

# ISTM NEWS

OCTOBER – DECEMBER 2014



**INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT  
DEPARTMENT OF PERSONNEL & TRAINING  
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSION  
GOVERNMENT OF INDIA  
ADMINISTRATIVE BLOCK, OLD JNU CAMPUS, NEW DELHI - 110067**

## **FROM DIRECTOR**

It is heartening to see the flowers gradually blossom in the ISTM premises, like the trainees also do in their service lives. It is equally heartening to see the great response to our earlier issues of ISTM News.

The current issue of the newsletter will inform our readers about the activities of the Institute during the period from October, 2014 to December, 2014 and also our upcoming training courses to be held from March to May, 2015. Though despite our best efforts we have been able to cover only some of the major activities of the Institute. I am confident that this issue of the newsletter will cater to the needs of most of our readers.

The Institute is working towards providing training of the highest order. In keeping with the dynamic changes in governance, it is in the process of constant up-gradation of its training modules and delivery systems. The Institute is also providing training in specific areas such as RTI and Financial Management. Our constant endeavours in providing the latest information relating to the issues in question to our trainees and our hands-on training modules have won acclaim from trainees and experts alike.

I request all the readers of ISTM News to send their ideas and suggestions to us for further improving the newsletter.

**UMESH KUMAR**

Director, ISTM

## **SINCERELY YOURS**

We are happy to be back again with another edition of ISTM News. The editorial board is taking your suggestions and feedback very seriously and making all possible efforts to improve the newsletter further. The present issue of ISTM News follows slightly different format from the earlier issues and consists of usual four parts - From Director which is a message from the Director, ISTM, Sincerely Yours (the section you are currently reading) which is a brief introduction to the Newsletter by the Editorial Board, Happenings which broadly describes various activities of the Institute during the period from October, 2014 to December, 2014; Miscellany which carries interesting pieces of writings of our faculty members, staff and trainees and one new section Upcoming Courses – which you may find handy to locate your desired training course.

The reader could expect to find all essential information relating to the activities of institute during the period under question. In case the information you are looking for is not there in this issue, please feel free to call us and we would be more than glad to provide you with the specific piece of information you need.

We hope that you will continue to send your suggestions and feedback.

SATYAJIT MISHRA, Joint Director

K. GOVINDARAJULU, Joint Director

R.K. KUNDI, Deputy Director

MOLOY SANYAL, Deputy Director

## HAPPENINGS

### The Institute

Ever since the Institute of Secretariat Training and Management (ISTM) was set up in 1948, it has been consistently meeting the training needs of the Central and State Governments including autonomous and other bodies of government. The institute has been constantly delivering new methodologies and mechanisms in the context of training. The list of alumnae and alumni of the institute is virtually endless. ISTM's high standards have led to the Institute's accomplishing the ISO 9001: 2008 status. The Institute provides training in almost every sphere including Vigilance, RTI, Behavioural Skills, Financial Management and Procurement Procedures. A large number of organisations have been served by ISTM's training programmes. The Supreme Court of India, Rajya Sabha Secretariat, Bureau of Parliamentary Studies and Training, Union Public Service Commission, Indian Railways, All India Institute of Medical Sciences, Armed Force Headquarter Civil Service, Indian Council of Agricultural Research and Bureau of Indian Standards and a number of other organizations have utilized the vast training resources of ISTM.



*ISTM – Quality Training with new leadership*

### Swachh Bharat Mission

The Director, ISTM launched the Swachh Bharat Mission in the Institute of Secretariat Training & Management. This is a part of the nationwide sanitation initiative of “Swachh Bharat Mission” launched by the Prime Minister on 2<sup>nd</sup> October, 2014. Speaking on the occasion of Gandhi Jayanti, the Director, ISTM has said each Government employee, coming for training to the ISTM should play a very important role in achieving a Swachh Bharat. He said to the participating trainee officers that they have to become ambassadors of cleanliness themselves and motivate others in their respective offices. There is constant efforts on keeping the ISTM premises clean, green and full of flowers.

### *Cleanliness drive in ISTM premises*

#### **File Management Module**

In Secretariat practice, file management is the core of all activities. Hence, both DoPT and ISTM is addressing training need in this area with utmost seriousness. A training module has been developed and the training has commenced on 8<sup>th</sup> October, 2014. Since then training is being imparted regularly on every Wednesday in the North Block.



*File Management Module – commenced on 8<sup>th</sup> October, 2014*

#### **Agreement with AIT, Thailand**

As per the Cadre Training Plan (CTP) of the Central Secretariat Service (CSS), Level E Training for Under Secretaries includes a two-week long foreign exposure as an integral component, in it. Twenty Seven batches of Under Secretaries belonging to CSS, have so far been taken through this component to various countries in Asia and Europe, from time to time. Efforts were on for some time to standardize the pattern of this component across the batches. For the sake of standardize in terms of both component and cost for a year, some Institutes were identified through global tendering. Finally, Asian Institute of Technology (AIT), Bangkok has been selected and a Memorandum of Association (MoA) is signed between ISTM, India and AIT, Thailand. So far, two batches of trainees under Level-E of CSS-CTP have undergone foreign exposure within the ambit of this agreement.





*Signing of Agreement between AIT, Thailand and ISTM, India on 21<sup>st</sup> October'14*

### **Blood Donation Camp**

Although an apex training institute under the Department of Personnel & Training, with the primary objective of imparting in-service training to various levels of functionaries in government organizations, ISTM has always been involved in meeting societal needs out of its ambits. Organizing blood donation camps is one such activity to help out the needy. In collaboration with the All India Institute of Medical Science (AIIMS), a blood donation camp was organized on 17<sup>th</sup> November, 2011. Secretary (Personnel), Shri Sanjay Kothari, IAS led from the front. Closed to 200 units of blood were collected on a single day.



*The Blood Donation Camp – held on 17<sup>th</sup> November, 2014*

### **Workshop on Human Resource Management System (HRMS)**

Department of Personnel & Training has organized one national level workshop on Human Resource Management at ISTM on 19-12-2014. The workshop was inaugurated by the Secretary(Personnel). Presentation on HRM was made by Secretary, Government of Gujarat. The seminar was attended by officers of the level of Secretary of the State Government from various States Governments as well as officers of various Central Government Ministries/Departments of Government of India. The main theme of this seminar was to initiate competency based recruitment and using e-Resources in Governance and public service delivery. It was observed during the seminar that the Government of Gujarat has initiated the process and have partially launched the e-Governance system in HRMS.



*Workshop on Human Resource Management System, 19<sup>th</sup> December, 2014*

### **Visit of Foreign Delegation**

The Common Wealth Human Rights Initiative(CHRI) organised RTI Learning Programme for Members of Parliament from Afghanistan, Information Commissioners from Khyber Pakhtunistan Province, Pakistan and Bangladesh. The high level delegation visited ISTM on 10<sup>th</sup> December, 2014 as a part of their India visit. The delegates took keen interest in training activities of ISTM as they were shown around the premises. The delegation was briefed about the training policy of Government of India and also taken to the ISTM Library which houses about fifty thousand books on varied subjects.



*Foreign delegates visiting ISTM Library*

### **Road to Good Office Management Skills**

The success of a Department largely depends upon the office management skills of its officials. That's precisely the reason why ISTM conducts a number of courses of office management. The institute also modifies and updates the courses from time to time to meet the needs of the changing times. With a view to upgrade skills of Government Officers in Noting and Drafting, Establishment Rules, Reservation in Services the Institute conducts various capacity building courses. During the period from October 2014 to December, 2014, two courses were conducted under this category.

### **Quest for Good Governance**

A good government servant must be prompt and accurate apart from being a man or woman of absolute integrity. In the light of the constant shift of the government towards greater efficiency and transparency, the Institute conducts capacity building courses for good governance on Administrative Vigilance, RTI and Knowledge Management. During the period from October 2014 to December, 2014, four courses was organized under this category at this Institute successfully.



### **Financial Accountability – the Soul of Fiscal Administration**

Knowledge of finance is no longer an added advantage in the context of a government officer. It has rather emerged as an essential ingredient of governmental functioning. Therefore, we have designed a number of training programmes to instil essential knowledge of financial matters in government officers. The Institute conducts Capacity Building Programmes for financial accountability on Financial Management, Analysis of Financial Statement, Pay Fixation, Pension and Retirement benefits and Cash and Accounts, Formulation of Budget, Outcome Budget, and Project Management and Evaluation. During the period from October 2014 to December, 2014, ISTM conducted four courses in this category.

### **Behavioural Skills Do Matter**

The rigours of modernity often necessitate both accurate and prompt service from the government. The changing times call for smart work. Result oriented work is what the public demand of the government. The readers would appreciate that oriented work in turn demands the right behavioural approach on the part of the government officers. With a view to build desirable behavioural skills in Government officers, the Institute designs and conducts Capacity Building courses on emotional intelligence, values and ethics, team building and leadership, stress management, communication skills and gender issues. Under this category, ISTM conducted two courses during the period from October 2014 to December, 2014.

### **Keeping Pace with Modernity - Computers and Training**

The decades of industrial age that are often referred to as the machine age have given way to what may be called the age of automation. If we compare pictures of how the government functioned a couple of decades back with how it functions now, we shall be hugely surprised, if not startled, by the contrast. We can't imagine government work without computers in the current times. Many thought that computers would cut down the government staff by half. Contrary to this idea, a need has been felt to further augment the government ranks to live up to the challenges of the age of automation. Basic understanding of computers is the least that government officers need to have. The coming days will necessitate even more technical knowledge. We have, therefore, designed many modules and courses on information technology so that Government officials are not found wanting in the primal skills of information

technology. ISTM organised one Capacity Building Programmes on Computers and Training Techniques of various kinds during the period from October 2014 to December, 2014.



*Microsoft Power Point for Officers and Staff held at ISTM from 24 November 2014 to 26<sup>th</sup> November 2014*

### **Cadre Training Plan (CTP)**

During the period from October 2014 to December, 2014, nine programmes were held under CSS-CTP, and nine programmes were held under CSSS-CTP. Over the last few years the CSS-CTP and CSSS-CTP training programmes at ISTM have visibly raised the efficiency levels of government officers at all levels.

## UPCOMING COURSES IN MARCH – MAY, 2015

Establishment Rules	Officers and Staff Dealing with the Subject	1 week	25 May,15 -To- 29 May,15
Workshop on Noting & Drafting	Dealing Assistant/SOs	2 days	13 Apr,15 -To- 14 Apr,15
Workshop on Preparing Cabinet Notes-2	Under Secretaries	0.5 day	18 May,15 -To- 18 May,15
Good Governance	Group A & B officers	1 week	27 Apr,15 -To- 01 May,15
Performance Monitoring and Evaluation System	Group A & B officers	2 days	07 May,15 -To- 08 May,15
Programmes on Pension & Other Retirement Benefits	Dealing Assistants	4 days	06 Apr,15 -To- 09 Apr,15
Workshop on Project Formulation and Appraisal	Group A & above officers	2 days	13 Apr,15 -To- 14 Apr,15
Workshop on Formulation of Budget	Officers dealing with preparation of budget	2 days	25 May,15 -To- 26 May,15
Right to Information Public Information Officers	Public Information Officers/Central Public Information Officers	2 days	27 Apr,15 -To- 28 Apr,15
Ethics & Value in Public Governance	Group. A&B Gazetted Officers	3 days	13 Apr,15 -To- 15 Apr,15
Workshop on Communication Skills	Group A & B officer	2 days	18 May,15 -To- 19 May,15
MS-Word	Officers & Staff	1 day	22 Apr,15 -To- 24 Apr,15
National Training Policy	Officers involved in Training	2 days	20 Apr,15 -To- 21 Apr,15

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# MISCELLANY

## ROLE OF YOUNG GOVERNMENT SERVANTS

### **Backwardness despite progress**

The last three decades' spectacular economic growth in India has drawn much approbation from the global community and also a good lot of investment. It was supposed to take the country out of the vicious circle of poverty. The proponents of privatization, liberalization, and globalization assured us that the benefits of growth would trickle down to the lower strata of our society and raise the poor. But unfortunately, the growth has caused unprecedented concentration of wealth in a few hands, has given rise to a burgeoning consumerist middle class – happily oblivious of the ocean of poverty all around, adversely affected natural environment and tribal habitats, and increased inequality between classes and regions, none of which augurs well for the future.

Despite development, a plethora of expert reports, both Indian and international, find India at a very low level of development, compared to other, comparable countries. The 2014 Human Development Report of United Nations Development Programme (UNDP), on the country-wise status of the common people with regard to education, health, and income, ranked India at 135th position among 187 countries. The multidimensional poverty estimates, which include drinking water, sanitation, etc. also, depicted an even worse picture in some survey. The Global Hunger Index 2014, studying malnourishment among adults and children, put India at the 55th position.

India's official poverty line is far below the international poverty line. But, the most recent poverty data show that there has been considerable improvement. The Press Note on Poverty Estimates (2011-2012) claims: *'The percentage of persons below the Poverty Line in 2011-12 has been estimated as 25.7% in rural areas, 13.7% in urban areas and 21.9% for the country as a whole. The respective ratios for the rural and urban areas were 41.8% and 25.7% and 37.2% for the country as a whole in 2004-05. It was 50.1% in rural areas, 31.8% in urban areas and 45.3% for the country as a whole in 1993-94. In 2011-12, India had 270 million persons below the Tendulkar Poverty Line as compared to 407 million in 2004-05, that is a reduction of 137 million persons over the seven year period.'* Government schemes like Integrated Child Development Scheme (ICDS), Midday Meal, and 100 days' guaranteed work in rural areas under the MGNREGS must have played crucial roles in this, while income generation has taken a back seat.

The major reasons of backwardness of the people of India may be summarized thus, though the enumeration should be taken as general and indicative, not exhaustive:



- Historical background: massive poverty, illiteracy, and social backwardness, varying regionally, and people's dependence on power centres since the time of Independence.
- Concentration of economic and political power, increasing with rapid growth of the last three decades, and the big business-politician-bureaucrat nexus.
- Poor governance and poor implementation of plans and programmes.
- A very large population divided into castes, classes, ethnic groups, etc. in a complex relation.
- Lack of modern education. Also, very poor quality of education.
- Lack of income opportunities and relevant skill development.
- Utter lack of health services. Serious malnourishment.
- Apathy of the middle class, educated people.
- Devastation of the environment and loot of natural resources.
- Pressure on public exchequer due to populism, current account deficit, etc.

Moreover, there are writings on the wall: The political crises we see today are going to be exacerbated due to what has been called 'demographic dividend' – a huge population growing younger. An even larger number of youths than today's won't have quality education, skill development, and employment, unless the people entrusted to run the affairs of the State, in general, take larger interests in and develop capacity to implement their own programmes.

### **The demographic time bomb**

Thanks to China's successful population policies, India is expected to overtake her as the most populous country in the world by 2028, much earlier than previously thought, when its population will cross 145 crore, according to a report of the UN, World Population Prospects: The 2012 Revision, released in June 2013.

It will be a young population of an almost unmanageable size. The working age population, especially youths of the 15-29 age group, now 27.5% of the total population, will swell further in the coming decades. Our policy-makers boast it as a demographic dividend for the nation. The National Youth Policy document 2014 says, *'The population of India is expected to exceed 1.3 billion by 2020 with a median age of 28 which is considerably less than the expected median ages of China and Japan. The working population of India, is expected to increase to 592 million by 2020, next only to China (776 million), pointing to the fact that youth will make a significant contribution to the economic development of the country. This "demographic dividend" offers a great opportunity to India.'*

The problem is that, while the younger population will have at least primary – or even secondary – education and be better informed than in the past through TV, cell phones, and the Internet, they will not be better equipped to compete for the scarce job opportunities. This will result in larger numbers of the unemployed, the underemployed, and the unemployable. India's spectacular growth story of the last three decades has been called 'jobless growth'.

Howsoever exaggeration might there be, such a scenario is very likely to strike, and it will create great discontent among the youth. Many aggrieved youths will likely be misled by vested interests and the identity politics of provincialism and communal fundamentalism, unless by the time a good alternative is in place. The Global Peace Index 2014 places India at 143 among 162. So, the demographic dividend has turned into a demographic time bomb. And time is ticking away.

### **Additional Fear: Global downturn**

The Marxist prescriptions tried so far in several countries have been discredited and rejected, for the people want freedom and efficiency. Presently the global model of capitalist development reigns supreme. It has also been discredited for inequality and injustice for nearly two centuries, but it has renewed and readjusted itself time and again with new technologies and processes to keep going and growing in power. No alternative is emerging yet to replace its onrush, except in academic circles. The system is led by an international financial system, huge multinational corporations, and their powerful political allies. It causes more and more concentration of capital, exploitation of labour, eviction of people from traditional habitats and livelihood, environmental and cultural devastation, loot of natural resources, and even wars!

Apart from the various ills of such market-led development, it brings in its train horrific downturns off and on, affecting countries across the globe with more or less severity. The last few decades witnessed such events several times. A devastating downturn sometime in the coming decades is not quite improbable, and a globally integrated India, with her huge backward population, will find it difficult to address. This may further complicate the difficulties discussed in the previous section.

### **The powers that run the show**

Swami Vivekananda wrote in a letter: 'India is to be raised, the poor are to be fed, education is to be spread, and the evil of priestcraft is to be removed. No priestcraft, no social tyranny! More bread, more opportunity for everybody! ... Suppose the English give over to you all the power. *Why, the powers that be then, will hold the people down, and let them not have it. Slaves want power to make slaves.*' (CW, Vol.4, p.368) [Emphasis added]

In India, and perhaps everywhere in the world, major political parties, in alliance with other powerful groups, call the shots. They come to power through elections in a multi-party democracy. Contesting elections means huge amount of money, intelligence input, and popular support. Again, none denies that there is a parallel black economy, a large part of which is stashed away in tax havens abroad and may be coming back into our economy as foreign investment. Even remote hamlets are plagued by corruption in the *panchayati raj*! It is a nationwide demonstration of what Sarada Devi said: 'There is no hideous work in the world that money cannot accomplish.'

The use of caste, communal and provincial parochialism as well as ancestry for political gains is showing no sign of abating. Muscle power and political murders are commonplace. Intelligence agencies are regularly used to keep vigilance on the opponents. Police forces are also misused in every state. How can one expect honesty and discipline in these agencies? Honest and sincere government employees often find it difficult to work. There may be some sincere efforts within the governments to improve the process of governance. But, vested interest groups well entrenched in the governments since Independence would surely resist such attempts. India has been ranked 85th out of 175 countries in Transparency International's 2014 Corruption Perception Index (CPI).

For popular mandate political aspirants dole out what is expected to get them dividends in the immediate future, whatever may be the long-time consequences for the country. The Direct Benefit Transfer and the Food Security Bill will undoubtedly give relief to the poor, still we need to revolutionize education, income opportunities, and health services. Public spending in these basic areas in India is still a pittance compared to world standards.

Swami Vivekananda saw this rot in Europe by the end of the nineteenth century and the beginning of the twentieth. He observed, *'Besides, in every country, the means is the same after all, that is, whatever only a handful of powerful men dictate becomes the fait accompli; the rest of the men only follow like a flock of sheep, that's all. I have seen your Parliament, your Senate, your vote, majority, ballot; it is the same thing everywhere, my friend. The powerful men in every country are moving society whatever way they like, and the rest are only like a flock of sheep.'* (CW, Vol.5, p.461)

What he saw in the West truly describes our experience in India today: *'The material tyranny is tremendous. The wealth and power of a country are in the hands of a few men who do not work but manipulate the work of millions of human beings. By this power they can deluge the whole earth with blood. Religion and all things are under their feet; they rule and stand supreme. The Western world is governed by a handful of Shylocks. All those things that you hear about — constitutional government, freedom, liberty, and parliaments — are but jokes.'* (CW, Vol.3, p.158-159)

### **The power of the people**

In a democracy like ours, 'all the power is inherent in the people', to quote Thomas Jefferson, the principal author of the Declaration of Independence of the United States. The people send their representatives to legislate and run the country from various levels of the state machinery with the help of the bureaucracy.

In practice, the people have hardly any voice except through the ballot. And so long as this state of affairs remains, a handful of unscrupulous people will, more often than not, usurp most power and privilege, whatever the system of political government and economic activity we

may adopt. That is why doctrines and dogmas are practically of no use, so long as they represent merely the will of a minority, however good they may be.

Swami Vivekananda discussed the difficulty and the way out in a lecture delivered in Madras in 1897, *'Here in India, we have always been governed by kings; kings have made all our laws. Now the kings are gone, and there is no one left to make a move.... It takes time, quite a long time, to make a healthy, strong, public opinion which will solve its own problems; and in the interim we shall have to wait. The whole problem of social reform, therefore, resolves itself into this: where are those who want reform? Make them first. Where are the people? ... Why does not the nation move? ... where is the new sanction, the new power of the people? Bring it up. Therefore, even for social reform, the first duty is to educate the people, and you will have to wait till that time comes.... You must go down to the basis of the thing, to the very root of the matter. That is what I call radical reform. Put the fire there and let it burn upwards and make an Indian nation.'*(CW, Vol.3, p.215-216)

He explained the education he meant: *'What we need, you know, is to study, independent of foreign control, different branches of the knowledge that is our own, and with it the English language and Western science; we need technical education and all else that may develop industries so that men, instead of seeking for service, may earn enough to provide for themselves, and save something against a rainy day.'* (CW, Vol.5, p.368-369)

Rabindranath Tagore, Sister Nivedita, and other pre-Independence thinkers voiced similar ideas. After Independence there has been much discussion and voluminous expert reports on this. Yet, criminally poor management of the affairs of the State always ensured that it did not actualize.

### **Quest for an organisation**

Some honest, educated, middle class young people are coming forward the world over to set new trends in citizens' movements (also called civil society movements) for better governance and against the negative aspects of globalization, keeping aloof from partisan politics and political ideologies. In the recent decades the world has witnessed the power of the people in Europe, in the Middle East, in Brazil, India, Bangladesh, and elsewhere. *However, all these movements have been sporadic and short-lived, as they lacked a clear vision, an organization, and a united band of dedicated leaders.* 'Of course, without a clear platform or organisation such inchoate protests often fizzle out after minor victory', wrote a columnist in a national daily. In 1938 Subhas Chandra Bose, as the youngest President of the Congress, said after hoisting the national flag, *'Our struggle is, no doubt, a non-violent struggle. But even a non-violent struggle demands an army, an organisation and machinery.'* Why should Government be this platform?

In his path-breaking analysis of Indian history in *Modern India*, published in March 1899 as an article in Bengali, Swami Vivekananda wrote: *'The power of the populace is struggling to express itself in indirect and disorderly ways without any method. The people have not as yet the*



*conscious knowledge of the existence of this power. There is neither the attempt on their part to organise it into a united action, nor have they got the will to do so; there is also a complete absence of that capacity, that skill, by means of which small and incoherent centres of force are united together, creating insuperable strength as their resultant.’ (CW, Vol.4, p.440)*

### **Recent developments in India**

We see some well meaning attempts in recent years to address the issue of poor governance. There is now pronounced emphasis to bring honest politics with honestly earned money and to form transparent and pro-people governments. The focus is now more on participatory decision making, inclusiveness and efficient service delivery.

The problem, it calls for *a holistic solution on the national level*, which has not been offered so long. Unless all the positive forces come together, they can hardly fight the formidable negative forces out. If all these good forces form a common platform with the super-ordinate goal of nation building, we can have a massive movement. The young civil servants can surely contribute in this upheaval task. The country is looking eagerly to these officers – irrespective of their ranks and roles.

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