



**INDUCTION PROGRAMME  
FOR LATERAL ENTRANTS**

**IN**

**GOVERNMENT OF INDIA AT THE LEVEL OF  
JOINT SECRETARIES**

**23 September – 4 October 2019**



**A Report**

**by**

**S N Tripathi and V N Alok**

**Organised by:**



**Indian Institute of Public Administration  
IP Estate, Ring Road, New Delhi  
[iipa.org.in](http://iipa.org.in)**



## **GANDHIJI'S TALISMAN**

“I will give you a talisman. Whenever you are in doubt or when the self becomes too much with you, apply the following test:

Recall the face of the poorest and the weakest man whom you may have seen and ask yourself if the step you contemplate is going to be of any use to him. Will he gain anything by it? Will it restore him to a control over his own life and destiny? In other words, will it lead to Swaraj for the hungry and spiritually starving millions?

Then you will find your doubts and your self melting away”



**Mohandas  
Karamchand Gandhi**



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# LIST OF ABBREVIATIONS

AYUSH	Ayurveda, Yoga & Naturopathy, Unani, Siddha, and Homoeopathy
DEA	Department of Economic Affairs
DFS	Department of Financial Services
DoPT	Department of Personnel and Training
GoI	Government of India
GSTN	Goods and Services Tax Network
IIPA	Indian Institute of Public Administration
IPC	Indian Penal Code
ISTM	Institute of Secretariat Training & Management
JS	Joint Secretary
MNRE	Ministry of New and Renewable Energy
MoEFCC	Ministry of Environment, Forest and Climate Change
NITI	National Institution for Transforming India
PMO	Prime Minister Office
PSUs	Public Sector Undertakings in India
QCI	Quality Control of India
SBI	State Bank of India



# INTRODUCTION

At the instance of the Department of Personnel and Training (DoPT), Indian Institute of Public Administration (IIPA) conducted a programme for lateral entrants in the Government of India at the level of Joint Secretaries during 23 September – 4 October 2019. Quality Control of India (QCI) volunteered technical support in the design and conduct of the programme in the second week.

Indian Institute of Public Administration (IIPA) has been a major contributor to the Government of India's knowledge and learning services for the last 65 years. 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.

In this context, the Institute's core business has been to facilitate learning, knowledge exchange, and sharing practitioner-generated innovations, all with a view to addressing the key capacity constraints that the newly recruited Joint Secretaries could face in their pursuit of development results. The Institute attempted to achieve 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 to build consensus around several aspects of public policy and governance. The training 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 managerial and leadership capabilities so as to work in the government system. It was both developmental and diagnostic, identifying areas with potential for improvement and enhancing skills. The purpose of this programme was also to provide participants with a set of essential skills that will contribute to their effectiveness at work in the government. The other objectives were:

- 1) To provide a comprehensive insight into the philosophy and concepts of the Government.
- 2) To prepare the inductees to effectively discharge their duties in the parent organisation
- 3) To develop a critical understanding of cultural and management practices in the Government of India.
- 4) To understand the role of a Joint Secretary in the Union Government.

## 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 towards the end of the programme.

## Learning Outcome and Impact:

On the 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 the 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, 23 September 2019 and concluded on Friday, 4 October 2019 in the Cabinet Secretariat, *Rashtrapati Bhawan*. The entire programme was conducted in the *Samiksha* and Conference Hall, First Floor, IIPA.

## Certificate:

A Certificate was awarded to each participant on successful completion of the programme

# LIST OF PARTICIPANTS

## Amber Dubey



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Ministry of Civil Aviation</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>Served as Vice Chairman (Aviation) at US India Business Council (USIBC), American Chambers of Commerce (Amcham) and CII.</li> <li>Served as a key member of the aviation committees of FICCI and ASSOCHAM.</li> <li>Partner and Head-Aerospace and Defence, KPMG since 2012</li> <li>Director (2006-12) and Associate Director (2002-06), KPMG</li> <li>Several engagements with Ministry of Civil Aviation (MoCA), Airports Economic Regulatory Authority (AERA), Airports Authority of India (AAI), GMR, GVK and airports at Cochin, Changi, Zurich, Oman, Saudi Arabia etc.</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>MBA from IIM Ahmedabad</li> <li>B.Tech from IIT Bombay.</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>Honoured for 'Valuable contribution to Indian aviation' in 2012 by Union Minister of Civil Aviation.</li> <li>Member - Academic Council, Rajiv Gandhi National Aviation University (RGNAU) - Appointed by Hon'ble President of India.</li> <li>Nominated as Special Invitee to the Defence Minister's Capital Projects Review Committee (CPRC) to monitor progress on large modernisation projects of the Indian armed forces.</li> <li>Worked closely with the Ministry of Civil Aviation in drafting the India Aviation Vision 2040, the National Civil Aviation Policy (NCAP 2016) and the policy framework for the Regional Connectivity Scheme (RCS or UDAN).</li> <li>Worked closely with industry associations connected to airlines, airports, MRO, air-cargo and general aviation.</li> </ul>

## Arun Goel



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Ministry of Commerce and Industry</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>VP, Product Management, Clues Network Pvt Ltd. (Shopclues.com) 08/2015—08/2019</li> <li>VP Engineering Moody's Investor Services, New York USA 04/2014— 07/2015</li> <li>AVP Software Engineering and Registered Investment Advisor, Lehman Brothers NY USA / Barclays Capital NY USA 06/2007— 03/2014</li> <li>Founder and CEO Rapid Marketplace, LLC. New York USA 01/2012 — 03/2014</li> <li>Senior Software Consultant, Citigroup NY USA 03/2005— 05/2007</li> <li>Founder and CEO Aroma Communications, New York USA 11/2002 — 08/2005</li> <li>Senior Software Developer Siemens Corporate Research, Princeton NJ USA 10/2000 — 10/2002</li> <li>Managing Partner, Growwealth Capital, New York USA. (Incubator Hedge Fund) 02/2009— 08/2012</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>1996 IIT Kharagpur: B.Tech (Hons), Naval Architecture &amp; Ocean Engineering.</li> <li>1997 ENPC Paris: Masters in International Business and Finance.</li> <li>1998 IIT Delhi: Advanced certificate course in Computer Science.</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>11 US patents filed (4 granted) in data mining frameworks.</li> <li>Handled all functions related to business, scale, operations, strategy, product design to payment gateways for the entire e-commerce value chain. Achieved GST implementation for registration and return filing for 6.5 Lakh merchant-base at Shopclues.</li> <li>Built multi-crore seller services business per month in Shopclues with innovative products across marketing, financial services, logistics SAAS, analytics SAAS, account management and catalogue management.</li> </ul>



# LIST OF PARTICIPANTS

## Bhushan Kumar



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Ministry of Shipping</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>Head of Shipping, Projects, Contracts and Business Development. – GSPC LNG Limited (2013-19)</li> <li>Manager (Projects) – Petronet LNG Limited (2004-13)</li> <li>Marine Engineer – BSM India Pvt Limited (1999-2004)</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>Mechanical Engineering (PTU, Jalandhar, Punjab)</li> <li>Marine Engineering (Cochin Shipyard, Cochin)</li> <li>MBA (IIT, Delhi)</li> <li>Project Management and Contract Management courses at IIM, Ahmedabad.</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>More than 20 years of experience in port &amp; shipping sector. Last 15 years in leadership roles in developing port projects.</li> <li>Key role in setting up several Mega projects like Kochi LNG project, Dahej Expansion project and Mundra LNG project.</li> <li>Expertise in Shipping, Project Management and Contracts.</li> </ul>

## Dinesh Dayanand Jagdale



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Ministry of New and Renewable Energy</li> </ul>
<b>Previous Organisations</b>	<ul style="list-style-type: none"> <li>A total of 28 Years' Experience (19 Years in Renewable Energy and 9 Years in the Electrical Industry)</li> <li>Nine Years as Director &amp; CEO (2010-2019) of an international European PE funded Independent Power Producer (IPP).</li> <li>Ten Years in a German MNC (2001-2010) manufacturing advance Wind Turbine Generators &amp; executing total turnkey EPC projects for both Domestic and International Power producers.</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>BE Electronics and MBA (Marketing)</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>Developed the Solar Roof Top Distributed Market across PAN India.</li> <li>Worked on Open Access (OA) Captive Projects in both Wind &amp; Solar Energy across states to enhance OA market.</li> <li>Developed Large Grid Connected Wind &amp; Solar Projects on Green Field/Non-recourse basis under the Feed in Tariff regime.</li> </ul>

# LIST OF PARTICIPANTS

## Rajeev Saksena



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Department of Economic Affairs, Ministry of Finance</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>Director – Economic and Infrastructure Windows, SAARC Development Fund (SDF) (2018-2019)</li> <li>Associate Director, Corporate Group at BNP Paribas (2011-2018)</li> <li>Director, Global Corporates, Origination &amp; Client Coverage, Wholesale Banking Group at, Standard Chartered Bank (2007-11)</li> <li>Senior Relationship Manager, Corporate Banking at IDBI Bank (2005-07)</li> <li>Manager Corporate Group, ICICI Bank (1996-2005)</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>B.E Metallurgy from IIT Roorkee.</li> <li>MBA from Faculty of Management Studies (FMS), Delhi University.</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>Over 22 years of work experience in banking and finance in banks, Financial Institutions, International Financial Institutions and Multilateral Development Institutions.</li> <li>Extensively involved in project finance across sectors, across geographies and across regions including India, South Asia, West Asia, Europe.</li> <li>Actively involved in financing projects, acquisition financing, structured financing, e-solutions, promoting inward Foreign Direct Investment (FDI) from Japanese and Korean Corporates, European corporates and corporates from other geographies, outward FDI to Europe and other regions.</li> <li>Involved in with-recourse and without financing.</li> <li>Extensively managed MDBs/ MFIs, Multinational Corporates (MNC), Mid and Large Corporates, Public Sector Enterprises (PSE) and Government Bodies.</li> <li>Guest lecturer to various Business Schools in India including Department of Management Studies, IIT Roorkee and Institute of Chartered Accountants of India.</li> </ul>

## Saurabh Mishra



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Department of Financial Services, Ministry of Finance</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>Director; Head of Client Management and BFSI Leader, India, Willis Towers Watson (2017-2019)</li> <li>Cofounder &amp; Whole-Time Director at InstaRemedy.com (2015-2017)</li> <li>CEO at Muscat National Holding Company SAOG (2013-2014)</li> <li>Chief Marketing &amp; Distribution Officer at Star Union Dai-ichi Life Insurance Co. Ltd (2011-2013)</li> <li>Vice President- Bancassurance &amp; Head- International Business at HDFC Life (2008-2011)</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>MBA (Finance) from FMS, JNV University, Jodhpur, India</li> <li>Masters Dip. in Computer Technology &amp; Applications from MBM Engineering College, Jodhpur, India</li> <li>Fellow of Insurance from Insurance Institute of India (FIII)</li> <li>Certified Blockchain Expert from Blockchain Council, USA</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>Instituted BFSI India practice in Willis Towers Watson.</li> <li>Founded the first Fintech FS venture on consumer grievance management.</li> <li>Pioneered Bancassurance practice in India, in liaison with RBI, IRDA.</li> <li>Set up the first branch of an Indian private insurer in UAE.</li> <li>Won the award as the “Best Emerging Life Insurer” during SUD Life stint.</li> </ul>

# LIST OF PARTICIPANTS

## Sujit Kumar Bajpayee



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Ministry of Environment, Forests and Climate Change</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>Deputy General Manager (Environment) at NHPC Limited</li> <li>Field level experience at Teesta V Hydroelectric Project, Sikkim from Jan'01 to April'08</li> <li>Field level experience at Subansiri Lower Project, Arunachal Pradesh/ Assam from Sep 18 to March 19</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>M.Sc., M.Phil., PhD (Environmental Science) from JNU, New Delhi</li> </ul>
<b>Key Achievements</b>	<ul style="list-style-type: none"> <li>Around 19 years of experience in managing Environment and Sustainability related issues.</li> <li>Field experience of about 8 years in remote districts of North East in handling and successfully managing sustainability issues in large hydropower projects.</li> <li>Have pioneered the sustainability assessment of hydro project in the country.</li> <li>Exemplary Commitment Award from Hon'ble Minister of Power, New &amp; Renewable Energy in November 2018 under Reward &amp; Recognition Scheme of the company.</li> <li>Appreciation from two successive Principal Secretary-cum- Principal CCFs of Sikkim during field posting and three appreciation letters from the management within a span of two years (2018-2019).</li> </ul>

## Suman Prasad Singh



<b>Ministry Allotted</b>	<ul style="list-style-type: none"> <li>Ministry of Road Transport and Highways</li> </ul>
<b>Work Experience</b>	<ul style="list-style-type: none"> <li>30 years plus experience in infrastructure like road, power, etc.</li> <li>26 years of experience in Damodar Valley Corporation in multiple position</li> <li>4 years plus experience in National Highway Authority of India in positions such as General Manager (Technical) and Project Director (on deputation) at NHAI, Ahmedabad(2015-18) and Kochi (Jan-Sep 2019)</li> </ul>
<b>Qualification</b>	<ul style="list-style-type: none"> <li>BSc Engg (Civil) from NIT Jamshedpur</li> <li>MBA in Finance from IIT Kharagpur</li> <li>Master in Business Laws from National Law School of India University, Bengaluru</li> </ul>

## *Some Glimpses...*



Mr. S N Tripathi, Director, IIPA and Dr. V N Alok, Programme Director addressing the participants



Mr. S N Tripathi interacting with the participants



Mr. S. N. Tripathi welcoming Mr. B. S. Baswan



Mr. B. S. Baswan (in the centre) with the Group

## *First Week – Insights of Government Functioning and Skill Enhancement*

Day 1: Monday, 23 September 2019

Day 1-Session 1: 10:00 -11: 30

### **Initial Interaction**

*Speakers:* Mr. S N Tripathi, Director, IIPA  
Dr V N Alok, Programme Director, IIPA

After a round of introduction, Dr Alok introduced the two-week programme to the participants. Mr Tripathi welcomed the participants formally and discussed about the crucial conduit of the role, Joint Secretary (JS) in the Government of India. He also described it with an example, i.e. the JS is the one who has to ensure that the baby (Policy) is delivered safe and healthy without having an ownership. He gave the analogy of a midwife. He also discussed about deriving empowerment to advice and implementation through the Constitution, Acts, Rules and procedures boundaries and control through Indian Penal Code (IPC)..

Day 1-Session 2 and 3: 11:45 -15:30

### **Public Policy Drivers & Role of Civil Servant**

*Speaker:* Mr. B S Baswan, Former Director, IIPA

Mr Baswan discussed public policy drivers which looked at the role of ideology, policy capture by interest groups and rent seekers. He also dwelt on policies that are based on a five-year time horizon, and crowd out the social sectors in the budgetary process, due to long gestation and low visibility investments. The role of populism was discussed, and an international perspective provided about presence of these elements across the globe. He also discussed civil services role under Weberian -Westminster Model. He also interacted on government structure and their role in Parliament.

Day 1-Session 4: 15:45 -16:45

### **IIPA Library Visit**

*Speaker:* IIPA Librarian and his colleagues

Participants visited IIPA library and saw various books on government functioning, civil services, bureaucracy, government rules, federalism etc. They were sensitized about various reports of the commissions and committees constituted in the last 150 years. These original reports were seen and appreciated by the participants.

Day 1-Session 5: 17:00 -18:00

### **Inaugural Session**

*Speakers:* Dr V N Alok, Programme Director, IIPA  
Mr. S N Tripathi, Director, IIPA  
Mr. K. Srinivas, Additional Secretary Training  
Mrs Sujata Chaturvedi, Additional Secretary, Establishment  
Dr C Chandramouli, Secretary, Personnel

Dr Alok welcomed all the dignitaries from the Ministry of Personnel and Public Grievances. Thereafter, Mr. K. Srinivas, Additional Secretary and Mrs Sujata Chaturvedi, Additional Secretary, Establishment gave their remarks. Dr C Chandramouli, Secretary, Personnel delivered an inaugural address and wished all success to the first batch of officers through lateral entries. He emphasised, inter alia, on the following:

# Some Glimpses...



Mr. S N Tripathi Dr. C. Chandramouli, Secretary, Personnel; Mrs Sujata Chaturvedi, Additional Secretary, Establishment, and Mr. K. Srinivas, Additional Secretary, Training and Dr. V N alok.



Dr. Alok welcoming Dr. C. Chandramouli, Secretary, Personnel; Mrs Sujata Chaturvedi, Additional Secretary, Establishment; Mr. K. Srinivas, Additional Secretary Training



Dr C Chandramouli, Secretary (Personnel), addressing the participants



Dr C Chandramouli (in the centre) with the group

- Winning the confidence of the team
- Managing pressure all the time
- Keeping healthy curiosity
- Keeping the practical aspects of the policy design and implementation in mind
- Keeping in mind the potential conflict of interest situations at all times and finding ways to manage them beforehand
- Inter-connecting specialists
- Earning the respect and creating a space

Thereafter, he had an extensive interaction with the participants. Mr. S N Tripathi, Director, IIPA presented the vote of thanks. He thanked profusely to the Ministry of Personnel, Public Grievances and Pensions, Government of India for assigning the responsibility to IIPA for the historical programme.

## Day 2: Tuesday, 24 September 2019

Day 2- Session 1: 09:30 -11:00

### A Day in the Life of a Joint Secretary

*Speaker:* Mrs Sujata Chaturvedi, Additional Secretary, Establishment

Mrs Sujata Chaturvedi made a presentation on the day to day routine jobs that a Joint Secretary to the Government of India carries out and discussed about the Ministry/Department structure along with the Joint Secretary Office structure. She also discussed about the JS entitlements and support staff (PS /MTS) that are provided for smooth functioning of the office. The administrative processes pertaining to leaves/ outstation leaves, etc., and Conduct Rules within the department were also discussed with the participants.



Fig.9: Mrs Sujata Chaturvedi, Additional Secretary, Establishment during her session

Day 2- Session 2: 11:45 -13:00

### Functioning of Governments in Indian Federal Setting

*Speaker:* Dr V N Alok, Associate Professor and Programme Director, IIPA

Dr. Alok made a presentation on federalism and the functioning of governments in Indian federal system. He discussed about the salient features of federal polity in all federations in the world and the case of India that offers unity in diversity. He shared the practice of intergovernmental fiscal transfers in India and abroad. In this section, he emphasised on the roles of various institutions including Finance Commission. He also underlined the reasons of dissolution of Planning Commission and the formation of NITI Aayog. He also explained various types of expenditure including revenue and capital. It was followed by question-answer session.

## *Some Glimpses...*



Mr. Shakti Sinha, Director, Nehru Memorial Museum and Library, New Delhi with the Group



Prof. Aasha Kapur Mehta, Former Professor of Economics, IIPA (in the centre) with the Group



Mr. V N Alok, Associate Professor, IIPA (in the centre) with the Group



Day 2- Session 3 and 4: 14:00 -17:15

### Noting and Drafting; Office Procedures in Government

*Speaker:* Mr. K S Samarendra Nath, Institute of Secretariat Training & Management (ISTM)

Mr. Samarendra Nath made presentation on day-to-day procedures in Government offices and discussed about the organization structure within ministries, attached offices, subordinate offices, constitutional body, statutory body, autonomous body, central public sector enterprises, etc. He also discussed about the filing system and file components including notes and correspondence. He also described the functional approach to draft a 'note' and balancing the work through standard process sheets for repetitive/procedural works. It was followed by question-answer session.

## Day 3: Wednesday, 25 September 2019

Day 3-Session 1: 10:00 -11:30

### Thoughts of Gandhi and Sardar Patel in Policy and Governance

*Speaker:* Mr Shakti Sinha, Director, Nehru Memorial Museum and Library, New Delhi

Mr Sinha spoke about the distinct features of Sardar Patel's functioning under three periods i.e. a) when he was a Mayor in Ahmedabad Municipality, b) his stint in congress; and c) post-independence arena. He shared Patel's thoughts and traits and narrated how he used them during the above periods. He stressed about the great role played by him in unification of Union of India. Mr Sinha emphasised the following qualities of Patel: a) Keen observer; b) avid and patient listener; c) respectful to hierarchy; and d) clear about his thoughts. Sardar Patel believed that revolutionary changes cannot be brought about by overhauling or throwing away the existing system but understanding the system and bringing the changes in the system within the system. He also believed that a leader stands with his colleagues and subordinate in all times of crisis to instil confidence in them and to guide them as was the case during Ahmedabad plague time, wherein, Patel stood alongside the workers to oversee the cleaning process.

Day 3-Session 2: 11:45 -13:00

### Conduct Rules

*Speaker:* Mr. Ravindra Kumar, Institute of Secretariat Training & Management (ISTM)

Mr Kumar presented an overview of Central Civil Services Conduct Rules of 1964 with respect to its applicability. He emphasised on Rule 2 and Rule 3. It was stressed that upholding supremacy of the Constitution is of paramount importance. Every officer needs to maintain integrity and devotion to duty. S/he should be doing nothing which is unbecoming of a government servant. He also mentioned among others that the officer should be accountable, politically neutral, communicative, ready to implement lawful orders while maintaining high ethical standards.

Day 3-Session 3: 14:00 -15:30

### Gender Budgeting

*Speaker:* Prof. Aasha Kapur Mehta, Former Professor of Economics, IIPA

Prof. Mehta made a presentation on "Gender Budgeting" and discussed a detailed overview of gender perspective. She shared her insights on gender disparity and reasons. She described the difference between sex and gender. She also discussed about the importance and tools of gender budgeting. During the session, participants asked various questions related to the theme and Prof. Kapur answered those queries with the help of some case studies and suggested multiple measures to curb gender related issues. At the end, the participants learned about the requirement of gender neutrality at the same time they understood the need of gender perspective at the time of formulating policies.

## *Some Glimpses...*



Mr. K Govindarajulu, Joint Director, ISTM with the Group



Mr. Satya Prakash, Joint Secretary, Ministry of Parliamentary Affairs, GoI with the Group



Dr Sudhir Krishna, Former Secretary to GoI, Ministry of Urban Development with the Group

Day 3-Session 4: 15:45 -18:45

### Parliamentary Procedures

*Speaker:* Mr. Satya Prakash, Joint Secretary, Ministry of Parliamentary Affairs, GoI

During the session, Mr Prakash presented, *inter alia*, the following: a) overview of the key articles of the Constitution; b) overview of the 7th Schedule of the Constitution; c) conduct of a government servant when Parliament session is in progress; and d) overview of the type of Parliamentary questions and responses. Towards the end, the participants developed clarity about Parliamentary procedures. They also understood that data accuracy to any query/question from Parliament is important and needs to be carefully validated. They were also sensitised about their conduct during Parliamentary procedures.

## Day 4: Thursday, 26 September 2019

Day 4-Session 1: 10:00 -11:30

### Right to Information and Citizen Charter

*Speaker:* Mr. K Govindarajulu, Joint Director, Behavioural Techniques, ISTM

The coverage of the lecture was on the scope of the Right to Information (RTI) Act, 2005, salient features of the Act (Imperatives), responsibilities of public authorities, provisions for third party information and private party information, exemptions under RTI Act, Grounds on which request for information can be rejected and appellate authorities and appeal process. Among others, the following were discussed: a) objective and components of the Citizen Charter; b) RTI & Citizen Charter; c) key definitions as per RTI Act 2005 of Information, Public Authority, Public Interest Groups, Pro-active disclosures, competent authority etc. The speaker laid emphasis on key articles, i.e. 5(4); 5(5), 6(2), 7(1), 8. He brought out that the Act is successful in terms of the timely delivery of information to the public in general as well as in increasing transparency and accountability in public office.

Day 4-Session 2: 11:45 -13:00

### Decentralization and Local Governments

*Speaker:* Dr V N Alok, Associate Professor, IIPA

Dr Alok made a presentation on the roles of local governments, in multi order federal system, for the delivery of civic services and discussed about the fiscal behaviour of local governments both Panchayats and Municipalities. He also presented the process of creating local governments in different federal countries including India and explained its relationship with the effectiveness of local governments. Towards the end, the participants developed greater understanding of the roles of district and block administration, Panchayats and Municipalities in various programmes of the Union and state governments. They also understood that these institutions are key in the monitoring and implementation of different central schemes at the grassroots.

Day 4-Session 3 and 4: 14:00 -17:15

### Government Machinery at the Centre

*Speaker:* Dr Sudhir Krishna, Former Secretary to GoI, Ministry of Urban Development.

The session focused on the following: a) Process of policy making, implementation, monitoring and evaluation in Government of India. This included the process of Cabinet Notes and EFC Notes; b) arrangements for accountability through audit (IFD, C&AG) and Parliament including Parliamentary Committees; c) Citizens Charter and RTI based public information dissemination; d) procedure and practices for preparation and implementation of centrally sponsored schemes; e) initiatives for strengthening G2C and G2B interface; and f) promoting innovation in governance.

## *Some Glimpses...*



Mr. Rajesh K Agarwal, Faculty, ISTM with the Group



Dr Guruprasad Mohapatra, Secretary, Department for Promotion of Industry and Internal Trade, GoI with the Group



Mr. S. N. Tripathi, Director, IIPA en route with the Group to Alwar



District Collector, Alwar welcoming the Group at Bambora Gram Panchayat

## Day 5: Friday, 27 September 2019

Day 5-Session 1: 10:00 -11:30

### GFRs, Budget and Expenditure Control; Government Accounting, Delegation of Financial Power Rules, 1978

*Speaker:* Mr. Rajesh K Agarwal, ISTM

Mr Agarwal dwelt on general financial rules (GFRs), budgets and expenditure control; government accounting and Delegation of Financial Power Rules, 1978. In the session, he covered, inter alia, the following: a) Constitutional provisions of Financial Management including articles 112, 113, 114 and 115; b) voted and charged expenditure; c) seven classes of object heads; d) no re-appropriation without prior approval; e) supplementary demands, types; f) revised estimates; g) role of Financial Adviser in policy; h) funds of Government of India; i) evolution of GFRs; and j) releases – single, big, bulk.

Day 5-Session 2 and 3: 14:00 -17:15

### Cabinet Note Preparation

*Speaker:* Mr. K L Sharma, Former Joint Secretary, Cabinet Secretariat, Government of India.

Mr. Sharma made a presentation on the context and structuring of a Cabinet Note. He discussed about the Key constitutional provisions relevant for cabinet notes, i.e. Article 53, 74(a), 77(1), 77(3), 246, 249, 252, 253. He also discussed about legal provisions of Emergency and use of ministry, department, office and secretariat. He shares his insight about building flexibilities and disclaimers in the proposals to avoid to & fro. He elaborated on the structuring of a cabinet note including classifying the underlying issue - 'generic' or 'exceptional'.

Day 5-Session 4: 17:30 -19:00

### \$ 5 Trillion Economy and Policy Making

*Speaker:* Dr Guruprasad Mohapatra, Secretary to the Government of India, Department for Promotion of Industry and Internal Trade.

Dr Mohapatra presented the outline of the \$5 trillion vision and the current rate, and where it could take Indian economy till 2024 by showing a gap of \$ 1 trillion. In his discussion, following points among others were covered a) China as the key competitors; b) US-China standoff - an opportunity; c) Artificial Intelligence (AI), Internet of Things (IoT), Robotics, 3D Printing, etc., leading the 4th Industrial Revolution; d) demographic dividend of India; e) need for skill development; f) urgent need to make things easy, each ministry/ department become an enabler; and g) necessary 100% State participation.

## Day 6: Saturday, 28 September 2019

Day 6-Session 1: 08:00 onwards

### Field Visit to Alwar, a Jal Shakti District in Rajasthan

*Team led by:* Mr. S N Tripathi, Director, IIPA and

Dr V N Alok, Associate Professor and Programme Director, IIPA

*Facilitated by:* Mr. Muralidharan, Deputy Adviser, Ministry of *Jal Shakti*, GoI and

Mr. Sukhdev Sah, Under Secretary (Establishment), Personnel

With the support of Mr Bharat Lal, Additional Secretary, Ministry of Jal Shakti and Chief Secretary, Government of Rajasthan a field visit was organised at Alwar to sensitise participants about the field level functioning of public administration and implementation of central government programme. The group travelled to Alwar in a mini bus. Firstly, the group visited the Bambora Gram Panchayat where the Sarpanch (Head) greeted each member of the entourage with traditional style of Rajasthan. Mr Inderjeet Singh, District Magistrate, Alwar District made a comprehensive power point presentation of various central

## *Some Glimpses...*



Mr. S N Tripathi, Director, IIPA presenting the Memento to Mr. Amitabh Kant, CEO, NITI Aayog, GoI.



Mr. Amitabh Kant, CEO, NITI Aayog, GoI, Mr. Bhaskar Khulbe, Secretary, Prime Minister Office (PMO) with the Group



Mr. Rajesh Kotecha, Secretary, Ministry of AYUSH, GoI with the Group



Mrs Debashree Mukherjee, Joint Secretary, PMO with the Group

government schemes related to water in Alwar District. Thereafter, the group visited farm ponds in Tehnoli Village, Kishangarh Bas to understand rain water harvesting projects. A gram sabha meeting was also organized so that the participants could develop better understanding of issues at the local level. A tree plantation project was also shown to them from the perspective of environment conservation. In the evening, the group visited Anil Agarwal Environmental Training Institute, Nimli where the Director, Dr Gita Kavarana, and her colleagues, showed various projects related to environment conservation.

## **Second Week – Management Practices in Government and Developmental Role**

Day 7: Monday, 30 September 2019

Day 7-Session 1: 09:30 -11:30

### **Address and Interaction**

*Speakers:* Mr. Amitabh Kant, CEO, NITI Aayog, Government of India  
Mr. Bhaskar Khulbe, Secretary, Prime Minister Office (PMO)

Dr Alok introduced both the speakers. Mr Tripathi welcomed the speakers. During the session, Mr Kant and Mr Khulbe explained the reasons for inducting professionals in various ministries of the Government of India through lateral entries. They underlined the importance of this experiment and showed high expectation from each member of the group. They interacted at length with the participants to clarify doubts. Many other officers of the Government of India also attended this session

Day 7-Session 2: 11:30 -13:00

### **How is working for the government different from Private sector and PSUs?**

*Speaker:* Mr. Rajesh Kotecha, Secretary to Government of India, Ministry of AYUSH

Mr Kotecha shared his insight of working in the government and narrated 15 cultural differences in public sector and private sector. He also gave away a few tips to deal with this cultural shift. He cautioned the participants about the common pitfalls that a new private sector person encounter in the Government.

Day 7-Session 3: 15:00 -16:00

### **What all can a Joint Secretary do?**

*Speaker:* Mrs Debashree Mukherjee, Joint Secretary, PMO

Mrs Mukherjee presented case studies of how officers navigate the government. She explained about the procedures to originate and implement an idea/file and also shared her insight as to how a Joint Secretary gets his work done. She also described the role, responsibility, resources and limitations at JS level.

Day 7-Session 4: 16:15 -17:15

### **Managing hierarchy**

*Speaker:* Mr. Deepak Bagla, Managing Director and CEO, Invest India

Mr Bagla put in plain words the skills of addressing/engaging with various authorities in the Ministry including Minister, Secretary, Additional Secretary, Director, Deputy Secretary and persons from private sector. He gave pointers on how to effectively communicate (verbal and non-verbal cues) with senior and junior colleagues and other stakeholders.

Day 7-Session 5: 17:15 -18:15

### **Program Management – Planning and Strategy**

*Speaker:* Mr. Yaduvendra Mathur, Special Secretary, NITI Aayog

Mr Mathur through power point presentation explained of roadmap creation from idea to implementation which includes financial planning and design thinking. He also shared task force report on Project & Programme Management of NITI Aayog.

## *Some Glimpses...*



Mr. Yaduvendra Mathur, Special Secretary, NITI Aayog with the Group



Mr. Deepak Bagla, Managing Director and CEO, Invest India with the Group



Mr. Prakash Kumar, CEO, Goods and Services Tax Network (GSTN) with the Group



Mr. Arvind Gupta, CEO (MyGov) and Co-founder (Digital India Foundation) with the Group



Day 7-Session 6: 19:00 -20:00

### Disruptive Transformation – The GSTN Story

*Speaker:* Mr. Prakash Kumar, CEO, Goods and Services Tax Network (GSTN)

Mr Kumar narrated the story of indirect tax transformation and creation of GSTN through suggestions drawn from immersive experience in both public and private sector. He explained how the process navigated through the multiple hurdles to bring changes.

## Day 8: Tuesday, 1 October 2019

Day 8-Session 1: 10:00 -11:00

### Use of Technology in Governance

*Speaker:* Mr. Arvind Gupta, CEO (MyGov) and Co-founder (Digital India Foundation)

Mr Gupta presented a short talk on best uses of technology in governance. He emphasized the importance of information available on the dashboard of mygov.in whereby on a click of mouse the real-time data of important services including expenditure thereon are made available and the same can be utilised by general public also. He elaborated on how the data available in the public domain (India stack) are being gainfully utilized by the number of Start Ups and other manufacturing industries.

Day 8-Session 2: 11:00 -13:00

### Lateral Entry Globally

*Speaker:* Mr. T V Somanathan, Additional Chief Secretary, Government of Tamil Nadu.

Mr Somanathan gave background and comparative analysis of civil services being followed in different countries globally. Subsequently, he deliberated upon the ways of getting business done in the Government in general and by lateral entrants in particular. He also deliberated upon different concepts of Government functioning and presented an art of fitting into oneself in the framework of government rules/ procedures/ policies.

Day 8-Session 3: 14:30 -16:00

### Dos & Don'ts - Part I:

*Speaker:* Mr. Amarjeet Sinha, Secretary to Government of India, Ministry of Rural Development

Mr Sinha presented case studies of various active policies alongwith dos and dont's to be taken care while formulating the new policy as well as expansion/ modifications of existing policies. It was emphasised that policy should be based on evidence, wide consultations with the stakeholders and inclusive to the possible extent. The sharing of real time experience was very helpful to the participants and the basic idea of making proposals saleable was very gainful to them.

Day 8-Session 4: 16:15 -17:30

### Dos & Don'ts - Part II:

*Speaker:* Mr. P.K. Tripathi, Establishment Officer and Additional Secretary, DoPT

Mr Tripathi presented case studies of well-thought proposals which could not turn into policies or which failed upon implementation and reasons for the same. The participants found his insights very enriching.

Day 8-Session 5: 17:45 -18:45

### Young Professionals in Government: Driving change at scale

*Speaker:* Mr. Anuj Gupta, Officer on Special Duty (OSD) to Minister of Railways and Commerce & Industry, GoI

Reflections on work as young professionals-start-up like culture in government with flexibilities (Opportunity to innovate)

Session on Start Up like culture and contribution of young professionals in the Government system was taken by Shri Gupta. He deliberated on how to fit into the system of hierarchy of Government alongwith his experience thereon.

## *Some Glimpses...*



Mr. S.N. Tripathi , Director, IIPA , Dr. Alok, Programme Director and Mr T V Somanathan, Additional Chief Secretary, Government of Tamil Nadu during the session



Mr. P.K. Tripathi, Establishment Officer and Additional Secretary, DoPT(in the Centre) with the Group



Mr. Anuj Gupta, OSD to Hon'ble Minister of Railways and Commerce & Industry, GoI with the Group

Day 8-Session 6: 19:00 -20:00

### Glimpse of both worlds

*Speaker:* Mr. Vikram S. Mehta, Executive Chairperson, Brookings India

Mr Mehta started his talk by pointing out difference in lives of bureaucrats and professionals alongwith his practical experience of success and failure in some cases due to reasons beyond his control. He emphatically dwelt on the rigidity of decision making framework of Government and desired for flexibility in the system to assimilate new ideas. He also deliberated upon the transformation of the present Government system which is becoming accommodative to accept the fresh/ new ideas.

## Day 9: Thursday, 3 October 2019

Day 9-Session 1: 09:00 -09:45

### Women in Public Sector-an insider's perspective

*Speaker:* Mrs. Arundhati Bhattacharya, Banker & Former Chairperson, SBI

Mrs Bhattacharya talked about how bureaucratic organisations provide greater career rewards to women. She shared her own experience in representing the minority -dealing with challenges.

Day 9-Session 2: 11:00 -13:00

### Relationship-building in Government

*Speaker:* Mr. Adil Zainulbhai, Chairman, QCI

Mr Zainulbhai gave tips on building relations in government. An interactive discussion on a set of themes was held as - how to mobilize support staff, specific aspects of various ministries. This was the pre-cursor for the next sessions.

Day 9-Session 3: 14:00 -15:30

### Presentations on issues in the sector and how they can contribute to the ministry

*Moderated by:* Mr Adil Zainulbhai

*Presented by:*

- Mr. Dinesh Dayanand Jagdale
- Mr. Sujit Kumar Bajpayee
- Mr. Amber Dubey
- Mr. Bhushan Kumar
- Mr. Suman Prasad Singh

*Commented by:*

- Mr. Praveen Kumar, Additional Secretary, MNRE
- Mr. Ravi Shankar Prasad, Additional Secretary, MOEFCC
- Mrs. Rubina Ali, Joint Secretary, Ministry of Civil Aviation
- Mr. Lucas L. Kamsuan, Joint Secretary, Ministry of Shipping
- Mr. Abhay Damle, Joint Secretary, Ministry of Road, Transport & Highways

Each participant made a ten-minute presentation on what the each one of them brings to the respective Ministry by sharing his past experience and views on his respective sectors. This was followed by feedback from the representative of the Secretary of the concerned Ministry.

## *Some Glimpses...*



Mr. Vikram S. Mehta, Executive Chairperson, Brookings India (in the Centre) with the Group



Mrs. Arundhati Bhattacharya, Banker and Former Chairperson, SBI interacting with the Group



Mrs. Arundhati Bhattacharya, Banker (Retd.) and Former Chairperson, SBI with the Group

Day 9-Session 4: 15:45 -17:15

### **Presentations on issues in the sector and how they can contribute to the ministry**

*Moderated by:* Mr Adil Zainulbhai

*Presented by:* Mr. Saurabh Mishra

Mr. Rajeev Saksena

Mr. Arun Goel

*Commented by:* Mr. Debashish Panda, Additional Secretary, Financial Inclusion, DFS

Mr. Surinder Pal Singh, Joint Secretary (Admin and FT), DEA, Ministry of Finance

Each participant made a ten-minute presentation on what each one of them brings to the respective Ministry by sharing his past experience and views on his respective sectors. This was followed by feedback from the representative of the Secretary of the concerned Ministry. Nobody could participate from the Ministry of Commerce due to unforeseen circumstances. Leave of absence was granted to the representative of the Ministry of Commerce.

Day 9-Session 5: 17:30 -18:30

### **Bringing Change at Scale**

*Speaker:* Mr. Parameswaran Iyer, Secretary, Ministry of Drinking Water and Sanitation, GoI

Mr Iyer shared his insight on working in the government and the World Bank on water and sanitation. He shared his experience of drawing expertise in leading mammoth projects. His previous identity in IAS comes handy during interaction with other government officers.

Day 9-Session 6: 19:00 -20:00

### **Role in India's Growth Story**

*Speaker:* Mr. N K Singh, Chairman, 15th Finance Commission, India

Mr Singh had inspirational interaction with the cohort to finally sum up their learning and get the participants excited about the important responsibility they had to play in India's growth story.

Day 9-Session 7: 20:30 -21:30

### **Role in India's Growth Story**

*Speaker:* Mr. Sanjeev Sanyal, Principal Economic Adviser in the Ministry of Finance, GoI

Mr Sanyal, a lateral entrant in government, shared his first hand experience with the participants.

## **Day 10: Friday, 4 October 2019**

Day 10-Session 1: 09:00 -10:00

### **Government Processes and Procedures**

*Speaker:* Mr. R Ramanan, Mission Director, Atal Innovation Mission (AIM), NITI, GoI

Mr Ramanan discussed on how to navigate government processes, procedures, file work, finance approvals, tendering etc..

Day 10-Session 2: 10:00 -11:00

### **Key insights for the Joint Secretaries**

*Speaker:* Dr Shankar Acharya, Economist and Honorary Professor, ICRIER

Dr Archarya shared his experience during the days when he was Chief Economic Adviser. This was followed by an interactive discussion which was enriching to the participants.

## *Some Glimpses...*



Mr. Adil Zainulbhai, Chairman, QCI interacting with the Group



Mr. Abay Damle, Joint Secretary, Ministry of Road, Transport and Highways is speaking



Mr. Ravi Shankar Prasad, Additional Secretary, MOEFCC , GoI is speaking

Day 10-Session 3: 11:15 -12:15

### Strengths of private sector that can have large impact in Governance

*Speaker:* Mr. Nandan Nilekani, Co-Founder & Non-Executive Chairperson, Infosys

Mr Nilekani discussed with a little humours on how private sector experience helped him in leading large scale government projects.

Day 10-Session 4: 13:00 -13:45

### Feedback over lunch with Secretary, Personnel [*at North Block*]

*Speakers:* Dr C Chandramouli, Secretary, Personnel

Mr. S N Tripathi, Director, IIPA

Mrs Sujata Chaturvedi, Additional Secretary, Establishment

Dr V N Alok, Associate Professor and Programme Director, IIPA

Dr Chandramouli, Secretary, Personnel had a lunche on with the participants at North Block to get their views on the contents, delivery and logistics of the programme. Participants expressed their satisfaction over every aspect of the programme. They requested a mentor and follow up programme after three or six months. Dr Chandramouli asked Dr V N Alok to act as mentor for the participants for the next six months, if needed..

Day 10-Session 5: 14:00 -15:00

### Valediction [*at Cabinet Secretariat Rashtrapati Bhawan*]

*Speakers:* Mr. Rajiv Gauba, Cabinet Secretary, Government of India

Dr C Chandramouli, Secretary, Personnel

Mr. S N Tripathi, Director, IIPA

Mrs Sujata Chaturvedi, Additional Secretary, Establishment

Dr V N Alok, Programme Director, IIPA

Mrs Chaturvedi initiated the discussion and requested Dr Alok to present a brief report of the programme. Dr Alok presented the report and appreciated the interest each participant had shown in the programme. The Cabinet Secretary mentioned that he had seen the draft report of the programme and remarked over the tight schedule, whereby, classes were held till late evening. Dr Alok said that all participants were excited, disciplined and punctual in all sessions. Mr Tripathi thanked the Department of Personnel and Training for assigning the programme to IIPA and showed willingness to do such courses in future. Mr Chandramouli thanked IIPA for the excellent conduct of the course. Mr Gauba then asked each participant to share his background and views about the respective sector. Each participant thanked IIPA for the design and conduct of the course and shared their background, inclination and views on the sector. In his address, Mr Gauba mentioned, among others, the following:

- All the joint secretaries have potential and ideas to contribute in the sector;
- Government of India has taken a considered view to recruit experts through lateral entries and wants the experiment to succeed while everybody is watching this experiment.
- At times, working in government is frustrating as lots of emphasis is on process.

He urged the participants to:

- bring fresh air;
- make extra efforts to get people on board in the respective ministry;
- work in mission mode;
- try to change the hierarchical system in the government;
- develop processes which are result oriented and less risky;
- avoid any conflict of interest

He expressed his willingness to meet the participants after three months. He also said that three year contract could be extended. At the end, he awarded IIPA certificate to each participant on the successful completion of this course.

# Some Glimpses...



Mrs. Rubina Ali, Joint Secretary, Ministry of Civil Aviation, GoI is speaking



Mr. Surender Pal Singh, Joint Secretary, (Admin & FT), DEA, Ministry of Finance, GoI is speaking



Mr. Debashish Panda, Additional Secretary, Financial Inclusion, DFS, GoI is interacting with the Group



Mr. Debashish Panda, Additional Secretary, Financial Inclusion, DFS, GoI with the Group



Mr. Parameswaran Iyer making his presentation



Participants during Mr. Parameswaran Iyer Session



Mr. N.K. Singh, Chairman, 15th Finance Commission, GoI interacting with the Group and Dr V N Alok is sitting



Dr. V N Alok, Mr. N.K. Singh and Mr Sanjeev Sanyal



# FEEDBACK SESSION

Towards, the end of the programme, feedback was elicited from the participants through a semi structured feedback form. The response of each delegate was tabulated. The same is presented below:

1. *Please rate the structure and organisation of the course?*

Very well structured	Well Structured	Somewhat unstructured	Very unstructured
38%	62%		

2. *How useful is this training to you immediately in your job?*

Very useful	Quite useful	of limited use	Not at all useful
75%	25%		

3. *How far is this training likely to be in future jobs that you may handle?*

Very useful	Quite useful	of limited use	Not at all useful
75%	25%		

4. *How far have you been benefitted from interaction with the fellow participants of the course?*

Extremely	Considerably	Fairly	Not at all
75%	25%		

5. *How far were the course topics relevant to the course?*

Extremely	Considerably	Fairly	Not at all
62%	38%		

6. *To what extent are you satisfied with the following?*

Sl. No.	Induction Attributes	Satisfied fully	Satisfied to a large extent	Satisfied to a limited extent	Not Satisfied at all
1.	Reception	75%	25%		
2.	Residential accommodation	75%	13%	12%	
3.	Food quality and service	88%	12%		
4.	Class room facilities	75%	25%		
5.	Library facilities	75%	25%		
6.	Computer facilities	38%	50%	12%	
7.	Interaction with the faculty	88%	12%		
8.	Reception facilities (for residential participants)	50%	50%		

## *Some Glimpses...*



Dr Alok welcoming Dr Shankar Acharya, Economist and Honorary Professor, ICRIER



Dr Shankar Acharya, Economist and Honorary Professor, ICRIER with the Group



Mr. S. N. Tripathi welcoming Mr. Nandan Nilekani, Co-Founder and Non-Executive Chairperson, Infosys



Mr. S. N. Tripathi presenting memento to Mr. Nandan Nilekani, Co-Founder and Non-Executive Chairperson, Infosys

# FEEDBACK SESSION

## 7. Which parts of the Course did you find the most helpful?

In general, observations of participants about the effectiveness of the programme revolve around following:

- a. The participants appreciated the sequential arrangement of programme dealing with two objectives:
  - Insights of Government Functioning and Skill Enhancement
  - Management Practices in Government and Developmental Role
- b. The participants liked the interaction with the bureaucrats from the government institutions like PMO, NITI Aayog, DoPT, ISTM and others as such.

## 8. Which parts of the Course did you find least helpful?

All the parts of induction course were extremely helpful as per the feedbacks received from participants.

## 9. Your overall impression of the Course.

Excellent

75%

Very Good

25%

Good

Fair

## 10. Assessment of the training faculty.

Most of the participants liked the engaging attitudes; way of presentation and grasp on the topic presented by speakers particularly B S Baswan, Sudhir Krishna, T V Somanathan, Shankar Acharya and Nandan Nilekani and expressed that it would be good if there were more presenters like them..

## 11. Any other comments/observation you wish to make about the course?

The participants appreciated the training programme. They found the training programme quite helpful for themselves and their respective organizations. Some of the participants expressed that there should be more question-answer sessions between trainers/presenters and participants.

Some of the Participants expressed that the programme should be of three weeks and more field visits should be involved. Participants liked the training materials and reading materials provided during and post-programme. The participants appreciated the support services provided by the IIPA during their induction programme. Also they expressed their gratitude for the same.

## 12. Kindly indicate how effective were the following sessions /topics to you:

Sl. No.	Topic (s)	Faculty Name (both Internal and Guest Speakers)	Assessment			
			Excellent	Very Good	Good	Fair
1.	Inaugural Session	C Chandramouli Sujata Chaturvedi K. Srinivas	88%	12%		
2.	Interaction Session	S N Tripathi,	88%	12%		
3.	Public Policy Drivers and the Role of Civil Servants	B S Baswan	88%	12%		
4.	A Day in the Life of a Joint Secretary	Sujata Chaturvedi	76%	24%		
5.	Functioning of Governments in Indian Federal Setting	V N Alok	88%	12%		

# Some Glimpses...



Mr. Nandan Nilekani with the Group



The Participants during Feedback session with Secretary, Personnel (at North Block)



The Participants during Feedback session with Secretary, Personnel (at North Block)



Mr Bhushan Kumar receiving certificate from Mr Rajiv Gauba, Cabinet Secretary



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Amber Dubey



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Arul Goel



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Dinesh Dayanand Jagdale



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Rajeev Saksena

# FEEDBACK SESSION

6.	Noting and Drafting in Government	K S Samarendra Nath	76%	24%		
7.	Office Procedures	K S Samarendra Nath	76%	24%		
8.	Thoughts of Gandhi and Sardar Patel in Policy and Governance	Shakti Sinha	64%	36%		
9.	Conduct Rules	Ravindra Kumar	76%	24%		
10.	Gender Budgeting	Aasha Kapur Mehta,	64%	36%		
11.	Parliamentary Procedures	Satya Prakash	88%	12%		
12.	Right to Information and Citizen Charter	K Govindarajulu	64%	36%		
13.	Decentralization and Local Governments	V N Alok	88%	12%		
14.	Government Machinery at the Centre	Sudhir Krishna	88%	12%		
15.	GFRs, Budget and Expenditure Control	Rajesh K Agarwal	76%	12%	12%	
16.	Government Accounting, Delegation of Financial Power Rules, 1978	Rajesh K Agarwal	76%	24%		
17.	Cabinet Note Preparation	K L Sharma	50%	25%	25%	
18.	\$ 5 Trillion Economy and Policy Making	Guruprasad Mohapatra	88%	12%		
19.	Field Visit to a Jal Shakti District (Alwar)	S N Tripathi V N Alok Muralidharan, Dy Adviser (Jal Sakti) and Sah Under Secretary (Estt)	88%	12%		
20.	Bambora <i>Gram Panchayat</i> (Alwar District) Visit to sights and interaction with villagers and officers	Inderjeet Singh, District Magistrate and his team. Sarpanch, Bambora	No Comments			
21.	Visit to Anil Agarwal Environmental Training Institute (En route)	-	No Comments			
22.	Address and Interaction	Amitabh Kant Bhaskar Khulbe	88%	12%		
23.	How is working for the government different from Private sector and PSUs?	Rajesh Kotecha	88%	12%		
24.	Managing hierarchy	Deepak Bagla	88%	12%		
25.	What all can a Joint Secretary do?	Debashree Mukherjee	76%	24%		
26.	Program Management – Planning and Strategy	Yaduvendra Mathur	24%	52%	24%	

## *Some Glimpses...*



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Saurabh Mishra



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Sujit Kumar Bajpayee



Mr. Rajiv Gauba, Cabinet Secretary, GoI presenting Certificate to Mr. Suman Prasad Singh



Mr. Rajiv Gauba, Cabinet Secretary, GoI with the Group

# FEEDBACK SESSION

27.	Disruptive Transformation – The GSTN Story	Prakash Kumar	88%	12%		
28.	Use of Technology in governance	Arvind Gupta	73%	37%		
29.	Lateral Entry Globally	T V Somanathan	88%	12%		
30.	<u>Dos &amp; Don'ts - Part I</u> (Two sessions: each session by one civil servant to cover five case studies/stories)	Amarjeet Sinha	64%	36%		
31.	<u>Dos &amp; Don'ts - Part II</u> (Two sessions: each session by one civil servant to cover five case studies/stories)	P.K. Tripathi	40%	60%		
32.	Young Professionals in government: Driving change at scale	Anuj Gupta	No comment on this brief session of about 15-20 min.			
33.	Glimpse of both worlds	Vikram S. Mehta	28%	72%		
34.	Women in Public Sector-an insider's perspective	Arundhati Bhattacharya	64%	36%		
35.	Relationship-building in Government	Adil Zainulbhai	38%	62%		
36.	Bringing Change at Scale	Parameshwaran Iyer	88%	12%		
37.	Role in India's Growth Story	N K Singh	88%	12%		
38.	Role in India's Growth Story	Sanjeev Sanyal	24%	64%	12%	
39.	Key insights for the Joint Secretaries	Shankar Acharya	76%	24%		
40.	Government Processes and procedures	R Ramanan	88%	12%		
41.	Strengths of private sector that can have large impact in Governance	Nandan Nilekani	88%	12%		

# BRIEF BIOGRAPHIES OF SPEAKERS



**Shankar Acharya** is an economist and presently employed at Indian Council for Research on International Economic Relation (ICRIER) as an Honorary Professor. Dr. Acharya graduated from University of Oxford in 1967 with first class Honors in Politics, Philosophy and Economics. Subsequently, he was awarded Ph.D in Economics from Harvard University in 1972. He has spent large part of his career in The World Bank. He was Chief Economic Adviser to the Government of India

during 1993-2001. In addition, he has been part of policy making exercise in various capacities including Member of the 12<sup>th</sup> Finance Commission, Member of the Prime Minister Economic Advisory Council in 2001-03 and former Chairperson of Kotak Mahindra Bank



**VN Alok** teaches Public Finance in the Indian Institute of Public Administration, New Delhi. He has been a member of several policy making committees and commissions of the government including the membership of the 5<sup>th</sup> Delhi Finance Commission. He has also served the 12<sup>th</sup> Finance Commission of India. He developed the concept of Devolution Index in 2004 and made it operational annually, since 2009 for the Prime Minister awards to the top ranked States. Dr Alok has written extensively

and conducted/supported various international and national workshops for policy makers and senior civil servants in parts of Asia and Africa in spheres of public finance including fiscal federalism, tax reform, fiscal decentralization, local public finance etc. with the support of the Ministry of External Affairs, Government of India, The World Bank, Hanns Seidel Foundation and The Forum of Federations. Email: vnalok@gmail.com.



**Rajesh K. Agarwal** is an officer from Indian Cost Accounts Service of Ministry of Finance. Presently he is 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, NIFM, ISTM, INGAF, NICE, IIPA.



**Deepak Bagla** is Managing Director and CEO, Invest India. He started his career with the World Bank in Washington, DC before moving back to India to join the corporate project team of RPG Enterprises.

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# BRIEF BIOGRAPHIES OF SPEAKERS



**Arundhati Bhattacharya** is a retired Indian banker and former chairperson of the largest public sector bank of India i.e. State Bank of India (SBI). She holds the privilege of being first woman to chair the SBI. In her 36 career at SBI, she has worked in multiple domains including foreign

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**Sujata Chaturvedi** is Additional Secretary, Establishment, Department of Personnel and Training, Government of India. She is an Indian Administrative Service Officer of Bihar Cadre of 1989 Batch. Prior to her present role she served in different capacities at Union and State Governments. Regional Deputy Director at Ministry of Planning, UIDAI during May 2011 to May 2015. She was Principal

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# BRIEF BIOGRAPHIES OF SPEAKERS



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**Parameswaran Iyer** is Secretary to the Government of India, Department of Drinking Water & Sanitation, Ministry of Jal Shakti. He joined Indian Administrative Service (IAS) in 1981 as an officer of Uttar Pradesh cadre and obtained voluntary retirement in 2009. Prior to his present assignment, he has held several positions including Program Leader and Lead Water & Sanitation Specialist in the Hanoi office of the World Bank, and credited with initiating and implementing the "Swajal Program" amongst other initiatives in the sector. He holds dual Master degree in Business Administration & Public Administration. Email: [param.iyer@gov.in](mailto:param.iyer@gov.in).



**Bhaskar Khulbe** is Secretary, PMO. He is an IAS officer of 1983 batch, West Bengal Cadre. During his service he held several key positions and contributed to policy making. He was Joint Secretary in the Department of Administrative Reforms, Ministry of Personnel and Grievances at a time of 2<sup>nd</sup> Administrative Reforms Commission. He was also the Director in Cabinet Secretariat.

# BRIEF BIOGRAPHIES OF SPEAKERS



**Sudhir Krishna** joined as an Insurance Ombudsman, Delhi on the 12<sup>th</sup> September 2019. He had joined as an Indian Administrative Service officer in 1977 in Karnataka cadre and served in various capacities at Union

and State government level till his retirement in 2014. In the Union government, he served as the Secretary, Ministry of Urban Development during (August 2011- June 2014), Additional Secretary (Panchayati Raj), Joint Secretary (Fertilizers) and Joint Secretary & Convener (11<sup>th</sup> Finance Commission). He also worked as Deputy Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie. He was appointed by the Lt Governor of Delhi as the Chairperson of the 5<sup>th</sup> Delhi State Finance Commission (April 2016- Oct 2017). He also chaired the Committee on Technology Needs Assessment for Sustainable Habitats (January 2017-April 2019) at Technology Information, Forecasting & Assessment Council (TIFAC). He contributes articles & papers to journals & magazines on issues related to public policies & governance. Email: sudhir.krishna@gmail.com.



**Yaduvendra Mathur** is an IAS officer of 1986 batch of Rajasthan cadre is promoted from the post of Additional Secretary (Feb' 2017) to the Special Secretary, NITI Aayog in March 2019 and has been working as Special Secretary Knowledge

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**Prakash Kumar** is CEO of Goods and Services Tax Network (GSTN). He is a former IAS officer (1985-2008) and held various positions including Joint Secretary, Government of India; Secretary Government of Delhi; Chairman and Managing Director, Andaman & Nicobar Integrated Development Corporation; Additional Commissioner, Trade Taxes, Government of Delhi. He has completed his B.Tech in Electrical Engineering from

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**Ravindra Kumar** has been working as a Guest faculty in Institute of Secretariat Training and Management (ISTM), Delhi. Email: ravindra1959@rediffmail.com



**Guruprasad Mohapatra** is an IAS officer of 1986 batch. He assumed the charge of office of Secretary, Department for Promotion of Industry and Internal Trade (DPIIT) on 1<sup>st</sup> August, 2019. He contributed in infrastructure development in various sectors including urban development, power sector, and other industries. He has held the portfolio of Municipal Commissioner in Surat, Gujrat. He was actively involved in the process of converting Surat into one

of the models of urban governance with its thrust on Solid Waste Management, quality infrastructure and sound financial management.



**Aasha Kapur Mehta** was Professor of Economics in IIPA. She has worked extensively in poverty and gender issues. She has completed M.A. from Delhi School of Economics, Delhi University, M.Phil from Jawaharlal Nehru University, MS and Ph.D. from Iowa State University, USA. She was Pre-doctoral Fullbright Scholar and McNamara Fellow in World Bank. Email: aasha2006@gmail.com

# BRIEF BIOGRAPHIES OF SPEAKERS



**Vikram Singh Mehta** is Executive Chairperson, Brookings India. Shri Mehta started his career in 1978 as an IAS officer of Rajasthan cadre and resigned from the service in 1980 to join Phillips Petroleum based in London as a Senior Economist. He graduated in Mathematics from St. Stephen's College,

Delhi and completed his post graduation in Economics from University of Oxford. He worked in various MNCs including Shell International, London in 1988, as Managing Director of Shell Markets & Chemicals, Egypt (1991-94) and as Chairperson of Shell Group of Companies in India (1994-2012).



**K S Samarendra Nath** is a member of Central Secretariat Service. 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, 12-year experience as a faculty

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**Satya Prakash** has been serving as a Joint Secretary in the Ministry of Parliamentary Affairs since August, 2015 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). He worked in Lok Sabha Secretariat for more than 19 years in different capacities. Email: jsmpa@gov.in

**Debashree Mukherjee** is a 1991 Batch IAS officer of AGMUT cadre and has been working as a Joint Secretary, Prime Minister Office (PMO) with effect from April 2015. She has completed her M.A. in English from Jawaharlal Nehru University and M.Sc. Water and Environment Management from Loughborough University, UK. She has held several important portfolios in her career including Urban Adviser to DFID, New Delhi during 2005-07, Secretary, Social welfare, Women & Child Development, Government of NCT of Delhi during 2007-09, CEO, Delhi Jal Board in 2012-13, and Chairperson & MD, Delhi Transport Corporation (DTC) in 2014-15. Email: dmukher@gov.in



**Nandan Nilekani** is a noted Indian entrepreneur, technocrat & politician. He is also Co-Founder and Non-Executive Chairperson of Infosys. He was chairperson of Unique Identification Authority of India (UIDAI) and played a key role in building bio-metric based multipurpose national identity card AADHAR for Indian citizens. He holds several important positions in multiple institutions including Chairperson of

EkStep (a non-profit literacy and numeracy platform), President of Governing body of New Delhi based think tank National Council of Applied Economic Research (NCAER), and Member of the Board of Governors of Indian Council for Research on International Economic Relation (ICRIER). He has been honored with several prestigious awards including *Padma Bhusan* in 2006, Asia's Businessman of the Year 2003 by Fortune Magazine, and the 22nd Nikkei Asia Prize for Economic & Business Innovation in 2017. He has authored several books including 'Imagining India'. Email: nandan@nandannilekani.in

# BRIEF BIOGRAPHIES OF SPEAKERS



**R. Ramanan** is the Mission Director of the Atal Innovation Mission (AIM) - a flagship national Innovation initiative of the Prime Minister and the Government of India in NITI Aayog. Under his present role he has guided AIM to achieve several milestones including establishing over 8000 Atal Tinkering Labs, more than 100 Atal Incubation Centres and others as such. Previously,

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**Sanjeev Sanyal** is an Economist, who presently holds the position of Principal Economic Adviser, Ministry of Finance, Government of India. He also serves as the co-chair of the Framework Working Group of the G20. He spent two decades in the financial sector and held several distinguished positions in the past including Global Strategist and MD at Deutsche bank. In 2007, he was awarded the Eisenhower Fellowship

for his work on urban dynamics. He is professionally associated with global institutions including as a Visiting Scholar at Oxford University, Adjunct Fellow at the Institute of Policy Studies, Singapore and a Senior Fellow at WWF Nature. He has authored several best-selling books including 'Land of the Seven Rivers', 'The Indian Renaissance' and 'The Ocean of Churn'. Email: sanjeev@sanjeevsanyal.com.



**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) which imparts training to civil servants. 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. He prepared the Handbook on Writing Cabinet Notes in 2011 on behalf of the Cabinet Secretariat. He is postgraduate in Economics from Himachal Pradesh University, LLB from Delhi University and MSc from York University, UK. Currently, he is a practicing lawyer of the Central Administrative Tribunal (CAT) and Delhi High court. Email: kundansharma@yahoo.com.



**Amarjeet Sinha** is Secretary to the Government of India, Ministry of Rural Development and Panchayati Raj. He is a 1983 batch IAS officer of Bihar cadre. He has graduated in History from St. Stephen's College, and recipient of several prestigious scholarships

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**Shakti Sinha** is the Director of the Nehru Memorial Museum & Library, New Delhi. He is also a Distinguished Fellow at the Institute of National Security Studies Sri Lanka (INSSSL), Colombo. He has a master's in public policy from George Mason University, and a master in history from Delhi University. He was

a member of the Indian Administrative Service from 1979 to 2013, when he took VRS. He has held positions at different levels at the union, provincial and local levels, including as private secretary/ joint secretary to prime minister (Vajpayee), head of Delhi's power utility, principal secretary in Delhi provincial government, chief secretary of the Andaman government and others. Internationally, he headed the United Nation's governance & development team in Afghanistan (2006-09) coordinating donor support to the Afghan government, and was earlier Senior Advisor to India's Executive Director on the World Bank board (2000-2004) He has worked at think tanks in India (Director, India Foundation; Visiting Senior Fellow, Observer Research Foundation) and Singapore (Research Fellow, Institute of South Asian Studies) and edited six books, the most recent one on Sardar Patel. He has written many book chapters, working papers, policy briefs, columns etc. on political economy of India, Indian foreign policy & strategic affairs, governance, Chinese economy & politics, and on Afghanistan, for global and Indian publications. Email: director.nmml@gov.in.

# BRIEF BIOGRAPHIES OF SPEAKERS



**N K Singh** is Chairman of the 15<sup>th</sup> Finance Commission. He was Member of Parliament (Upper House). He was a prominent Member of Indian Administrative Service (IAS) since 1964. His cadre was Bihar. He held various positions in his career including Secretary, Expenditure and Revenue in the Union Ministry of Finance and OSD to the Prime Minister Atal Bihari Vajpayee. He was also the Member of Planning Commission. Email: [nandu@nksingh.com](mailto:nandu@nksingh.com)



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**Pradip Kumar Tripathi** has been working as Establishment Officer & Additional Secretary, Department of Personnel & Training, Government of India since 31<sup>st</sup> August 2017. He is an IAS officer of 1987 batch, Jammu & Kashmir cadre. In the past, he 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

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**Adil Zainulbhai** is the Chairperson of the Quality Council of India. Prior to the present role, 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.

He serves on the boards of numerous nonprofit organizations, including the American India Foundation, the CII National Council, and Saifee Burhani Upliftment Trust, which is redeveloping Mumbai's Bhendi Bazaar. He serves on the advisory boards of the Indian Institute of Technology Bombay and is president of the Harvard Business School Alumni Association, India. Previously he has completed his B. Tech. in Mechanical Engineering from IIT Bombay and pursued his Masters from Harvard Business School.



**T. V. Somanathan** is an IAS officer of 1987 batch from Tamil Nadu cadre and presently holding the position of Additional Chief Secretary and Commissioner Commercial Taxes, Government of Tamil Nadu with effect

from June 2018. 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. He has served Government of India in different capacities including a Joint Secretary in the Ministry of Corporate Affairs (2010-11) and Joint Secretary/Additional Secretary to the Prime Minister during 2015-17. In his career, he has also earned good reputation by working in the World Bank at senior positions. He has published over 80 papers and articles in journals on various topics of economics, finance & public policy and authored two books. Email: [plansec@tn.gov.in](mailto:plansec@tn.gov.in).



**Surendra Nath Tripathi** is the Director 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. His work in strengthening accounting system of all the Gram Panchayats through PriaSoft web-based accounting system was recognized for Prime Minister Award. He had completed M.A. in Political Science and M.B.A in Public Policy. Email: [snt@gov.in](mailto:snt@gov.in).



The Sarpanch welcoming Dr V N Alok



The participants during Jal Shakti District, Alwar visit



Mr. S. N Tripathi and Collector, Alwar with the participants



The Participant during field visit at Jal Shakti District, Alwar



A picture during field visit in Alwar



A picture during field visit in Alwar



A picture during field visit in Alwar



A picture during field visit in Alwar



Dr. V N Alok presenting IIPA memento to Mr. N K Singh, Chairman, 15th Finance Commission



Mr. N.K. Singh, Chairman, 15th Finance Commission with the Group



Mr. Sanjeev Sanyal addressing the Group



Mr. R Ramanan, Mission Director, Atal Innovation Mission (AIM), GoI addressing the participants

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# Lateral Entrants Join Civil Services After 2-WK Training

Move to provide each new joint secy with 'a set of essential skills'

Anubhuti.Vishnoi  
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**New Delhi:** The first lateral entrants into the Government of India services have finally joined work as joint secretaries across different ministries, but only after a power-packed two-week training to attune them to the ways of the government.

The Cabinet Secretariat had tasked the Indian Institute of Public Administration (IIPA) with preparing the induction programme held from September 23 to October 4. As part of the module, the 'joint secretary-laterals' interacted with the brass of the Narendra Modi government including cabinet secretary Rajiv Gauba, secretary to the PM, Bhaskar Kulbe, Niti Aayog CEO Amitabh Kant, 15th Finance Commission chairman NK Singh and several secretaries, officials said.

Some stalwarts of the corporate world too had stopped by, from Nandan Nilekani to Vikram S Mehta and Adil Zainulabhai, who drew upon their own experiences in working with the government.

The basic idea was to provide each new joint secretary with 'a set of essential skills' to help them work effectively within the government. Structured interactions and rulebook briefings apart, the laterals were taken on a field visit to Alwar to un-

## Power-packed

Amitabh Kant and Bhaskar Kulbe opened sessions on management practices in government

**Secretary chats:** Guruprasad Mohapatra on the Centre's \$5 trillion economy plan, Parameshwaran Iyer on 'bringing change at scale' while Prakash Kumar, CEO of the GST Network on 'disruptive transformations'.



**Pvt sector steps in** Deepak Bagla on 'managing hierarchy' within government, Vikram S Mehta on differences in lives of civil servants and private sector professionals, Nandan Nilekani on pvt sector impact on governance and Adil Zainulbhai on 'relationship building in govt'

## INTERACTIONS



Entrants interacted with the brass of govt, including cabinet secretary Rajiv Gauba

derstand the on-ground working of a national flagship mission like Jal Shakti Abhiyan. DOPT secretary C Chandramouli held forth on the challenges a JS lateral would be facing—from winning over a team to managing pressures, keeping conflict of interest at bay and the challenge of 'earning the respect and creating a space', officials said. Rural development secretary Amarjeet Singh chaired a session

on the 'dos and don'ts', detailing well thought-out proposals that could not be implemented or failed for some reason. Additional secretary in the personnel & training department Sujata Chaturvedi outlined 'a day in the life of a joint secretary', bringing in the rules of conduct, JS support staff and administrative process.

PMO joint secretary Debarshree Mukherjee held forth on 'what all can a joint secretary do?' with case studies, the procedures to originate and implement a file and an idea, the resources and limitations of a JS, and how to work within these to get things done.

Special sessions were held on the system of 'drafting' and 'noting' in the government, official, correspondence rules. A separate class was held on Cabinet note preparation, structuring them and building in of flexibilities and disclaimers.

Source ET, 12 October 2019

# How to work like IAS officer — lessons taught to 8 lateral entrants recruited by Modi govt

**In a 2-week training programme, the lateral entrants got a crash course on governance matters that will help them begin their journeys as joint secretaries.**

**New Delhi:** How to make cabinet notes, how to work around parliamentary procedures, why it is important to build relations and network with career bureaucrats and never get sucked into a sense of victimhood — these are some of the key things taught to the first batch of lateral entrants who joined as joint secretaries in eight central ministries last month.

In a two-week residential training programme organised by the Indian Institute of Public Administration (IIPA), the eight lateral entrants were given a crash course on governance-related matters that will help them begin their journeys as joint secretaries under the Modi government's lateral entry scheme.

For the two weeks, their 12-hour days began at 7 am with a yoga session, and ended at 9 pm. Through the day, the lateral entrants listened to lectures, received assignments, reading material, and heaps of advice on how to navigate the seemingly impenetrable power corridors of New Delhi.

Recruited by the Union Public Service Commission (UPSC) earlier this year, the eight joint secretaries were given lectures by dignitaries and key government

officials such as Nandan Nilekani, non-executive chairman, Infosys, and founding chairman, Unique Identification Authority of India (UIDAI); Parameswaran Iyer, secretary, Department of Drinking Water and Sanitation, Jal Shakti ministry; Arundhati Bhattacharya, former chairperson of the State Bank of India; Bhaskar Khulbe, secretary to Prime Minister Narendra Modi; Amitabh Kant, CEO, NITI Aayog; Sanjeev Sanyal, Principal Economic Adviser in the finance ministry, among others.

In addition, serving officials from the home ministry, finance ministry, cabinet secretariat, among others also gave lectures to the new batch.

“All these people who have been very important figures in policy-making in the country gave us insights into how the government actually functions, and how to get work done,” said one of the lateral entrants.

“The key message was to not get sucked into a sense of victimhood that we are outsiders... They said that even when an IAS officer comes to Delhi from their states, they remain outsiders for a while.”

Source: ThePrint, 9 October, 2019



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