by K S Samarendra Nath

The efficiency of an organization depends largely on evolution of adequate processes and procedures and the ability of its employees to follow them. Accordingly, the efficiency of persons handling secretarial work in a government organization can be judged by their ability to dispose of matters – mostly receipts, cases etc. with speed and quality, following the procedures prescribed for the purpose. The ultimate object of all Government business is to meet the citizens needs and further their welfare. At the same time, those who are accountable for fair conduct of business have to ensure that public funds are managed with utmost care and prudence. It is, therefore, necessary, in each case, to keep appropriate record not only of what has been done but also of why it was so done.

1. Policy formation
2. Accountable to parliament
3. Obtains & allocates funds
4. Monitor

STRUCTURE OF THE GOVERMENT OF INDIA

Ministry/Department – A Ministry/Department is responsible for formulation of policies of the Government in relation to the subjects allocated to it under AOB rules and also for the execution, monitoring and review of those policies.

- Attached office
  - Technical body
- Subordinate office
  - Press
- Constitutional body
  - UPSC
  - Election commission
- CPSE
  - Commercial wing and its shareholders
- Autonomous body
- Statutory body
  - Act of an parliament (Sebi, etc.)

- READ: Cabsec.in

- Allocation of business rules
- Allocation of transaction rules
- Hierarchy in ministry
  - Cabinet Minister
  - Minister of State
  - Secretary / SS
  - AS /JS
  - Director/Deputy SEcretary
  - SO
  - ASO

- CR (Central registry)
- File management
  - Notes green
    - Process sheet
      - Problem
      - Who
      - What are the rules and regulations
      - Decision taken
      - Time taken
    - Input – all communication came in
    - Output – all communication sent outside

Guidelines for Noting -

(i) All notes shall be concise and to the point. Additional material, if any, may be placed in the appendix. Black or Blue ink shall be used by all categories of staff and officers. In case of hand written noting, only black or blue ink shall be used.

(ii) The dealing hand shall append full signature, name and date on the left below the note. An officer shall append full signature on the right hand side of the note with name, designation and date. In an electronic environment digital signature will be appended at each level.

(iii) While preparing/submitting Notes for the Cabinet/Cabinet Committees/Groups of Ministers & Committee of Secretaries, constitution/reconstitution of High-level Commissions/Committees, the format prescribed in Cabinet Secretariat website (www.cabsec.nic.in) (as amended from time to time) may be followed.

- Noting skill
  - Process of writing a note
  - Giving your remarks
  - Decision making process
  - Help your authority to make a decision

- Why
  - Facilitate competent authority to make decision
  - Inform officers in the hierarchy of development

- Part file
  - Main file becomes bulky (150-200 correspondence)

- That a note may be examine or called for
  - A parliamentary or assembly tribunal
  - Audit
  - Under RTI applications

- What not to write
  - Nothing illegal or unethical

Reported by - Gaurav Joshi

Session 2: Hon'ble Ministr Jitendra Singh interacted with the participants

The participants raised the following question during the interaction with Hon'ble Minister Jitendra Singh:

1	Contractual appointment - It may be necessary to reexamine the term contractual for lateral entrants. This term conflicts with the other contractual appointment orders across the ministries. We struggled to get the correct ID, attention, etc. We ended up getting the contractual different color card, which was against the policies of the gazetted roles. So the humble submission here is to rethink the word 'contractual appointment' for lateral entrants
2	Since all lateral entrants have been inducted as domain experts, it is expected from them to perform in their field of expertise, however it is being experienced that since many of the fields are new for the ministry and there is no existing section/ department or dedicated staff for the same. Therefore many of the officers have been assigned jobs other than of their own expertise in their Ministries. So there are two issues 1. They are not able to work in their expertise area 2. The volume of work assigned to them from other areas is occupying their full time so it cant be done as an additional job alongside their own specialised work in future, if it is aimed to derive full potential from their expertise. 3. The availability of basic facilities like room/ laptop/ support staff etc are basic functional requirement which need to be looked into.
3	All the lateral appointments from private sector have been appointed on contract basis. It is matter to be appreciated that many of the learning's from the earlier batch of lateral entrants have been incorporated as regards the process of recruitment and on-boarding. One suggestion to attract private sector candidates to this lateral entry scheme is to consider a roadmap for these lateral appointees after the completion of their contract term.
4	Three years is a good enough time to perform,don't put us in conventional 4-tier system
5	To increase the representation of the private sector for lateral entry UPSC may look into the eligibilty provision of 15 years of experinece certificate in customized format. Most private sector candidate change multiple jobs and getting customized experinece certificate from previous employer is a bottle neck.
6	Some of the positions created for laterla entry are for technical expertise in Digital and ICT. But the divisoon and section has not been created for these positions neither AOB and TOB are properly identified. It may help some the new lateral entrant if the sections and teams are defined and created.
7	For those who have joined Ministries on deputation basis, how their promotions and senirority in their parent organization is being taken care or ensured?

8	Any message hon'ble DoPT minister wants to give to all laterals or what expectation his has from all of us?
9	Though the various teething issues been discusses so far, lateral entrants have left their high paying jobs to serve the country. During this mission, they will not shy away from responsibilty given to them. Many of them are extremely passionate about their work. So, the advise on question regarding their future path is to keep the doors open so that they can apply on various platform and get selected themselves as per the requirement.

Reported by – Sandesh Tilekar

Session 3: Cabinet Note Preparation – by K L Sharma

[This session continued the next day]

Day 3 (23 March 2022)

Session 1: Records Management – by K S Kumar

This session on Records Management was taken by Mr K S Kumar, Ex Faculty ISTM. He defined Records as all documents with future reference value, which can be on paper media or non-paper media and which works as tools of management or in short memory of an organization. While defining Records, he described them with epidemiological principles of 5Ws- What, Why, Who, When and Where and 1H- How.

He discussed various things that are important to be kept in mind while working within government and how proper management of records in their life cycle right from their creation to their disposition, leads to improvement in the efficiency and economy in the government settings. Since the government uses public funds, any government official can be probed by various agencies under different acts for its utilization.

While discussing about the principles of record management, he also suggested referring to Manual of Office Procedures and Public Records Act for more details.

He talked in detail about RTI. While appearing or responding to an RTI, we tend to respond that the records are either not traceable or not available. However, while responding, one needs to inform of the efforts made to trace it. One needs to keep two criteria in mind while responding: Availability and Exemption, if any.

Any record more than 20 years has to be provided to the applicant unless explicitly mentioned like in case of Security or related to Parliament. Matter being sub-judice is not any reason for not providing the documents.

He also suggested conducting the review of records on a periodic basis, at least once in a year.

He discussed in detail about Principle of Record Management, Categorization of Records in three categories A, B and C, Record Retention Schedule and subsequent Custody or Transfer of Records e.g. to Dependent Records room or to Archives.

Light on file numbering system was also something new for the lateral entrants.

In short, he explained Records Management through wonderful interactive session by elucidating the principle of 5Ws and 1H.

Session 2: Prevention of Sexual Harassment at work– by Manvi Sharma

Advocate Mrs. Manvi Sharma walked all the trainees through various policies, references, do's and don'ts etc. on such a critical topic in a very interactive way. The Prevention, Prohibition & Redressal Act, 2013 covers the details around betterment, safety, and health of a working environment. The Protection of Women Against Sexual Harassment at Workplace Act 2013, State Provisions in Constitution, IPC and government initiatives for gender issues, Women Empowerment and Sexual Abuse, Responsibilities of the Employer/ Division Head were discussed in detail. The composition of Internal complaints committee, local complaints committee and the redressal along with the complaints process was discussed. Penalties, proceedings, actual cases and the actions being taken along with the disciplinary actions for the misconduct were also reflected upon in detail. Overall, it was a great exposure and awareness on the dignity of working environment.

Reported by – Sandeh Tilekar

Session 3: Cabinet Note Preparation (contd..)– by K L Sharma

In this session, an overview of how essential the cabinet note is to facilitate decision-making at the highest level of the Government was given to the participants. The participants were oriented on the major steps involved in process of preparation of cabinet note and that the note should be prepared in accordance with Allocation of Business Rules, 1961.

The speaker explained that the note should have a brief introduction that succinctly brings out the essence of the proposal in three-four sentences, followed by a brief background, the details of the proposal, its financial implications, details of appraisal, if any carried out by the financial institutions or prescribed appraisal body/forum, inter-ministerial consultations, consultations with State Government, if relevant, recommendations of any expert bodies etc., details about Appendices/Annexures attached and approval required.

He shared a specimen format of the main cabinet note for better understanding of the participants and further explained that all notes for the Cabinet and Committees of the Cabinet should be forwarded to Director (Cabinet), Cabinet Secretariat, Rashtrapati Bhawan, New Delhi and not to any other officer(s) in the Cabinet Secretariat to ensure that there is no delay in receipt or processing of such note. The speaker also informed the participants about the 70 point checklist available to avoid common deficiencies used by Ministries/departments.

Reported by – Mandakini Balodhi

Session 4: Legal Issues in Administration – by Laxmikant Gaur

The speaker initiated the topic by giving an overview of the framework stating that the genesis of administrative law lies in the Constitution of India. It was also stated that this field of law does not have a statutory backing and has evolved based predominantly on judicial decisions.

Subsequent to the introduction to the subject, the following major takeaways emerged from the session:

- Administrative law involves the separation of powers between the three wings being the Legislature, the Executive and Judiciary.

- One of the underlying facets of decision making in administration are the principles of reasonableness, i.e. the decisions are required to be reasonable as a common man would deem reasonable.

- The judicial review of administrative decisions is limited to the grounds as to whether the due process has been followed or not and as to whether there is any arbitrariness or prejudice/bias involved in the decision making. In case the decision is made fairly and is backed with reasons, there is no occasion for interference by the constitutional courts. Only in case the decision is arbitrary or where the due process has not been followed is when the judiciary would intervene or interfere.

- The constitutional courts are empowered to carry out judicial review by issuing various writs under Article 32 and 226 of the Constitution of India such as the Writs of Mandamus, Certiorari, Quo Warranto, Prohibition and Habeas Corpus.

- While defending matters before courts relating to decisions taken during the course of running the administration, it is imperative that adequate documents and reasons are presented before courts for consideration of the matter holistically. In the absence of such inputs being brought forth before courts, the decisions by courts can go against the State. Further, the said inputs are required to be provided to the courts at the earliest and promptly, without inordinate delays.

- The executive is fully empowered to take decision in the course of its functioning and subject to the said decisions being taken within the framework of rules, regulations and law, the said decisions would prevail.

- The decisions taken by the executive are also subject to various checks and balances such as parliamentary control, public scrutiny and judicial review.

It was a very insightful discourse which entailed an overview of the various facets of legal issues in administration for the participants who would in due course of their service be taking various administrative and executive decisions.

Reported by – Avnit Singh Arora

Day 4 (24 March 2022)

Session 1: Allocation of Business Rules – by Vadali Rambabu

The Government of India Allocation of Business Rules (AOB)1961: There is a presidential order dated 14ᵗʰ January 1961 under clause (3) Article (77) of the constitution of India. The contents are order, Schedule 1, Schedule 2 and Amendments.

Schedule 1 lists out the Fifty-Three (53) ministries, Two (02) departments, Cabinet Secretariat, The President's Secretariat, Prime Minister's Office (PMO), National Institute of Transformation of India (NITI AAYOG) and National Security Council Secretariat.

Schedule 2 detailed about the allocation of business among aforementioned institutions.

Amendments- Altogether there are three hundred sixty-eight (368) number of amendments till 07ᵗʰ February 2022.

The Government of India Transaction of Business Rules (TOB)1961: It detailed about disposal of business by ministries, inter-ministerial consultation etc.

Schedile-1 detailed about subjects to be referred to Standing Committee.

Schedule-2 detailed about issues to be referred to Cabinet Secretariat.

Schedule-3 detailed about issues to be referred to PMO and The President's Secretariat.

Schedule-4 detailed about periodical appraisal to The President of India.

Rule 12 detailed about departure from Rules that it is prerogative of Prime Minister.

Amendments- Altogether there are seventy two (72) number of amendments till 03rd April 2020.

Reported by – Bidur Kant Jha

Session 2: Communication and Negotiation in Government, e-office – by M C Panda

You don't get what you deserve but what you negotiate. The speaker started the session with this quote and defined negotiation as a structure conversation to reach an agreement. He explained that both **hard skills** like technical, financial and legal awareness and **soft skills** like interpersonal skills, communication, emotional connect skills, etc. are important for fair negotiation. He further emphasized that the golden rule of negotiation is to be good communicator, well versed with the subject, have patience (the power of not to react), the availability of option and the rule of CCCAA (*i.e.*, compete, collaborate, compromise, avoid, accommodate). According to the 7-38-55 rule of communication only 7% of all communication is done through verbal communication, whereas the nonverbal component of our daily communication, such as the tonality of our voice and body language, make up 38% and 55% respectively. He elaborated that to be a good communicator one needs to keep it simple and short, be courteous, develop better listening skills and processing involving both encoding and decoding to avoid miscommunication.

Reported by – Haimanti Bhattacharya

Session 3: Vigilance / role of CVC – by Praveen P Ambastha

The speaker introduced the topic of Vigilance along with its role in day to day functioning of the Government. The Vigilance Angle was also defined in detail wherein participants were informed about all the necessary precautions and considerations they have to take care of while working in government.

The background for forming CVC and its jurisdiction, role and functions was also deliberated in detail. Public Interest Disclosure and Protection of Informer (PIDPI) Resolution 2004 was also introduced wherein the entire procedure of handling such related matters was discussed and the role of CVC in such matters was also highlighted. The regulations for Protection of Whistle Blowers along with Power and Privileges of CVC were also discussed wherein CVC has overarching powers over such matters.

Apart from these, the participants were informed that CVC also issues guidelines and instructions on various matters related to the functioning and procedures undertaken in Government from time to time.

Reported by – Rajesh Asati

Session 4: Disability & Senior Citizen – by Praveen P Ambastha

Sh Praveen Prakash Ambastha started the session by covering the major issues under the topic by defining impairment, disability and handicap as per PWD Act 1965 and 2016, and also various disabilities such as blindness, low vision, leprosy cured, hearing impairment, locomotor disability and mental retardation/mental illness. He further elaborated about the

provisions for economic mainstreaming of disabled persons through Job reservations, reservations in education, soft loans, incentive to employers and aids and appliances. Information about the institutional arrangements like CCD and SCDs with power of Civil Court National Handicapped Finance Development Corporation (NHFDC) and special employment exchanges and National Institutes was also shared in the session. The role of various Govt. departments was highlighted in brief along with mandatory and penal provisions of RPWD Act 2016.

The ways by which we can we help implement the Act was also explained as follows

- Create awareness about rights and schemes

- Bring non-compliance of the Act to the notice of CCD, SCDs, District Collector, DDRO –(e.g. employment, education, accessibility)

- Assist PWDs to get their entitlements.

- Be proactive; don't wait for instructions to act

The Session was very engaging, interesting and informative with real life cases/examples cited by the speaker for better understanding and appreciation of this sensitive issue that struck an emotional chord with all the trainees.

Reported by – Samuel Praveen Kumar

Day 5 (25 March 2022)

Session 1: Government Accounting – by Vijay K Singh

Government accounting is the process of recording, analysing, classifying, summarizing and interpreting financial information about Government reflecting transactions and other economic events. The speakers began the session with explaining the objectives of government accounting and its guiding factors. He went to explain the constitutional provisions, the institutions involved in the government accounting, financial management architecture and cycle, planning process, auditing of union and states reports, and the structure of the government accounting, etc. The conduct of business of the Government of India under article 77 and banking arrangements to transact government business were also discussed in great detail with participants of the programme.

Reported by – Rajan Jain

Session 2: Conduct Rules – by Ravindra Kumar

In this session the speaker explained the participants about the Central Civil Services (Conduct) Rules, 1964 which applies to every person appointed to a civil service or post in connection with the affairs of the Union. Various areas related to observance of government policies and the behavior of an officer therein was discussed with participants in detail. Further, the participants were informed that if there is any question arises relating to the interpretation of these rules, it shall be referred to the Government whose decision thereon shall be final.

Reported by – Edla Naveen Nicolas

Session 3: General Financial Rules – by Rajesh K Agrawal

GFR are a compilation of rules and orders of Govt of India to be followed by all while dealing with matters involving public finances and are applicable to budget formulation and

implementation, preparation of Govt. accounts, procurement of Goods and Services, inventory management, contract management, Grants-in-aid and loans, Budgeting and accounting for externally aided projects, Govt. Guarantees etc. the speaker explained to participants that these rules and orders are treated as executive instructions to be observed by all Departments and Organisations under the Government and specified bodies except otherwise provided for in these Rules. Presently, GFR 2017 is being in force which consists of 12 Chapters and 324 rules (issued by DoE, MoF). General provision in GFR are related to financial powers, Civil Accounts Code, and other orders and instructions since 1947. It was highlighted during the discussion that the increased focus on Public Finance Management System (PFMS), reliance on the Direct Benefit Transfer (DBT) Scheme to ensure efficient delivery of entitlements, introduction of new e-sites like Central Public Procurement Portal, Government e-Marketing (GeM) Portal, Non-Tax Revenue Portal etc have been reflected in the existing GFRs to keep rules in tune with the changing business environment.

Reported by – Shekhar Choudhary

Session 4: Budget & Expenditure Control – by Rajesh K Agrawal

The session was aimed at enlightening the participants about how the budget is prepared in the Ministry of Finance, expenditure management initiatives and the various other aspects of the budgetary process. The speaker explained about the definition and origin of the word budget and the constitutional provisions of the budget. Various terms, viz. revenue deficit, fiscal deficit, primary deficits and the categories under the expenditure budget were also explained during the session. The participants were taken through the concept of receipts and were exposed to the various ways of financing fiscal deficit.

The speaker elaborated on the objectives of the expenditure control mechanisms, expenditure management initiatives undertaken, factors governing budget, etc. and very briefly touched upon FRBM Act, MTEF and DRSC. He also discussed **No Cut Motion** in Parliament which is a motion about a symbolic cut on the demand of the grant moved by an MP for the government to justify the DDG. If the government fails to justify and nullify the motion then a vote of no confidence is moved against the government. What is supplementary demand, types of supplementary demand and how contingency fund is provisioned were also comprehended by speaker.

Overall, it was a very fruitful session giving detailed insights to the participants about the Indian budgetary process and expenditure control mechanism in place.

Reported by – Harsha Bhowmik

Day 6 (26 March 2022) – Visit to Agra District

On 6th day of the induction programme, a field trip to Agra District was organized by IIPA for all the participants. This field trip evoked feelings of nostalgia in all which they experienced in their school and college days. With the blessing of Ganapathi PAPPA, the trip started and the real ICE breaking happened in bus with the games of antakshari and dumb charades where all participated whole-heartedly.

The selected site for the first day in Agra was the Agra smart city control room which was a perfect example of digitization of India. Each participant connected with the initiatives which were showcased there. The participants were informed that the area for development (ABD) within Agra Smart City was chosen on basis of analytical assessments and stakeholder consultations. ABD represents 9.26% of population and the area is 2250 acres out of 14100 acres. The area-based development plan for Agra focuses on improving social equity and infrastructure for citizens, and improving heritage and cultural tourism and tourism

infrastructure for visitors, and revitalizing green spaces and enabling sustainable livelihood development, which will impact quality of life of residents and experience of visitors. The key initiatives that have been undertaken in the area are: Integrated command & control centre (includes CCTV, environment system), Automatic Number Plate Recognition (ANPR) & Red Light Violation Detection (RLVD) camera, Automated toilet and self-cleaning, upgradtion of municipal school, microskill development centre, Smart health centre, façade improvement of traditional houses at Rawat Para, development of heritage walk, streetscaping and beautification of Fatehabad road, etc. The participants observed that such initiatives have resulted in reduction in traffic and traffic violations, accidents have reduced, handling of solid waste improved and solving of police cases in minimum time.

Next, participants were taken to the Midhakur Village Panchayat Bhawan where a grand welcome was given to all with fresh rose garland. Mr. Manikandan IAS, ADM explained various issues and initiatives implemented in Midhakur. Initially, Midhakur village was at 72nd out 75 villages in Ayushman insurance program. In 3 months, 1 lac cards were issued and rank improved to 35th in scheme. Various initiatives taken under Rurban mission schemes also were highlighted by the ADM. Many participants suggested various other schemes to Mr. Manikandan for implementation.

The visit to Agra Smart City and Panchayat Bhawan enlightened the participants about transformation of urban and rural India.

Reported by – Sarathy Raja and Jamiruddin Ansari

<u>**Day 7 (27 March 2022) – Second Day of Visit to Agra**</u>

The selected sites for the second day of the field visit were Taj Mahal and Agra Fort. Both the sites are listed under UNESCO world heritage site.

The guide at Taj Mahal shared very fascinating and such information which participants were not earlier aware of. Some of which are: unique marble calligraphy, use of precious and semi precious stones for designing, tilting of 4 minarets, unique and stable base structure made of wood and water wells and many more. It was informed that recently the minarets were cleaned and without use of any chemicals. The same for main structure is also being planned. Main finial was made of gold but was replaced by a copy made of bronze in early 19th century.

The next stop was Agra Fort. Out of the total area of 94 acres, 75% is under Indian Army and remaining 25% is open for tourism. Main entrance gate is called Amar Singh gate. The fort has separate buildings of red stone and white marble. It was in this fort where Shahjahan was house arrested in a very luxurious jail by his son Aurangzeb. The fort was a site of battle during 1857, also called first war of independence.

With these, field visit program came to an end. It was very informative, educating and a memorable trip for all of the participants.

Reported by – Sarathy Raja and Jamiruddin Ansari

<u>**Day 8 (28 March 2022)**</u>

Session 1: Managing People, working with Teams – by Mandeep Maitra

The session started with an activity that is 'Self-Reflection' in which the participants were asked to draw a personal timeline for a book about own life. She has asked to graphically mention major milestones and important events in life including ups and downs right from

the birth. The purpose was to make the participants realize that everyone goes through the different experiences and challenges in life. We all learn from these experiences and challenges and accordingly, use these learning to make our life better. She talked about global trends such as:

- pandemic
- event risk
- trust
- advent of social media and
- VUCA that is volatility, uncertainty, complexity, and ambiguity. It describes the situation of constant, unpredictable change that is now the norm in certain industries and areas of the business world.

Ms. Maitra also discussed about five forces that help imparting jobs like

- Technology
- Globalization
- Demography
- Society and
- Low Carbon

She has mentioned that there is a pre and post pandemic crisis of leadership everywhere and that's the major challenge. Apart from that generation gap is also huge challenge and creating balance between the traditional and digital generation is crucial. She talked about five types of generation cohesion:

1928 – 1945: The Silent Generation
1945 – 1964: Baby Boomers
1965 – 1979: Gen X
1980 – 1995: Gen Y
1995 – 2010: Gen Z

Most of us come in the category of Generation Y and we have to work with Generation Z which is more digitally and technologically advance and also quick in their approach. Thus we need to upskills ourselves and the workers around us. We need to work on scaling of soft skills also like imagination, creative analysis and strategic thinking. She has also, conducted an activity to describe in one word 'the bosses' the participants ever encountered. Participants were asked to share any inspiring and de-motivating trait of the boss. Then asked to learn the things they like in their bosses and de-learn what they don't like.

In order to successfully building good relationship and perform better at work place everyone of us must ask few questions about ourselves and work on them. Also, we need to work on finding ways to create personal impact on people and in workplace. Excellent communication, relationship building capabilities, business expertise, interpersonal skills and understanding of organization - structure and function of each department are the key skills for building a great team. Finally, hard work, understanding boss and his/her mission/goals, respect and freedom from ego are the success mantras in managing up.

Reported by – Reetu Chandra

Session 2: Indian Economy: Issues and Trends – by V Anantha Nageswaran

The session was taken by the Chief Economic Advisor, Sh V Anantha Nageswaran. The speakers started with presenting the disappointing decadal growth of Indian economy during 2010-2020 in comparison to previous decade. He reasoned the various factors for such state,

e.g. Low global growth in 2010-20; export growth was not favourable; high inflation projections by Central bank, keeping interest rates high and monetary policy tight; collapse of IL&FS, impact on financing to MSME's, etc. However, he was of the view that the current conditions and policy actions would result in favourable growth in coming years. He highlighted few policy measures undertaken such as measures to boost manufacturing under schemes like PLI, PM Gatishakti – National Master Plan for Multimodal connectivity, focus by government on capital expenditure in budget – preparing decks for private investment growth, favourable preconditions for the same – low interest rates, higher profitability, reduced tax, helping stable balance sheets, removal of retrospective taxation, opening up of other new sectors – Fintech growth, geospatial, drones etc, financial System – lower NPA's, higher capital adequacy ratios, progress made on Economic Complexity Index (export basket complexity), all time high exports this year, higher Forex reserves, sharp rise in digitalisation, government debt expected to decline as a % of GDP, etc.

He also mentioned the challenges in the current geopolitical scenarios such as global geopolitical disturbances & crude prices, rising food prices, lower forecasted global growths @ 4.1 %, risks to export growths, impact of FTA's, global inflation on the rise – may lead to liquidity getting wound up, higher fragmentation in India – small farm holding size, factories with 500 workers only less than 5%, need to work on divesting from LIC – License , inspection & compliance raj, need to take a balanced view while forecasting growth.

Overall, the session oriented the lateral about the present state of Indian economy, and the issues and trends therein.

Reported by – Neeraj Gaba

Session 3: Expenditure Management in India - by T V Somanathan

In this session, the speaker highlighted the various aspects which have defined the way Government expenditure is managed in India. Firstly, he highlighted the "Trusteeship" role that is entrusted with the Government for public money. While the tax collections are involuntary, Government spend is discretionary and hence there must be a process which should be fair, inclusive and targeted. Process has to be very tight especially given the fact there is Legislative control and far higher visibility in public, media etc which sometimes make these processes to be cautious and conservative. Another aspect is that there would be competing forces or goals which would require a fine balancing act in expenditure management.

The speaker further laid down certain practical do's and don'ts for the lateral entrants in their career with the Government. He exhorted the officers to meet lot of people and communicate freely with other officers especially junior officers in their own team. He advised the team to be humble and non-hierarchical. He also pointed out that there may be some hostility towards the lateral officers which must be ignored. He also reminded the officers that they should understand the current process without contempt and try to change the process wherever possible. He said that the team should appreciate the fact that these processes have evolved incrementally over a period of time under different circumstances and hence it is not appropriate to wholly junk the processes.

Drawing analogy from cricket, he said that the officers should plan for a long haul - don't throw away their wicket in the first few overs and plan for Test match. He asked the team not to try anything radical in first six months but go in carefully and play their game wisely. Finally, he remarked that the lateral entrants have been taken into Government for a purpose – 'For Change' and therefore, they should take all efforts to make that 'Change' ultimately.

Session 4: Disaster Management – by Vinod K Sharma

Prof. Sharma introduced the participants to the topic of Disaster Management. He explained concepts like hazard, risk reduction, vulnerability and water centric governance. He highlighted the history of development of this field in India giving examples of disasters that happened over the years and how they were managed. Further, the speaker explained how climate change is a big reason for increased frequency of extreme events in the world. He shared the background of setup of legislation in this area i.e. Disaster Management Act, 2005 and explained about the latest developments in this field touching upon India's maturity level in this discipline.

Such knowledgeable session will help the participants make informed decisions regarding Disaster Management in their respective areas of work.

Reported by – Manish Chadha

Day 9 (29 March 2022)

Session 1: Innovation in Science and Technology – by Hemang Jani

The session started with an example of former US secretary of state Henry Kissinger at the age of 98 writing a book on AI along with Google co-founder Eric Schmidt to stress upon the importance of deep tech as a mission critical objective. The earlier generation of machines was automation centric but the present and future is intelligent machines an example of which are recommendation systems.

He discussed with participants briefly on Mission Karmayogi which is the civil services capacity building program executed by Capacity Building Commission. The objective is to train on three lens principle during policy formulation and execution. First, national priority with capability to assess vendor tech expertise. Second, citizen centric policies for implementing and delivery of services. Third, identify technology gap for roadmap creation in respective sectors.

He highlighted the importance of private sector in S&T ecosystem where private investment in developed countries is almost two third and Govt only one third. Example of Internet where the US govt Defence arm DARPA only created the base layer and then was expanded to the current World Wide Web by the private sector. Also returns of private equity post 2014 has been 63% as compared to 16% in public equity. Key domain of growth in private sector are being led by e-commerce, fintech and edutech along with potential sectors in travel, healthcare, automotive, foodtech and others. The three pillars of governance of the present govt is referred as the JAM trinity which is Pradhan Mantri Jan Dhan Yojana – Inclusive Banking for all, Aadhar and Mobile.

He mentioned that there are four nodal ministries in the S&T space spanning seven departments with budget of around 35,000 cr. Seven additional ministries also involved with a similar budget but R&D spending is still limited, as an example CSIR with outlay of 5500 cr 3500 cr out of which is spent on human resources.

The speaker discussed few government initiatives as enablers of the S&T ecosystem – Atal Innovation Mission providing incubators for startups, Atal Tinkering Labs to incorporate design thinking from an early age, Smart cities propelled by innovations.

He emphasized that the future of technology is – Blockchain, 3D printing, IoT, Cloud computing, AI, Data Analytics. SAAS startups in India are taking a lead globally in these areas.

He concluded the session with the statement "Tech is the new humanities" and capacity building is part of every civil servants profile for their respective divisions.

Reported by – Soumendu Ray

Session 2: National Goals & Priorities – whole of Government and whole of nation – by Vinay Sahasrabudhe

This session from Hon'ble Rajya sabha MP, from Maharashtra, Shri Vinay Sahasrabudde, who is Writer, Author and member of parliamentary standing committee was truly very fascinating, interactive and engaging. He talked about his passion about capacity building. On lighter Note, he started with Shail Chaturvedi Poem.

"Naye naye mantri ne apne driver se kaha aaj car hum chalage, driver bola hum utar jaenge, ye Car hai Sarkar nahi jo Bhagwan ke barose chal jaygi."

He talked about the Unified Theory of Pippa Norris, Making democratic governance work. He also talked about his Armenia visit and unofficial discussion with the Armenian officials about pre and post 89 scenario; wherein official accepted that pre 89 scenario was far better than the present Democratic system. This is because present political and bureaucratic system in Armenia fails to deliver.

Now, the Government of India is doing new experiment and started the structured lateral entry scheme. He also emphasizes that success of this batch will decide the future of this scheme.

He then started the interaction with the entrants on three aspects

- Clarity about Joining of this service
- Issues faced during the last two months
- Satisfaction & wow moment in last two months

Then he covered the National Goals and Priorities aspect. He emphasized that India have a Policy driven governance, and decisions are not taken based on discretion. He also suggested that deeper insights of policy of respective department are required to understand the big picture. As a domain expert, we have to analyse policy to find the gap and overlapping, if any.

It is necessary to understand the functionality of procedure, process and road map to achieve the objective. He also suggested that the participants may propose new or modified road map to meet the objective but outcome should be time bound and result oriented, not business as usual. One should take the ownership of the things to avoid the blame game. He emphasized that research dimension is also be brought out into the Governance.

He also talked about the quality of king from Mahrati reference that King should be for people and selfless and should be influencer. He emphasized on crisis of relationship and importance of bonding relationship with team members and also touched upon about the transformation from Karmchari to Karmyogi. He also mentioned the story of buffalo hump whose crux is that results depend on Kisme kitna hai dum.

In the last he emphasized to ask genuine question to ourselves that whether am I making a difference in the system?

<div align="right">**Reported by – S M Dixit**</div>

Session 3: Monitoring Setting Quality Standards and reporting - by Arindam Guha

The speaker started the session with four major points of discussions namely:

- Context and purposes of monitoring
- Nature of indicators / metrics
- Interlinkages between metrics
- Data and information

The basis of the discussion was around the statement the "One can only change what can be measured". In government's working, for every project to be successful and for its benefits to reach the masses the project has to be constantly monitored in terms of quality and effectiveness, any gap between the intended and the resultant must be bridged and there has to be a constant endeavour to outperform.

Context and purposes of monitoring should be established to meaningfully monitor achievement of mission and objectives. The progress of a project must be tracked viz-a-viz its plane by identifying and resolving bottlenecks to measure and ensure its physical and financial progress while delivering intended quality. The standards of quality need to be benchmarked and should be standardized, accurate and consistent.

He explained to participants that the nature of indicators or metrics are especially helpful in measuring the progress of project and can be varied, for example

- Input versus output versus outcome
- Time, cost and quality
- Vertical linkages: Geographical or hierarchical (role based)
- Horizontal linkages: Between different functional components (financial with physical) or (financial with customer / internal)
- Linkage between different types of metrics: Input with output with outcome

The speaker further elucidated that based upon the observations the reporting exercise is conducted where with all the inputs available with us inferences are drawn and we reach a conclusion. These reports need to be periodic and can be routine or specific and linked to role and responsibility. Reliance on technology would enable these reports to be well-defined and documented. And that such reports would be our beacon to better project management and implementation to the satisfaction of all stakeholders.

<div align="right">**Reported by – Mandakini Balodhi**</div>

Session 4: Rajendra Prasad Memrorial Lecture by Hon'ble Vice President of India

Day 10 (30 March 2022)

Session 1: Bringing Change in Governance – by Amit Khare

Sh. Khare started the session with sharing from his vast experience the challenges before the nation and how they can be overcome. He suggested that lateral entrants should focus on core design principles of maximum governance, minimum government and also on outcomes, and

ease of living for the citizens. He shared that Technology for development should be used with an inter sectoral and multi sectoral approach.

Sir touched on transformative initiatives of the Government i.e. Ease of Doing Business, Single Window System, Reducing Compliance Burden, sectoral approach to complex issues, Atmanirbharta and how these initiatives will change our nation for the better.

He rightly advised the participants to be prepared for rising aspirations of citizens, complex global issues, tech disruption, for saturation approach of government and for imperialism of global standards. The participants were advised to be fast paced in their decision making and left them with ideas and thoughts on how to improve last mile delivery and do things more effectively using technology. In scheme design, the participants learnt to focus on getting value for money and have a Whole of Government approach. He advised participants to lead productivity improvements across teams and be responsive of citizen complaints.

Reported by – Manish chadha

Session 2: Parliamentary Procedures – by Satya Prakash

In the beginning of the session, the speaker mentioned that the MoPA is working towards providing comprehensive and quality services to a Body of Citizens including the Parliament and its Members as well as Ministries/Departments and other Organizations of Government of India and State Governments.

He discussed about basic functions of Parliament. While describing about the different functions of the Legislature and Executive body, he specifically mentioned that those functions which are not defined for executive and legislature, are supposed to be done by the Executives.

He talked in details about the procedures and processes with respect to question hour, zero hour and business hours in parliament. He mentioned that about 20 starred questions and 230 unstarred questions can be admitted in a day. Not more than five questions are admitted for a day in the name of one MP (Starred + Unstarred) and only one of them can be starred question.

He mentioned about the development of National E-Vidhan Application (NEVA) for effective implementation of Parliamentary work. This will have information related to all the state legislatures as well as parliament including archival questions. This will save a lot of time while preparing questions and will be a one stop centre for things related to parliament.

He also discussed about the differences in adjournment motion, privilege motion, confidence and no-confidence motion in parliament along with insight on short duration discussion and process of formulation of different kind of Bills in the parliament.

He explained that there are three readings right from tabling of a bill to becoming an act:

1. First reading at the time of tabling the bill
2. Second reading while referring the bill to standing or special committees and
3. Third reading during the motion for passing of bill with little scope for any amendment.

He threw light on relationships between two houses of the parliament, importance of inter-ministerial consultation and approval from the cabinet. He also talked about the report of parliamentary standing committee, which is not binding but persuasive in nature.

In the end, it is worthy to mention that despite time constraint, the speaker covered all the important points, relevant to the topic of the session.

<div align="right">**Reported by – Govind Bansal**</div>

Session 3: Railway Infrastructure in India – by Vinod Kumar Yadav

The speaker started the session by giving a brief on Indian railways and presented key statistics like- IR is third largest Railway in the world in terms of network and number one in terms passenger km and other statistics on length, no. of passengers, stations, revenue and capital expenditure etc. On Constraints parts, he mentioned that the infrastructure development could not keep pace with traffic growth which resulted in decline in market share, viz. rail freight share has declined from 89% in 1951 to 27% and rail passenger share has fallen from 87% in 1951 to 10%. Also, the fact that the 50% of the network (~34,000 KMs) carries 96% traffic.

However he mentioned that railways are now tackling these legacy issues through higher investment in capacity creation and modernization. Key highlights of these investments are formulization of National Rail Plan 2030, DFC, modernisation of signalling system, High Speed Rail Project, resource allocation to Super Critical projects etc. Further, Mr Vinod Kumar explained in brief about NRP 2030 and Vision 2024. The objective, he explained, is to develop capacity by 2030 that will cater to growing demand up to 2050. He further touched upon the freight element part with brief on Biz development, capacity building, and action taken in last two years.

The important point to remember here is that the modal share of Railway is just 27% as against 64% of road. From logistics infrastructure point of view, it is important to note this factor as higher % of Road share will lead to various issues like carbon emission, congested road, traffic congestion, loss and damage of goods including high logistics cost per tn/km.

Further he explained about modernisation and facilities introduced in passengers section like cleanliness, infrastructure upgrade, look, wifi, online ticket bookings, recreation facilities, etc. Aligning with make in India concept Indian railway was able to reduce Import procurement from 5.6% in 2013-14 to 2.5% in 2018-19. Similar efforts are made in terms of **Green Initiatives** by electrification of railway tracks, and with multiple project road map for setting up of solar plants within huge availability of vacant land.

He also briefed the participants about PM Gatishakti-NMP which is a very ambitious and game changer initiative taken by the government.

<div align="right">**Reported by – Sagar Rameshrao Kadu**</div>

Session 4: GST – by D P Nagendra Kumar

The speaker started the session by explaining the fundamental aspects of indirect taxes in terms of levy, collection and appropriation and history right from sales tax regime in India to MODVAT to VAT going to the current GST regime. He explained the various shortcomings in the earlier regime such as inefficiency in capturing of full taxable base, tax being levied at origins rather than destination, cascading effect of tax, check posts at state borders hindering free movement of goods etc. He then explained the timelines of GST legislation, process of consultation, setting up of GST council, concept of compensation to manufacturing states, wholly electronic based compliance system etc. He further explained the various challenges in tax administration, evasion in B2B and B2C transaction, e-invoicing and e-way bills and the way ahead for further reforms in GST.

Reported by - B Krishnamurthy

Day 11 (31 March 2022)

Session 1: Government Machinery and Administrative Reforms – by V Srinivas

The speaker introduced the participants about the Government Machinery, its working and various significant reforms undertaken in the Public Administration, over the years, owing to recommendations of various committees such as Gorwala Report on Public Administration (1955), Paul Appleby Committee Report on Public Administration in India (1953), Santanam Committee Report on Prevention of Corruption (1966) and Reports of 2nd Administrative Reforms Commission.

As the accountability is increasing with introduction of CAG, CVC, CBI etc., the burden of compliances is also increasing with more focus on specified procedures and rule of law. With more openness and liberalization after reforms in 1990s and formulation of new regulatory agencies after 2000 like TRAI, IRDA etc, government has further rationalized the working mechanism of different sectors so as to enhance the public trust.

As we are marching towards new India wherein each pay commission has reduced the size of the Government, by limiting the new appointments, the focus is on Minimum Government and Maximum Governance. In this era, the focus is more on transparency, Good Governance and attempt is made to balance the conflicting considerations of speed, quality, and transparency. The Centralised Public Grievance Redress and Monitoring System (CPGRAMS) is introduce as an online platform available to the citizens 24x7 to lodge their grievances to the public authorities on any subject related to service delivery. It is a single portal connected to all the Ministries/Departments of Government of India and States.

He has also introduced us the concept of Whole of Government approach that integrates the collaborative efforts of the departments and agencies of a government to achieve unity of effort towards a shared goal. Various initiative of Government like Digital India, DBT, Startup India etc. with more use of technology is making tremendous impact and increasing the efficiency in decision making.

Reported by – Rajesh Asati

Session 2: Atal Innovation Mission – by Chintan Vaishanav

AIM is the government's flagship initiative to create and promote a culture of innovation and entrepreneurship in our country which was setup in 2016.

The speaker started the session with a background of his journey to the government from academia. He mentioned that although at MIT his team was solving big technology problems everyday but there was hardly any big dent on pressing challenges like poverty and hunger. In essence they were producing so much without having any impact. The challenge for him was there was no tool to understand what happens after the product proliferates the market.

The dire need and importance of an innovation ecosystem in India can be gauged by the fact that there is possibly no contribution of technology innovation that has come out of India barring certain software services which at best are knockoffs of ideas from the West. There exists a thriving ecosystem in the US from where companies like the FAANG acronym, SpaceX, Tesla evolved from the Silicon valley and startup fostering universities like Stanford and MIT.

He explained the six broader initiatives under the AIM program, viz.

1. Atal Tinkering Labs at school level with aim to foster design thinking in young minds from an early age between 6th and 12th grade using 21st century tools like IoT, 3D printing, Robotics, miniaturized electronics etc. 10000+ schools have been selected with 7.5 million students having access and 1.1 million projects undertaken but still a lot needs to be done and a long way to go.
2. Atal Incubation Center for fostering startups at universities, institutions and corporates
3. Atal Community Innovation Centers for underserved regions of India in Tier 2 and 3 cities, aspirational districts, tribal, hilly and coastal areas
4. Atal New India Challenge for Product and service innovations having a national impact in partnership with ministries
5. ARISE ANIC to stimulate startups in MSME sector
6. Mentor India which is one of the largest mentor engagement and management programs

To conclude, he mentioned the maxim "You nail it and the ecosystem will scale it" to define the objective of the Atal Innovation Mission.

Reported by – Soumendu Ray

Session 3: Government e-Marketplace – by Rajesh Jain

- GEM stake holders – Infra and resources minimum level in government
  - o Small organization GEM SPV – no profit no loss company – running the portal
- No documents are given to government servant for getting in portal
  - o Turnover – eligibility online manner using income tax database
- CAG, CGDA integration with Deference
- External parties
  - o Bank, rating agency
  - o QCI – quality council of India for manufacturing capacity
  - o 3PL providers
  - o Speed post online integration – to ensure small seller in corner of India is enabled to sell anywhere
    - Support MSME
    - Panchayati raj – buy as well as seller !
- End to end platform – point of ascertaining requirement till finalization of contract, supply of contract, seller payment, all banks, can be onboarded on GEM
- 40 lakh sellers on GEM
- 53 lakh products on GEM
- 98 lakh contracts on placed on GEM – 1 crore
- GMV – 2.2 lakh core. 1 lakh in current FY
- Advantage
  - o Buyer
    - End to end process
    - Everything is open on public domain
    - Various options for public procurement
    - Dashboards for paying authority + secretary + PMO\
    - Efficient process
    - Multiple consignee locations
    - Price trends
  - o Seller
    - Dashboards – larger company can have for higher authority

- Buyer roles
  - Buyer
  - Consignee -
  - DDO – authorizes use of funds
- Modes of procurement
  - Direct purchase – amazon
  - L1 purchase – above 25000 – compare 3 OEM, give you specifications and filters, market throws out L1.
- Bring 5 lakh crore on GEM
  - Agree channel is working on separately
- Que –
  - though reform are made in Gem however organizational process is still to be done.
  - Why prices are still not competitive? => delay in payment is the major reason. Report to Secretary and PMO.
  - Small civil works => not covered yet.

Citizens – not yet

Reported by – Gaurav Joshi

Session 4: How to Adapt the Government – by Sanjeev Sanyal

The speaker started the session mentioning that many things in the Government may sound completely obvious but with time we will come to know how important these things are.

First thing that he mentioned to the participants was the business of reading the rules. It is very important for them, as participants come from private or from public sector with some core expertise and they may try to win some arguments with logic. A large system such as Government is essentially run on the basis of laws, rules etc. It may feel ridiculous initially but getting anything done they have to follow the rules. They have to find rules of their Ministry from any source and read them. It was mentioned that it is easier to change the rules than to ignore them. So if something very useful is required to implement but it cannot be implemented for some rule, the participants can try to attempt to change that rule but cannot bypass it. So never attempt to function outside the rule.

Second was business of hierarchy. It was advised to randomly visit juniors in their room, have a tea with them and this will fetch much better work out of the team.

Next was importance of field work. One should try to spend significant amount of time in the field. One should not have pre conceived notion that as lateral entrants they are very much aware of the field activities. But seeing from the other side the things may be quite different.

And the last, he mentioned the importance of inter linkages, importance of working with people. One can create linkage within their own batch. Each department works as silos and has its importance. We have to pay little extra effort in finding and making allies.

In the end it was emphasized to understand and adapt the logic of the system.

Reported by – Jamiruddin Ansari

Day 12 (1 April 2022)

Session 1 and 2: Introduction to Public policy – by R Balasubramanian

The session by Shri R. Balasubramaniam was a master class on public policy where the discourse began from the genesis of public policy, the theoretical framework of public policy,

the practical aspects of how public policy is implemented and the various practical challenges being faced with the dynamic field of public policy. It was explained that the public policy has evolved to facilitate the transition from of anarchy to order, which is how the human race has co-existed for ages. The field of public policy is ever transitioning and therefore the policy makers are required to be in touch with ground realities on field. By giving the example of Food Security Act, it was explained that how implementation of public policy schemes require close co-ordination between various stakeholders involved in the implementation. The role of the executive is to carry out the delicate balancing act between the political will, the mandate of the policy and the possible benefits of any policy making. An important facet relating to how democracy works with elected members making rules resulting in institutions being established and policy decisions being taken by the institutions was explained. Certain challenges were also put forth before the team to reflect upon and introspect so that appropriate steps can be taken in the course of official functioning attempting to overcome the said challenges and giving possible solutions to the said challenges.

It was a very insightful discourse which entailed an overview of the various facets of public policy and decision making on the field.

Reported by – Prabhu Narayan

Session 3: Interactive session with Secretary DoPT – by P K Tripathi

Session 4 & 5: Working with Government and From ideas to Action – by Praveen Singh Pardeshi

The speaker begun the session with the statement that the Government service is the service to the Nation. The government service is to attain inner fruits not the external ones. Here the inner fruit is the self-satisfaction derived from delivery of good public service. The purpose of this service is to achieve dreams of New India.

The initial discussion was on why people don't leave agriculture or rural areas even when there is dismally low per capita income? To know reasons, one need to analyse the employment opportunities in urban areas. The answer lies in analysis of labour factor market flexibility. To shift people from rural areas to urban, employment opportunities in urban areas requires to be increased. For this, various legal reforms by Govt of India are required. The reforms in Factory Act, Contract Labour Act, Industrial Disputes Act etc. are need of the hour. Further, he emphasized that the counter-intuitive thinking while making policies is important. It will give a new perspective regarding looking at public issues. Policy making requires human touch and the public interest is supreme. Negotiations / trade-off are also important as trade-offs is indispensable part of most of the government policies. He mentioned that the losers are more important than the winners in policy making as the lessons are learnt from losers / failures and then the policy reforms are being done. He also emphasized that don't go by feelings and go by evidence. The reference to relevant Acts, regulation, circulars etc are must to achieve the desired results of Govt policy. A Govt employee should always be ready to learn new things and to achieve results in Govt service, collaboration with other ministries is must. All relevant acts, reports, documents need to be read and understand thoroughly for implementing Govt policies successfully. Also it is necessary to welcome new ideas from all stakeholders and colleagues.

Reported by – Reetu Chandra and Shekhar Chaudhary

Day 13 (2 April 2022)

Session 1: Intergovernmental fiscal relations – by V N Alok

The speaker begun the session by explaining federalism and types of federalism India has. He went on to explain the constitutional recognition of finance commission and other intergovernmental institutions. He explained the mechanisms/ ways or means through which funds are transferred from centre to states in India. In this context, he explained the working of constitutional bodies in other federations such as Australia, Canada, and South Africa. He also touched upon the working of Planning Commission (now NITI Aayog), State Finance Commission, Inter-State Council, etc.

Reported by – Edla Naveen Nicolas

Session 2: Working with Private sector - by Deepak Shetty

Underlying theme of the session was that the "Industry, Academia and Government – all three need to work together for the overall economic good of the country.

The speaker stated that the Indian economy is the fastest growing as we come out of covid this year. The massive thrust is on Infrastructure where the Government has increased Capex target by 35%. There are schemes like PM GatiShakti and PLI in place. He suggested increase in focus on quality aspects in public procurement, instead of L1 concept, use of more sustainable technologies & leveraging of digital technologies, manufacturing led growth and Atmanirbharat.

He further mentioned that the Industry, Academia and Government have to work together as following:

Industry – Innovate, Invest, Create & Comply

Academia – Knowledge, Incubate, Align & Benchmark

Government – Enable, Policy, Vision & Trust

He emphasized that it is extremely important for all three to understand their roles & work together to enable economic growth.

Reported by – Neeraj Gaba

Session 3: Strategic thinking – by M Akbar

Prof. Akbar presented a self-assessment tool on strategic thinking and also walked the participants through on various aspects of strategic thinking. The key takeaways from the session were that the strategic thinking is a long term thought process to achieve a successful team. This means having the capacity to anticipate, the discipline to prepare now, and the ability to position oneself to compete and win in the future. In strategic planning, leaders gather data and decide on the path the organization will take to achieve its goals.

He further explained to participants that why is Strategic thinking important for leaders?

1. Make Time to Plan Ahead
2. Look at Business Objective from a Different Perspective
3. Gather Intelligence Data on an Ongoing Basis
4. Analyze Opposing Forces, Anticipate Scenarios, make a Plan, and Move Forward.

Strategic leaders have the ability to mobilize people, accelerate efforts, and sustain progress, and as the plan is implemented, they keep their people aligned and informed.

Reported by – Haimanti Bhattacharya

Session 4: Managing social media – by Anubhuti Yadav

Prof. Anubhuti Yadav delivered a lecture on Social Media and emphasized on 'Social Media Monitoring'. She first discussed what Social Media Monitoring is. The focus of her session was that Digital media platforms, such as FB, Twitter and Whatsapp, are enablers of conversation but issue of misinformation is a challenge.

She further explained the term 'Mircromoments' and how people live in Micromoments. Then she further talked about how social media monitoring helps – understanding the trend, turning negative situations into positive, and finding influencers.

Furthermore, the speaker shed light on keywords and how Search Engines work – Crawling, Indexing, and Ranking. She also discussed about SEO – Search Engine Optimization. The speaker also explained where to use keywords, and Planning Keyword Strategies.

Thereafter she talked about fact checking and illustrated how fake news goes viral. Various methods to verify fake news were also discussed.

She concluded the session with a number of tools that can be used for Social Media Monitoring for online content. The session was well presented with examples.

Reported by – Mukta Agarwal

Day 14 (3 April) Sunday

Group Preparation

Day 15 (4 April 2022)

Session 1: Intergovernmental fiscal relations (Contd..) – by V N Alok

Session 2: Open Network for Digital Commerce - by Thampy Koshy

Session 3: Digital Management in Government – by Akhilesh Tuteja

Session 4: Civil Servants in Governance – by Srinivas R Katikithala

Brief Biographies of Speakers

Rajesh K Agrawal	**Rajesh K. Agrawal** is an officer from Indian Cost Accounts Service of Ministry of Finance. Presently he is a faculty in Arun Jaitely National Institute of Financial Management. Prior to this, he was Director in National Pharmaceuticals Pricing Authority (NPPA), Department of Pharmaceuticals, Ministry of Chemicals and Fertilizers. He is guest/ visiting Faculty at various institutes, including Institute of Cost Accountants of India, ISTM, INGAF, NICE, IIPA. Email id: rajeshkagrawal@nifm.ac.in
V N Alok	**V N Alok** teaches Public Finance in the Indian Institute of Public Administration, New Delhi. He has been a member of several policy making committees of the government and commissions including of the 5th Delhi Finance Commission. He has also served the 12th Finance Commission of India. He developed the concept of Devolution Index in 2004 and made it operational annually, since 2009. Email id: vnalok@gmail.com
M. Akbar	M. Akbar has done his M.Sc. & M. Phil. (Statistics) from AMU Aligarh and M. Phil. and Ph.D. (Entrepreneurship) from JNU, New Delhi. He had been a scholar, consultant and teacher/trainer in the strategic management & Entrepreneurship area of IIM Lucknow for last 29 years (of which 18 years as full professor) with a total of 37 years' experience of teaching/ training in Indian and foreign Institutions , including 5 IIMs. He had been Managing Director of IIM Lucknow Enterprise Incubation Centre L-incubator). Email id: ma@iiml.ac.in ; m.akbar@bimtech.ac.in
Arindam Guha	**Arindam Guha** leads the Government & Public Services (G&PS) practice of Deloitte in India and South Asia. He has over 27 years of experience in guiding large scale transformation within Government addressing policy / regulatory changes, organization transformation & change management and technology-led business process reengineering, supporting various Government Ministries / agencies in India & other South Asian countries. Email id: aguha@deloitte.com
Praveen P Ambastha	**Praveen P Ambastha** presently Deputy Director, AFHQ Civil Service**,** he has also served as Deputy Director (VC) in the Institute of Secretariat Training & Management, DOPT from 29.05.2014 to 02.04.2019 and Deputy Director (Security), Ministry of Defence from 30.07.2019. He has conducted and facilitated various training programmes on administrative issues at ISTM and also visiting faculty to various institutions. Email id: ambastha.pp@nic.in

R Balasubramaniam	**Dr R Balasubramaniam** is currently the Member-HR of the Capacity Building Commission of the Govt. of India. More info about him is a visiting professor at Cornell University, USA and IIT-Delhi, India. He has also served as the Professor and head of the Vivekananda Chair of the University of Mysore twice. He is a Mason Fellow of the Harvard Kennedy School, a Tata Scholar and was a fellow at the Hauser Center for Civil Society, Harvard University. He also serves as a Director of the Alumni Board of the Harvard Kennedy School, Harvard University. Email id: dr.rbalu@gov.in
Sapna Chadah	**Sapna Chadah** is working as Assistant Professor in Constitutional & Administrative Law at the Indian Institute of Public Administration, New Delhi, holds her Masters in Law (LL.M) from University of Delhi and Ph.D in Law from Jamia Millia Islamia, Delhi. She has an experience of more than 15 years in the area of teaching, training, research and consultancy. She is associated with the working of Integrated Grievance Redressal Mechanism set up by Deptt of Consumer Affairs at IIPA. Email id: sapnachadah@yahoo.co.in
Rashmi Chowdhary	**Rashmi Chowdhary** belongs to the 1989 Batch of Indian Railway Personnel Service. Presently, She is Additional Secretary (Training) Department of Personnel & Training. She has served on South Central Railways in various capacities and on the Railway Board as Executive Director, as well as Department of Women & Child Development as Deputy Secretary, Ministry of Human Resource Development, Higher Education as Director. Smt. Rashmi Chowdhary is a post-graduate in English Literature from Jawaharlal Nehru University and has a Law Degree from Osmania University. Email id: rashmi.edu@nic.in
Rajiv Gauba	**Rajiv Gauba** is Cabinet Secretary, Government of India. He is a prominent member of Indian Administrative Service of 1982 Batch, Jharkhand Cadre. Prior to his present position, he served in different capacities at Union and State governments including Secretary, Ministry of Home Affairs, Government of India, during August 2017 to August 2019 and Chief Secretary, Government of Jharkhand during January 2015 to January 2016. He is graduated in Physics. Email id: cabinetsy@nic.in
Laxmikant Gaur	**Laxmikant Gaur** is Former Director of Administration, Delhi Judicial Academy. Presently involved with ADR mechanism as Mediator and Arbitrator, Delhi International Arbitration Centre. He is also practicing before High Court of Delhi and Member-Monitoring and Mentoring Committee, South Delhi Legal Services Committee. Email id: laxmikantgaur@gmail.com
Rajesh Jain	**Rajesh Jain** is presently working as Addl. CEO and Chief Marketplace Officer - Handling Policy, Terms and Conditions, Process Flows, procurement Features and Functionalities etc. he has been associated with conceptualization of GeM from day 1. Prior to this, he has worked in Economic Advisory Council to the Prime Minister of India. He did his Electrical engineering from Rajasthan University in 1994 and joined Indian Supply Service in Aug. 1997. He has been associated with Public

	Procurement of Goods and Services for last 25 Years and has worked in Ministry of Urban Development and Ministry of Health besides DGS&D.
 Neetu Jain	**Neetu Jain** works with Indian Institute of Public Administration as Associate Professor in Organizational and Behavioral Science area. Dr. Jain carries more than twenty three years of teaching, research and consultancy experience in reputed management institutes like FORE School of Management, University of Banasthali and institutes of I.P. University. A Doctorate in management, she has received KOICA fellowship from National HRD Institute, Korea in the year 2018. She is the recipient of 'International woman award' in 2018, 'Distinguished Teacher Award' in 2016, 'AIMS International Young Management Researcher Award' at IIM Bangalore in 2009 and also the 'Rashtriya Gaurav Award' in 2009. Email id: neetujain@iipa.education
 Hemang Jani	**Hemang Jani** is working as Secretary, CBC. He is an experienced professional in public policy, governance and innovation systems. For the past 18 years, he has worked towards improving public service delivery through technology, designing national innovation frameworks, applying technology and innovation in governance, and enabling private sector development at state, federal and international levels. Before joining as the secretary of the Capacity Building Commission, he worked as a Senior Private Sector Specialist at the World Bank Headquarters in Washington DC, USA. He has also worked with the Government of India as an officer on Special Duty (Knowledge and Innovation) in the Prime Minister's Office. Email id: hemang.jani@gov.in
 Amit Khare	**Amit Khare** is Advisor to, Prime Minister's Office, a retired Indian Administrative Service officer (1985 batch) of Jharkhand Cadre. He is a graduate from St. Stephen's College, Delhi and post-graduate in Business Administration from IIM Ahmedabad. Shri Khare has held various assignments in both, Central & State Governments and has long years of experience in Finance as also in the field of Education. Email id: oo-advisorak.sb@gov.in
K S Kumar	**K S Kumar** Ex-Faculty (Retd.), Institute of Secretariat Training & Management (ISTM) specializes in a number of administrative issues which include Noting & Drafting, Conduct Rules, Vigilance & Disciplinary, Procedure, RIS, RTI, Team Building, Leadership Skill, TOT, DTS, DOT, MOT and Preparing Cabinet Notes. Email id: kskumar0953@gmail.com
 Ravindra Kumar	**Ravindra Kumar** has been working as a Guest faculty in Institute of Secretariat Training and Management (ISTM), Delhi. Email id: ravindra1959@rediffmail.com

 Mandeep Maitra	**Mandeep Maitra** is a leadership and transformation consultant with three decades of experience across London, Mumbai, Paris and Singapore. She is an alumnus of Lady Sriram College Delhi University, Tata Institute of Social Sciences Mumbai, London Business School & ESADE Business School. A HR practitioner by training and banker by choice, she has successfully mentored and coached High Performing teams and Senior Business Leaders across industries and countries. Email id: admin@mandeepmaitra.com
 V Anantha Nageswaran	**V Anantha Nageswaran** is Chief Economic Advisor in the Government of India in the Ministry of Finance. He has written a weekly Mint column for fifteen years on Tuesdays, since 2007. He has co-authored four books: (i) The Rise of Finance – Causes, Consequences and Cures (ii) Derivatives (iii) Can India Grow? (iv) The Economics of Derivatives He has taught at several business schools and institutes of management in India and in Singapore. He was the Dean of the IFMR Graduate School of Business and a distinguished Visiting Professor of Economics at Krea University. Email id: cea@nic.in
 K. S Samarendra Nath	**K S Samarendra Nath** is former Joint Director, Institute of Secretariat Training & Management, DoPT. He superannuated in April 2017 as a Director from the Ministry of Steel, Government of India. He has experience in multiple areas including five-year experience of HRD in the power sector. Email id: samar239@gmail.com
M C Panda	**M.C. Panda** is former Additional Director General, Directorate General of Supplies & Disposal and also former Additional Secretary, Ministry of Commerce, Government of India. He is having more than 30 years of experience in Administration, Procurement and Contract Management. Email id: manidra.panda@yahoo.com
 Praveen Singh Pardeshi	**Praveen Singh Pardeshi** is, presently, a Member (Administration), CBC. An IAS officer, with 29 years of experience, has served in various senior executive roles. He managed the entire public health structure of Mumbai and led the task force for COVID19 containment as the Municipal Commissioner of Mumbai. He has also served as the Additional Chief Secretary to the Chief Minister of Maharashtra. In addition to his administrative roles, Mr. Pardeshi has held several senior leadership positions in the United Nations. Email id: memberadmn.cbc-dopt@gov.in

Satya Prakash	**Satya Prakash** has been serving as Additional Secretary in the Ministry of Parliamentary Affairs for long on deputation basis. He holds several educational degrees including M.A. Public Administration, L.L.M. and PhD in Law. His areas of expertise include Constitutional & Corporate Laws besides Parliamentary Practices & Procedures. Prior to his present assignment he has served in various capacities including as an Adviser (Law) and Director (Law) with Competition Commission of India (CCI). Email id: jsmpa@gov.in.
Vadali Rambabu	**Vadali Rambabu** has Twenty years of experience in Government of India has served in various departments like Department of Science and Technology, Department of Industrial Policy and Promotion Department of Administrative Reforms & Public Grievances. Presently he is serving as Joint Director (MS) at Institute of Secretariat Training and Management (Department of Personnel & Training). Email id: ram.vadali@nic.in
Amitabh Ranjan	**Amitabh Ranjan** is Registrar, IIPA. He holds MBA (HR), B.Tech. (Petroleum). He is Head of Finance, Administration and all Academic Support Services at IIPA and also Warden IIPA Hostel. He is also Coordinator, Centre for Learning in ICT and e-Governance, Nodal Officer for e-Office/ Paperless office project of IIPA. Email id: ranjanamitabh@iipa.education
Vinay Sahasrabuddhe	**Vinay P. Sahasrabuddhe** is a well-known scholar-thinker of political science and democracy. Professionally renowned as a trainer of people's representatives, Dr. Sahasrabuddhe represents the state of Maharashtra as a Member of Parliament (Rajya Sabha) at national level since 2016. Dr. Sahasrabuddhe holds a Doctorate in Political Science (Ph.D.) from the prestigious University of Mumbai and is a post-graduate in English Literature. Email id: president.iccr@nic.in
Sanjeev Sanyal	**Sanjeev Sanyal** is an Indian economist and popular historian. He is a member of the Economic Advisory Council to the Prime Minister of India. Email id: sanjeev.sanyal@gov.in
K L Sharma	**K L Sharma** is a regular guest faculty at the Institute for Secretariat Training and Management (ISTM), and Lal Bahadur Shastri National Academy of Administration (LBSNAA). He has worked in various capacities in different Ministries/Departments in the Government of India. He served for around 11 years in the Cabinet Secretariat as Director and Joint Secretary looking after the Council of Ministers/Cabinet/Cabinet Committee related work. Email id: kundansharma@yahoo.com

Thampy Koshy	Thampy Koshy is the MD & Chief Executive Officer of ONDC, a company established recently with an objective to strengthen and transform the ecommerce sector in India with a broad-based participation from both buyers and sellers across the country. Prior to assuming this role, T Koshy served as the Senior Partner with Ernst & Young (India) in the Government & Public Sector Practice and was involved in multiple projects in India and other developing countries. Email id: koshy@ondc.org
Manvi Sharma	**Manvi Sharma** is an Advocate Practicing before Delhi High Court of Delhi and Supreme Court of India. She is on the panel of lawyers for state of Uttar Pradesh in Supreme Court of India. She is also a Co-opted Member of LCC appointed by DM of South West District, Delhi. She is also on the panel of Delhi State Legal Services Authority (DSLSA) and has been handling legal matters along with being associate member in various Lok Adalats and Tribunal / Ld Appellate Tribunal under maintenance and Welfare of Parents and Senior citizens Act, 2007 at South West District of Delhi. Email id: manvi_advocate@yahoo.com
Vinod K Sharma	**V.K. Sharma** is currently Senior Professor, Disaster Management/ at Indian Institute of Public Administration, and Vice Chairman, Sikkim State Disaster Management Authority, Govt. of Sikkim. He is member of Science, Technology and Innovation Policy of Govt. of India STIP-2020 (TG- Capacity Building). Email id: vksharma@iipa.education
Deepak Shetty	**Deepak Shetty** Chief Executive Officer and Managing Director - JCB India, Chair CII National Council committee on Capital Goods and Engineering. Experienced Global Business Leader, with a demonstrated history of consistent performance in various leadership roles and responsibilities in Sales & Marketing, Manufacturing, Engineering, New Product launch, Customer Support and After-sales, areas. Skilled in Sales, Manufacturing, Engineering, Project Management, International Marketing, Aftermarket business, Industrial relations and Supply Chain Management.Email id: deepak.shetty@jcb.com
T V Somanathan	**T. V. Somanathan** is an IAS officer of 1987 batch from Tamil Nadu cadre and presently holds the position of Secretary, Department of Expenditure, Ministry of Finance. Prior to this, he was Additional Chief Secretary and Commissioner Commercial Taxes, Government of Tamil Nadu. He holds M.A. degree in Economics followed by his Ph.D in Economics from University of Punjab. He is also a fully qualified Chartered Accountant. Email id: secyexp@nic.in

V Srinivas	**V. Srinivas** is an IAS officer of 1989 Batch. He is the Secretary to Government of India, Department of Administrative Reforms and Public Grievances with additional charge of Director General, National Centre for Good Governance. He has served as Chairman of the Board of Revenue for Rajasthan, Ajmer and the Rajasthan Tax Board. He is a senior administrator, a respected academician and an institution builder par excellence. Email id: secy-arpg@nic.in ; vsrinivas@nic.in
K. Srinivas	Srinivas R. Katikithala serves as Director, Lal Bahadur Shastri National Academy of Administration, the premier civil services capacity building organisation of India since September 2021. A member of the 1989 batch of the Indian Administrative Service, he has risen to the rank of Secretary to the Government of India after rendering thirty two years of a rich tapestry of service. He is deeply influenced by the immortal words of Sardar Patel that 'an efficient, disciplined, and contented service assured of its prospect as a result of diligent and honest work is the sine qua non of a sound administration'.Email id: director-lbsnaa@gov.in ; js.srk.goi@gmail.com
P. K. Tripathi	**Pradip Kumar Tripathi** is an IAS officer of 1987 batch, Jammu & Kashmir cadre. Presently, he is the Secretary, Department of Personnel & Training, Government of India. Prior to this, he was Secretary, Steel and has served various Union Ministries in different capacities including Home Affairs as Joint Secretary; Vigilance as Joint Secretary; Power as Director. He also worked in Jammu & Kashmir in various departments including Power, Higher Education, Youth Affairs and Sports. Email id: secy_mop@nic.in
Surendra Nath Tripathi	**Surendra Nath Tripathi** is the Director General of Indian Institute of Public Administration, New Delhi. He is an IAS officer of 1985 batch from Odisha cadre. During his career he held several key positions including Secretary, Ministry of Parliamentary Affairs, Government of India, Secretary, Panchayati Raj and Rural Development Department, Government of Odisha; Collector and District Magistrate Sambalpur and Consultant on Community Based Common Services and Project Hunger for UNICEF. Email: snt@gov.in
Akhilesh Tuteja	Akhilesh heads the Digital Consulting for KPMG in India and is also the Global Leader of Cyber Security Consulting practice of the firm. Akhilesh also serves on the Executive Council of NASSCOM. Akhilesh is passionate about developments in the area of digital technologies and how these can help businesses drive smart processes and effective outcomes. Email id: atuteja@kpmg.com

Chintan Vaishanav	Chintan Vaishnav is a socio-technologist, an engineer trained to design and build large-scale systems that possess both human as well as technological complexities. Presently, he serves as the Mission Director for Atal Innovation Mission (AIM), a flagship initiative of the government of India under the auspices of the NITI Aayog. Chintan is on leave from Massachusetts Institute of Technology (MIT) for his present assignment. Email id: chintan.vaishnav@gov.in
Vinod Kumar Yadav	Vinod Kumar Yadav belongs to Indian Railway Service of Electrical Engineers (IRSEE) 1980 Batch and has been the Chairman and first Chief Executive Officer of the Railway Board for 2 years during 2019-20. He is at present Project Coordinator of a project funded under Japan Fund for Poverty Reduction (JFPR) being implemented by Asian Development Bank. Email id: vyadav10@gmail.com
Anubhuti Yadav	Anubhuti Yadav is Head of the Department of New Media and Course Director of Advertising and Public Relations Course. She is also holding the responsibility of Dean Students' Welfare. She is member of Executive Council and Academic Council. She also held charge as a course director of the English Journalism Course for the academic year 2017-18. Email id**:** anubhutiy@gmail.com ; anubhutiy@gmail.com
Adil Zainulbhai	**Adil Zainulbahi** is the chairperson of the Capacity Building Commission, Government of India. Prior to this, he was Senior Advisor to McKinsey and retired as Chairman of McKinsey, India after serving the firm for 34 years. He has also been working with several parts of the government and led efforts around urbanization, inclusive growth and energy. He counsels the CEOs of many of India's largest companies in a range of industries, including infrastructure, metals and mining, financial services, and pharmaceuticals. Email id: adil_zainulbhai@qcin.org

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