



# Chinar Chronicles

Annual Newsletter of Regional Training Institute, Jammu



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## From the Director General's Desk

It gives our team great pleasure to bring to you the first volume of '**Chinar Chronicles**', the annual newsletter of the Regional Training Institute (RTI), Jammu, for the year 2019-2020.

When we began the training year of 2019-2020, we recognized that the knowledge landscape today is characterized by deep and wide ranging change. During this Fourth Industrial Revolution, the world we inhabit is poised between 'an epoch of belief and an epoch of incredulity.'

Change is happening at a much faster pace than anyone is anticipating. While the uncertainties around the pace and extent of technological change are enormous, given the core role government continues to play, the importance of training civil servants to become more informed and effective in their work sphere cannot be emphasized enough.

Our team also understood that adapting to this transformation meant making education and training flexible enough to transfer new skills quickly and efficiently. This, in turn,

required a greater emphasis on *lifelong learning* and on *the job training*.

As Alvin Toffler wrote: 'The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn and relearn.'

In this new Knowledge Economy, quickly adapting to changing scenarios and being skilled in meeting the emerging challenges in the areas of governance, accountability, collaborative work, management and technological adaptation is critical. Juxtaposed with the need for new and more efficient ways to develop and add workforce skills, will be a renewed emphasis on social and emotional skills- initiative taking, leadership, adaptability, curiosity, complex problem solving and learning- as desirable attributes for employees to foster.

Given this background, the RTI team has worked during the year 2019-2020 to take forward various new initiatives introduced during the course of the year. These include, among others, the use of digital training aids and interactive learning and the roll out of technical knowledge and professional skill-strengthening projects- on topics ranging from AI and Block Chain to Performance Audits and Adaptive Leadership- worked on and presented by newly recruited Direct Recruit Assistant Audit Officers (DR AAOs) during their probationary training at RTI, Jammu.

The year has also been characterized by an extensive outreach to build up collaborations with various institutions of repute ranging from Indian Institutes of Technology, Indian Institutes of Management, National Institute of Public Finance and Policy, New Delhi, to government departments and Defence establishments and associated training academies such as the College of Defence Management, Secunderabad.

RTI Jammu is also a member of the Project Board responsible for the successful countrywide roll out in January 2020, of the first phase of the SAI (System Automation Initiative) Application for placing all training related functions online. The DG, RTI is also the chair of a committee (including PD Training at HQrs) tasked with preparing a handbook, for the induction training and onboarding of future cohorts of DR AAOs over the course of a nine-month training period, on which work is ongoing.

RTI, Jammu's Knowledge Centre was expanded to include the themes of (i) New Technology and Skills in the Knowledge Economy and (ii) Domain knowledge in governance in sectors (Health, Education, Transport etc.) in addition to the original themes of Defence Audit and Regulatory Bodies audit already being studied and worked on. The Knowledge Centre has been strengthened both in terms of the quality of content (through the contribution of case studies, structured training modules, research papers etc.) and also through a variety of outreach efforts and training initiatives such as (i) organizing the first All India Training Programme on Regulatory Bodies audit that was extremely well received (ii) participating in a panel discussion on 'Designing and Thinking about India's response to Covid 19' organized by the Centre for Management of Health Services (IIM-Ahmedabad) (iii) initiating research papers with various institutes of repute (iv) laying the foundation for collaborations with IIM-Calcutta and IIT, Jammu for workshops on Responsible AI and data analytics and with the College of Defence Management, Secunderabad for engagement through online learning modules and domain centric training webcasts/webinars and (v) working towards instituting an internship programme at the RTI for students from IIT, Jammu that would cover projects in the area of Responsible AI, Data Analytics, Big Data and New Technology.

In 2020-21, we look forward to many of these collaborations initiated and institutionalized

in 2019-2020, delivering results and providing numerous opportunities for productive training and learning interactions, both in person and online, and through research projects.

All our efforts during this year have benefited immeasurably from the strong support and valuable suggestions of our user offices (forming part of the Regional Advisory Committee) and of Headquarters' office. We are grateful also for the constant support and teamwork shown by many of our colleagues countrywide and their appreciation and goodwill for our training efforts and learning development related work. This support has been invaluable during the course of a year that was filled with new developments, challenges and quicksilver changes in our part of the country where the RTI is situated.

As we were finalizing this newsletter, the emergence and spread of the Covid 19 pandemic added another new element to the socio-political and environmental backdrop against which we closed out our training year.

Therefore, in recognition of this sudden turn

of events, in addition to the articles on varied technical or domain related topics that form part of our newsletter, we have also included a write up on 'Adaptive Leadership in times of crisis' and a prose poem on 'equanimity and balanced living' written almost a century ago around the time of another pandemic, the Spanish Flu. While the emphasis on mindful leadership felt important in 2019-2020, it now takes on an even deeper meaning and more urgent topicality, with the advent of the 'new normal,' post the emergence of Covid-19, that all of us shall be adapting to in the months ahead in 2020-21.

Eric Hoffer wrote that 'in a time of drastic change it is the learners who inherit the future.'

Looking back on the training year that has gone by and then looking ahead to a future filled with new shifts in our way of being and in our work lives, all of us at RTI Jammu pledge to continue to do our best to serve our IAAD cohort, through an engaged pursuit of learning and consistent focus on developing and conducting useful and positively impactful training programmes.

*Jaya Bhagat*

Jaya Bhagat  
Director General  
RTI, Jammu

# Chinar Chronicles

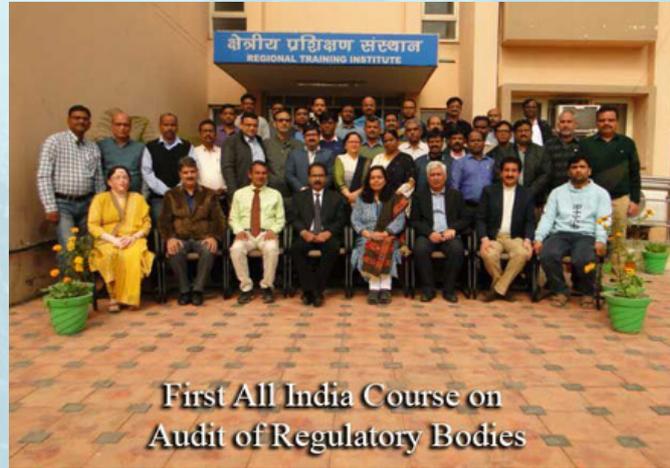
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# Annual Roundup

The Institute imparted training to 742 officers/officials on various topics and skills during the year through 33 courses<sup>[1]</sup> covering 733 training slots.

The above courses included seven All India courses conducted during the year including the first all India course on “Audit of Regulatory Bodies” which was highly appreciated by the trainees attending from 18 offices of 12 states countrywide. Three IA&AS officers attended the all-India course on “Audit of Regulatory Bodies”.



The details of training courses conducted during the year are as under:

Type of Course	No. of courses	No. of trainees	No. of training days
General	25	613	166
Information Systems	8	129	40
Total	33	742	206

IA&AS officers served as faculty at the RTI for 30 training sessions. In addition, eminent experts including professors of Jammu University, the former Head of Department of the premier State Public Administration Institute (IMPARD), Deputy Commissioners and other senior officers of the Commercial Tax Department, J&K were also invited for delivering lectures.



RAC Meeting (February 2020) at Chandigarh

# New Initiatives

## DR AAO Training Projects



Project work was assigned to the batch of 80 Direct Recruit Assistant Audit Officers (DR AAOs) who attended their induction training course at the RTI, Jammu from February 2019 to May 2019. The DR AAO probationers studied, researched and presented on varied topics which including the Performance Audit of the design, development, manufacture and induction of the Light Combat Aircraft (Tejas), the audit of Regulatory bodies, Artificial Intelligence, Block chain, Performance Audit of the Mid-day Meal scheme, Performance Audit of the National Rural Health Mission (NRHM), Performance audit of environmental areas of focus such as the high levels of air pollution in Indian cities and Adaptive leadership, among others. The trainees submitted short research papers on the project work undertaken and these will form the basis of further training materials prepared by RTI, Jammu. Links to the project presentations and videos are available under the 'Trainees corner' theme of the RTI, Jammu website.

## SAI Training Application

The System Automation Initiative (SAI) Training project is being implemented by RTI Jammu across the period 2019-2021. The phase I of the SAI Project was rolled out on schedule in January, 2020 after the project's initiation in September, 2019.

SAI is an in-house, web-based workflow automation application covering all employees of IAAD across all user offices and RTIs. The project is being steered by a four-member Project Board/Committee consisting of the Director General, RTI, Mumbai (Chairperson), Director General RTI, Jammu, former Director General, RTC, Bengaluru (Member Secretary) and Director, RTC, Delhi.

The Phase I modules implemented in the SAI project include Courses and Course Modules (incorporating the Calendar of Training Programmes), Nominations, Feedback for a session and course, Absentee Reports, Completion of training Certificate generation, Registration of User Profiles, Creation of Faculty database, online sharing of the course schedule and course materials with participants, automatic slot intimation to user offices and intimation of training details and their selection for training to participants.

The SAI project (Phase I) was successfully rolled out with the active cooperation and strong support of RTI, Jammu's user offices. Nodal teams in each office were formed and they coordinated with RTI, Jammu's SAI team to complete the various parts of the project on time.

The Phase II of the SAI project is scheduled for completion in June-July, 2020. The modules being covered in this phase include Training Needs Analysis (TNA) (all 15 user offices of RTI, Jammu have successfully tested this module), Self-nomination, PDP nomination (tested by RTI Jammu with the SAI project core team), Impact Evaluation, legacy data, Training history/database, Training gap analysis etc. Work continues apace on Disaster recovery and Business Continuity Planning, LDAP integration and Validation of User email IDs and creation of a master data file.

## Induction Training Handbook for DR AAOs

A committee was formed by Headquarters' office in September 2019 and tasked with developing a handbook for the onboarding/Induction training to be delivered to the newly inducted Direct Recruit Assistant Audit/Accounts Officers (AAOs) in a three phase structured 9-month sandwich pattern format {4 months Class room training at RTIs, 3 months on the Job training (OJT), and 2 months' phase II training at RTIs}. The Committee is chaired by the Director General, RTI, Jammu and its members include the Principal Director (Training) Headquarters' Office and an external training expert. The Committee has been working on its remit since September, 2019 and the hand book that is being developed aims at encompassing new concepts and modes of training in Technical /Domain Knowledge and Behavioural areas, including an emphasis on officer like qualities (OLQ), observance of days of service, incorporation of meditation/Yoga, treks, site visits, role play and drama, movie nights, book clubs, strength finder and emotional quotient insights, help desk during on the job training (OJT), on line diaries, self-directed projects etc.



*Mr. R S Mathrani, Dy. C&AG addressing DR AAOs during his visit to RTI Jammu*

## Collaborations

RTI Jammu has actively engaged in interactions, outreach and collaborations with other institutes and academic centres of training/learning during 2019-2020. RTI, Jammu entered into collaborations with various institutions of repute in the areas of Information Systems, Data Analytics, Responsible AI, Management, IT security and Networking, Statistics, Economics,

Defence related domain knowledge, Inventory Management, Supply Chain management, Public Financial Management, Behavioral Sciences including social, environmental and gender themes relating to activities in research and training fields of mutual interest. RTI, Jammu has also sought to initiate joint research projects and participated in panel discussions with centres of study and research in various institutions of repute countrywide.



The possibility of conducting of joint trainings/webinars /seminars /short term courses/workshops, with these various institutions, on important topics of Knowledge Centre work was also explored during 2019-2020. RTI, Jammu has thus established formal and informal collaborations with the following institutes during the year: -

1. Jammu University (faculty exchange)
2. Indian Institute of Technology, Jammu: -

A formal MOU was signed with the Indian Institute of Technology (IIT), Jammu on 22nd, January, 2020 (with proposed areas of collaboration including webinars, workshops, sourcing faculty for trainings, exploration of internships and special projects, research work etc.)

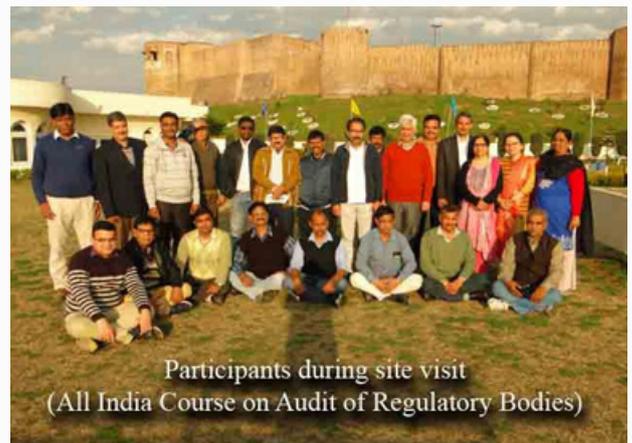


3. Indian Institute of Management (IIM), Jammu (sourcing of faculty for trainings)
4. IIM Ahmedabad (case studies, seminars and panel discussions)
5. IIM Calcutta (workshops to be conducted at RTI, Jammu)
6. NIPFP (National Institute of Public Finance and Policy), New Delhi (research based interactions).
7. TISS (Tata Institute of social sciences), Mumbai (research based interactions).
8. IMPARD (Institute of Public Administration, Management and Rural Development), Jammu and Kashmir (faculty exchange)
9. Departments of excise and income tax (sourcing faculty for trainings)
10. In the area of Defence Audit trainings and related knowledge work, collaborations with the following Defence institutions (for specialized workshops on technical areas, online module based learning and training webcasts/webinars) were initiated and followed up on during 2019-2020:-
  - i. College of Defence Management, Secunderabad
  - ii. Military Engineering Services, Jammu and Kashmir
  - iii. Border Roads Organization, Jammu and Kashmir
  - iv. Collaboration with the Joint Secretary & Acquisition Manager (Land System), Ministry of Defence (for training module)
  - v. Outreach to the Army Regional Training Command (ARTRAC), Shimla and the Principal Controller Defence Accounts (Northern Command), Jammu was also undertaken.

- Proposed workshops to be organized in collaboration with Indian Institute of Management, Calcutta and IIT, Jammu on Responsible AI and Data Analytics were coordinated and details finalized. The Regional Advisory Committee (RAC) in its Annual Meeting held on 28 February 2020 also approved the conduct of these workshops in the Calendar of Training Programmes, 2020-21.
- Proposals initiated for Internships in areas of research and work on Big data, Responsible AI and new technology with students from IIT, Jammu participating also were appreciated by user offices. The details of the internship programme are being worked on by RTI, Jammu and IIT Jammu.

### Site Visits

The trainings held at RTI Jammu now include field visits/ site visits/ local outings.



### Administration and upkeep related initiatives

#### Nursery

*(Initiation of work on setting up a nursery of Unani and Medicinal plants)*

The RTI Jammu team has initiated a collaboration with the Horticulture Department of the Union Territory of Jammu and Kashmir so as to set up a garden and nursery of medicinal and other plants commonly used in Unani and Ayurveda systems. Lemongrass, Aswagandha, Brahmi, Chitrak, Thyme, Rosemary, Mint,



Aloe Vera, Tulsi (Holy Basil), Neem, Turmeric, Ginger, Arjuna and Bhringaraj are some common herbs/plants that have been selected for setting up the garden and nursery in 2020-21. The garden would help both in the preservation of the environment and showcase the local, traditional horticulture and flora of the region.



Photo Credit : DG, RTI, Jammu

## Jogger's Park

The RTI Jammu is based in an area that is characterized by urban sprawl and the ongoing construction of a flyover on the Akhnoor highway in front of the office is expected to increase vehicular traffic and pollution manifold. RTI Jammu's proposal to establish a joggers' park in an open green area maintained by RTI next to its hostel building was approved by Headquarters office in 2017. Once completed, the joggers' park will provide an open green space for both the staff and trainees of the offices in the campus and for the children and families residing in the colony therein.

## 'Green RTI' and improvements in systems and facilities

RTI, Jammu became a 'Green RTI' –a plastic-free environment in September 2019 and a proposal to introduce recycling of waste is also being worked on.

With the aim of improving the comfort and security of trainees, RTI, Jammu, in 2019-2020, introduced a facility of pick up and drop off for groups of trainees from the local railway station/airport/bus terminus and established a code of conduct (list of "do's and don'ts") to facilitate a peaceful and disciplined training environment.

Introduction of CCTV Cameras, upgradation of fire-fighting equipment, expansion of the EPABX phone system, painting of internal spaces and rooms in the office and hostel, subscription to new technical journals for the library and introduction of indoor plants that help improve air quality were other establishment improvement measures that were undertaken in 2019-2020 by the RTI administration.

## Extracurricular facilities

Indoor and outdoor extracurricular facilities at the RTI are available for all staff and officials of the Accountants General offices and RTI's own trainees and staff on a regular basis. The RTI, Jammu's two badminton courts, gym, yoga room, table tennis and indoor recreational facilities (including carrom and other board games) are used by staff and officials frequently.



## Regular use of Video-conferencing for training interactions, lectures, RAC and other meetings

To prevent constant internet connectivity issues and changing security led developments from adversely impacting the smooth conduct of everyday administrative, training and Knowledge

Centre work, RTI, Jammu used Video Conferencing on a continuous basis in 2019-2020 for varied purposes. These included the

- i. Conduct of the Annual RAC meeting in February 2019 through Video Conferencing due to the ongoing security situation in Jammu in the aftermath of the Pulwama terror attack.
- ii. Conduct of online trainings and interactions with faculty within the IAAD such as (i) the interaction of DR AAO Probationers with the Director, Air Force Audit, Bangalore and her field audit team to discuss the performance audit of the Light Combat Aircraft (LCA) and (ii) the delivery of training sessions through Video Conference by a group officer from the Office of the Principal Accountant General, Himachal Pradesh.
- iii. As part of the Knowledge Centre and collaboration related work, RTI team frequently used video conferencing for online discussions. Thus, the Director General, RTI Jammu participated in a panel discussion on 'Covid-19 and India's preparedness and response' organized by IIM, Ahmedabad on 5th March, 2020 through Video Conferencing.
- iv. RTI Jammu has also coordinated with IIT, Jammu and the College of Defence Management, Secunderabad and is working towards holding All India online trainings and webinars/webcasts for IAAD officials and staff in collaboration with both these institutions.
- v. Most SAI Project Board Meetings and Meetings of the Committee tasked with preparing the Induction Training handbook for DR AAOs have taken place through video conferencing/web meetings.



*RAC Meeting through Video Conferencing*

Photo credit for photographs used (unless otherwise stated): Accountant and Support Staff of RTI, Jammu

# Knowledge Centre

## Themes

RTI Jammu was designated as the Knowledge Centre for Defence Audit and Audit of Regulatory Bodies in 2015. During 2019-20, two additional themes were approved by Headquarters' Office as new topics to be added to the Knowledge Centre's area of work.

1. New Technology and Skills in the Knowledge Economy
2. Domain knowledge in governance in Sectors (Health, Education, Transport, Infrastructure etc.)

## STMs

Three Structured Training Modules (STMs) were approved by Headquarters Office in the year 2019-20: -

1. Defense Capital Procurement (Peer Reviewed)
2. Emerging trends on Financial Reporting (Group B)
3. Pension Entitlements

## Case Studies

The following case studies were prepared/circulated by the Institute during 2019-20: -

1. Execution of works in the Military Engineer Services (MES) (Approved)
2. Procurement of Missiles for technology demonstration (Approved)
3. Design, Development, Manufacture and Induction of the Light Combat Aircraft(LCA) TEJAS (sent to Headquarters' Office for approval)
4. Working of Army Base Workshops, (Approved)
5. Activities of the Atomic Energy Regulatory Board (sent to Headquarters' office for approval)

## Research Papers

The RTI team is currently working on Research papers in the areas of Public Health, Adaptive Leadership and the use of AI in sectors. Research collaborations and interactions were also initiated with the National Institute of Public Finance and Policy, New Delhi and the Tata Institute of Social Sciences, Mumbai in 2019-2020.

## Panel Discussion

The Director General, RTI Jammu participated in a panel discussion<sup>[1]</sup> on 'Covid-19 and India's preparedness and response' held at the Centre for Management of Health Services (CMHS), Indian Institute of Management (Ahmedabad) on 5th March 2020. The panel discussion (attended through video conference) formed part of RTI Jammu's Knowledge Centre outreach and work on the theme of Domain knowledge in governance in sectors. The panel discussion was also featured in an article published in a leading English Daily<sup>[2]</sup>.

**PANEL DISCUSSION ON CORONAVIRUS**

**CONTAINING CORONA**

**DESIGNING AND THINKING ABOUT INDIA'S RESPONSE**

**PANELISTS**

- T. K. Arun, Editor (Opinion), Economic Times
- Jaya Bhagat, Principal Director-CAG India \*\*
- Anant Bhan, Adjunct Faculty (KMC-Manipal) and Bioethics Researcher
- Aparna Hegde, Founder, ARMMAN & Assoc Professor, Cama Hospital
- Nafis Faizi, Assistant Professor, JN Medical College (AMU)
- David S. Fedson, MD, Former Professor of Medicine, U-Virginia \*\*
- Anant Mishra, Associate Professor, Carlson School of Management, U-Minnesota \*
- Deepak Sapra, Global Head of Business (PSAI), Dr. Reddy's Laboratories
- Meenu Singh, Professor at PGI, Chandigarh

**Public health preparedness      Pharmaceuticals and Vaccines**  
**Healthcare & Misinformation      Physicians and Hospitals**  
**Macroeconomic Implications**

\* Video Conference      March 5, 2020 at 2 p.m. to 4 p.m.  
 \*\* To be Confirmed      Wing-11 Committee Room, IIMA

Image credit: CMHS, IIM Ahmedabad

## Workshop on Data Analytics and Responsible AI

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RTI Jammu has proposed two workshops on Data Analytics and Responsible AI in the Calendar of Training Programme (COTP) for the year 2020-21 approved by the RAC and Headquarters' office. The details of these workshops, proposed in collaboration with IIM Calcutta and IIT Jammu, were worked on in 2019-2020. These workshops will form part of the learning development work done under the RTI Jammu's Knowledge Centre theme on New Technology and Skills in the Knowledge Economy.

# Adaptive Leadership in Times of Crisis

RTI, Jammu has incorporated training on adaptive leadership skills as a part of its Knowledge Centre work on the theme of New Technology and Skills for the Knowledge Economy. A half day training was held in October 2019 by the Director General, RTI at the National Academy of Audit and Accounts, Shimla to introduce the concept and practice of Adaptive Leadership to the IAAS Officer Trainees (2018). [1]

The following article on Adaptive Leadership seeks to share some thoughts on the kind of role that leaders would have to play in a rapidly changing world, particularly at this moment in time when the Covid 19 pandemic has brought about a 'new normal' for the foreseeable future.

To provide context, a recent paper[2] published by epidemiologists and infectious disease specialists at Harvard University states that adaptation to a resurgence of periodic Covid 19 outbreaks and observance of social distancing norms (for short or protracted periods) would be the reality upto 2022 (or even 2025) until a vaccine is available, so as to prevent overwhelming a country's critical care capacity in public health. This, in effect, means that leaders will have to guide and help their teams and organizations to adapt to a transformed environment in their professional lives (and by corollary, the personal too).

## Adaptive leadership: What is it?

Adaptive Leadership has been taught by Prof. Ronald Heifetz at the Harvard Kennedy School in Cambridge, USA for over 35 years[3]. Adaptive leadership has been applied outside Heifetz's classroom and in the real world by politicians (the Columbian President and Nobel Peace Prize Winner, Juan Manuel Santos, who brokered peace in Columbia with the FARC guerrillas and ended fifty years of armed conflict, is a practitioner), professionals, civil servants, civil society leaders and individual change makers.

It is a practical theory of leadership that has as its fundamental tenet the view that '*Acts of Leadership are sacred.*'

Usually, we tend to over-identify leadership with a set of personal characteristics. However, Charisma is dangerous because it encourages followers to trust their leaders too much. The theory of Adaptive leadership holds that there is no one set of traits or personal abilities/characteristics, that define leadership. Leadership instead is an amalgam of an ability to listen, a willingness to tolerate ambiguity and to improvise and to stomach conflict. And finally, leadership includes the ability to keep purposes and values ever present in your mind.

Thus *leadership is an iterative process.* At the heart of the practice of leadership is an educative process, whereby the leader is trying to help people to (i) come to new judgements (ii) to clarify their value orientations (iii) to clarify how to relate to one another properly (iv) how to distribute power differently (v) how to experiment and move from version 1.1 to 1.2 and (vi) to have the stomach for ongoing failure even as the leader moves towards increasingly productive success.

Adaptive leadership thus anchors leadership in **the work to be done**, rather than in the personal skills or powers of authority. It is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. Mahatma Gandhi's leadership style typified adaptive leadership wherein both individually and collectively, the leader and the followers were able to take on the might of the British empire and through a gradual and meaningful process of change, lead the country to freedom.

[1] The training on adaptive leadership was very well received by the Officer Trainees and rated 4.9 on a scale of 5 in terms of presentation, content, utility/fit and topicality.

[2] <https://science.sciencemag.org/content/early/2020/04/14/science.abb5793.full>

[3] All diagrams and graphs in the article have been sourced from Prof. Ronald Heifetz's work and writings. References include the book Leadership without Easy Answers and Harvard Business Review journal articles.

Heifetz in his book 'Leadership without Easy Answers' outlines the 5 principles of Adaptive Leadership:

1. Leadership is an activity, not a position

Adaptive Leadership distinguishes leadership from authority. Leadership thus becomes accessible to anyone. One may exercise leadership from (a) a high position of authority (b) from the middle of an organization and (c) at the frontlines.

Leadership becomes a practice that anybody can participate in simply by being passionate about their purpose when they see a problem in their current situation and (with faith) begin to mobilize people in their surroundings to work on that problem and build that new capacity.

Our history is replete with instances of leadership without authority as seen in the example of a Nelson Mandela leading his people during the days of the struggle against apartheid in South Africa. Mahatma Gandhi, as mentioned, led from the frontlines without authority seeking to protest against the British rule in India through the instrument of non-violence (ahimsa).



*Leadership without Authority-  
'Tank Man'-Tiananmen Square 1989*



*Leadership is action, not position: The protests following the Nirbhaya case in 2012 led to the enactment of new anti-rape laws*

This principle thus posits exercising leadership in terms of being a verb or actions that are taken, rather than a noun or person. Leadership without authority is exercised by virtue of respect, trust and admiration and is informal in nature. Thus, a young schoolgirl, Greta Thunberg exercises adaptive leadership by leading the fight for protecting our planet. This is in contrast to a political figure, such as the President of a country or company, who may draw her formal authority by virtue of the position she occupies that allows her the upfront capability to demonstrate leadership.

2. Anyone can lead, anytime, anywhere

The theory and practice of Adaptive leadership states that we should treat every opportunity as something worthy of leadership regardless of our role, responsibility or position.

Thus, a trainee teacher may lead by bringing new and innovative training methods to a small village school or an individual citizen under lockdown may exercise leadership by fulfilling her role in the social contract through not hoarding essentials, staying at home and by contributing to the public good by sewing masks for frontline healthcare workers.

3. Leadership starts with you and must engage others.

No individual is too small to make a difference and every act of leadership must involve others who form part of the process.



*Greta Thunberg on Day 1 of her School Strike for Climate Change which has now become a worldwide movement. Her leadership exemplifies a sense of purpose and power without formal authority.*

4. Your **purpose** must be clear.

The Japanese call it ikigai –meaning the “thing you live for” or your “reason for being.” Adaptive leaders are driven by a sense of value laden purpose that allows them to walk the rocky road of leadership and provides a foundation for work and life.

The non-violent ‘Chipko Andolan’ for forest conservation in the 1970s in Uttarakhand was an example of leadership by ordinary men and women and activists who used the methods of Satyagraha and whose sense of purpose was evident.

5. Leadership is difficult and it is **risky**.

Leadership evokes pushback because changing any system or ‘way of doing things’, attracts the hostility of those who fear the discomfort of change and the losses it may bring. It brings forth the fury of the entrenched beneficiaries of the old broken system that the leader seeks to overturn. Leadership can be unpleasant, risky, involve losses and hurts and even lead to imprisonment (Alexander Solzhenitsyn, Nelson Mandela) or loss of life (Martin Luther King, Mahatma Gandhi).

Adaptive Leadership distinguishes between **Technical Challenges** and **Adaptive Challenges**:

**Technical Challenges** are those kinds of challenges wherein the problem definition and solution is clear and the locus of work lies in authority. Thus any civil servant seeking to improve the functioning of the municipal administration in a city, would find that the initial challenges are technical in nature and can be addressed through the provision of manpower (cleaning staff), money (budget/funds for municipal corporations) and materials. However, the **Adaptive Challenge** here would require learning from, listening to and involving stakeholders to both define the problem and find a solution, with the locus of work shifting to the stakeholder. Another example is that of any government programme in India that has the goal of seeking to educate the girl child. Such a programme would, even today, have an important adaptive challenge at its centre in terms of changing attitudes and mindsets.

It becomes clear from the above distinction that most challenges and real world problems are usually a mix- i.e. they are both technical and adaptive in nature

Thus, for the Swachh Bharat Mission, the technical problem may have been the provision of toilets to move towards the goal of an open defecation free India, but the adaptive challenge was to get these new sanitation practices to stick and for behavior change to happen among the masses.



Distinguishing Technical and Adaptive Challenges			
Kind of Challenges	Problem Definition	Solution	Locus of Work
Technical	Clear	Clear	Authority
Technical and Adaptive	Clear	Require Learning	Authority or Stake Holder
Adaptive	Require Learning	Require Learning	Stake Holder

Adaptive leadership involves both **diagnosis and action** – of the situation in which the leader finds herself and the work that forms part of the iterative process of leadership.

<b>Diagnosis System</b>	<b>Action System</b>
<b>Diagnosis Self</b>	<b>Action Self</b>

Also, adaptive leadership always involves **management of the self** – every leader has to be mindful of their own motivators and drivers and the skills and behaviours that would help them stay alive or not be sidelined during the difficult process of leading through change or leading to initiate change.

### Leadership in a long-term or sustained crisis

A crisis brings with it a mix of urgency, high stakes and uncertainty. The understandable human sentiment is to view the current crisis as a rough spell to be weathered and got through. However, some events are transformational-bringing with them a long term socio-economic impact and a prolonged period of uncertainty and deep change. The immediate crisis may be dealt with and got through with the help of the policy maker's technical adjustments (lockdowns and social distancing to prevent the spread of an infectious respiratory pandemic, supply chain management to ensure availability of essential goods, provision of quarantine facilities etc.) thereby providing some semblance of control in an uncertain situation, but this merely sets the stage for a sustained even permanent crisis of serious and unfamiliar challenges.

To illustrate in everyday terms, an individual suffering a heart attack in the middle of the night is rushed to hospital and expert trauma and surgical health teams stabilize the patient and provide treatment. The emergency has passed, but as Heifetz points out, a high-stakes, if somewhat less urgent, set of challenges remains. Having recovered from the surgery, the patient has to make lifestyle choices that would enable him to thrive and prevent another similar incident. The crisis is far from over.

The task of leading during a sustained crisis is far from easy – indeed it is treacherous. Crisis leadership has two distinct phases - 1. The **emergency phase** when the primary task is to stabilize the situation and buy time. 2. The **adaptive phase**, when the underlying causes of the crisis are sought to be tackled and there is an attempt to build the capacity to thrive in a new reality.

The adaptive phase is particularly tricky.

People *do not like uncertainty* and often fear, not necessarily change, but losses. Positive change such as a winning lottery ticket is rarely refused or disliked. However, the *fear of loss*- of loved ones, of health and self-sufficiency, of a known way of life- can make even the best of individuals clamour for leaders who promise them authoritative certainty and seem to have the answers. The need for control in the midst of chaos and the seeking of protection from the leader in times of crisis, is thus, almost akin to a primal need. Thus it was that a defeated Germany after World War I with its self-image in tatters, and facing economic hardship turned to an Austrian painter who promised the German people a better future and appealed to their sense of destiny.

So it is, when social and economic uncertainty prevails, people in nation states turn inward, seeking stability for their way of life, distinguishing between 'them' and 'us' and putting their faith in strongmen or leaders who promise protection.

Adaptive leadership does not prescribe easy solutions or quick fixes. Instead, it makes people '*carry their own water*' and gives the work back to them. The task of leading adaptively therefore, by its very nature, is a dangerous one, requiring courage, patience and forbearance.

Leaders also run the mistake in the adaptive phase of believing their own leadership myth and can make the mistake of overselling what they know and discounting what they do not know. People in positions of authority hunker down and try to solve the problem with short-term fixes: tightened controls, across-the-board cuts, restricting and reacting to the urgent rather than to the important.

The primary mode of response thus becomes falling back and drawing on familiar expertise to help their country/organization to weather the storm.

But in a crisis such as that we face today, even the most competent authority will be unable to offer protection from external threats or a return to business as usual. The situation is unprecedented.

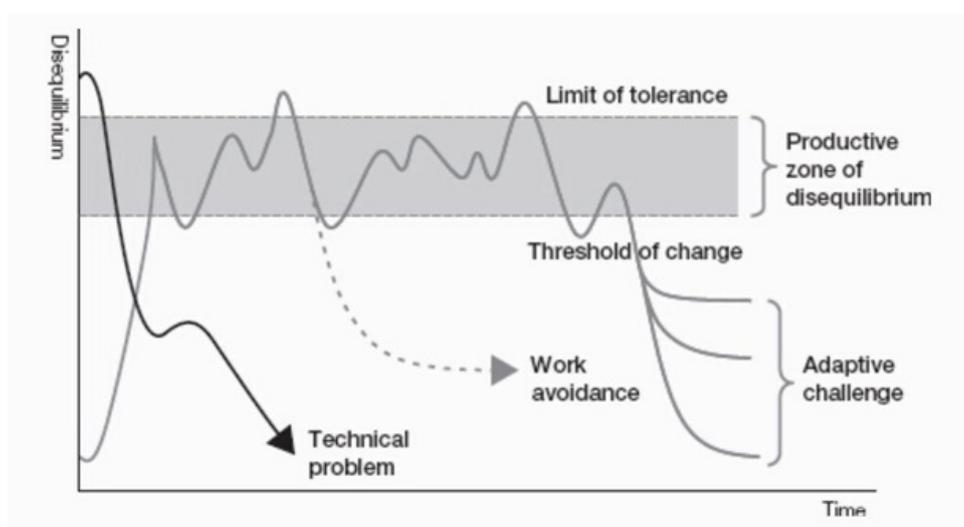
Yet adaptation is inherently human. **In adaptive challenges, people are the problem AND the solution.**

Adaptive leadership then means working with the people in the organization to hit the 'reset' button and reshape areas and redefine ways and scope of working. Heifetz points out that the process of adaptation is at least as much a process of conservation as it is of reinvention. Targeted modifications in specific strands of the organization's DNA will make the critical difference. Working together across an organization or a nation, the adaptive leader will give the 'work back to the people' and through empathy and dialogue, make the strategic decisions about what elements of the organizational DNA to discard. This leader will need people's enthusiastic help – not their blind loyalty- in discovering a path to the future.

Thus Adaptive Leadership is *an improvisational and experimental art*. The adaptive phase of a crisis requires **new leadership practices**. Detailed strategic plans will only get you so far. Instead, numerous experiments and iterations will be intrinsically woven into leadership of change. Failures and setbacks cannot be avoided and must be regarded as helpful, as they indicate where revisions or re-calibrations in actions are required.

The leader in a crisis will have to **foster adaptation**- decide what part of the organization's DNA to retain and what part of the old needs to be left behind in order to thrive in tomorrow's world. She must develop 'next practices' while excelling in today's best practices. And while considering what to eliminate that may be ill-suited to a changing environment, the leader must distinguish the essential from the expendable. What is so precious and central to an organization's identity and capacity that it must be preserved. What, even if valued by many, must be left behind in order to move forward?

Yet, uncertain times and losses will need empathy from a leader, as people grieve and shy away from distress and loss of the known. While, without urgency, difficult change becomes far less likely, it also is the case that if people feel too much distress, they will fight, flee or freeze. Heifetz says that the 'art of leadership in today's world involves orchestrating the inevitable conflict, chaos, and confusion of change so that the disturbance is productive rather than destructive.'



An adaptive leader would therefore have to **embrace disequilibrium** and **pace the change**. Keeping the organization in a productive zone of disequilibrium is a delicate task, with the leader consistently keeping her hand on the thermostat and **monitoring the heat of disruption** so that people do not lapse into work avoidance. If the heat is consistently too low,

people won't feel the need to ask uncomfortable questions or make difficult decisions. If the heat applied is consistently too high, the organization will risk a meltdown – with people panicking, hunkering down or turning against the leader in an environment of uncertainty and turbulence.



*Mahatma Gandhi and India's struggle for freedom*

Mahatma Gandhi's suspension of the non-cooperation movement after the Chauri Chaura incident in 1922 is an example of calibrating the heat by a leader when an essentially non-violent struggle lapsed into violence.

Equally importantly, adaptive leadership requires the understanding that a **holding environment** will be essential so as to protect and provide the psychological safe space for an organization to move towards a different way of being.

Adaptive leadership in a crisis thus means having to **depersonalize conflict**. The leader will have to try and be detached and be both on the dance floor and **view the unfolding events from the balcony**. Driven by a sense of purpose, adaptive leadership means acting politically as well as analytically and creating a culture of courageous conversations so that leadership may emerge throughout the organization- at all levels, formal and informal, with or without positions attached - to face the big challenges and steer the group to calmer waters.

## Leadership and taking care of yourself

Leadership is a risky business and **requires courage**. The work of leadership demands that leaders manage not only the critical adaptive responses within and surrounding their organization or nation, but also **manage their own thinking and emotions**.

Leaders advocating change will always face opposition. Even a broken system, benefits a few and those vested interests will push back fiercely, and often violently, against any perceived loss. This engagement will test the leader's limits. Taking care of oneself both physically and emotionally will be crucial to success as no leadership aims can be achieved if the leader sacrifices herself to the cause.

The leader will have to give herself permission to be *both optimistic and realistic*. This will create a healthy tension that keeps optimism from turning into denial and realism from devolving into cynicism.

And while retaining empathy, the leader should make it a priority to **find sanctuaries** where she can reflect on events and regain perspective. A sanctuary may be a place (a temple, a meditation/prayer room, a garden) or an activity (running, music, meditation, art) that allows the leader to step away, build her reserves, recalibrate internal responses and be mindful.

A **sense of purpose** provides inner courage and the ability to stand firm in the face of adversity or push back. This anchor sustains a leader through difficult decisions and when public opinion may turn against her. When Chancellor Angela Merkel of the Federal Republic of Germany, followed her moral code and allowed large numbers of immigrants to cross the border into Germany, she displayed adaptive leadership even though it subsequently cost her politically. [4]

And finally, the leader should always be alert to **distinguishing the self from the role**. As Heifetz emphasizes, defining your life through a single endeavor, no matter how important your work is to you and others, makes you vulnerable when the environment shifts. It also denies you other opportunities from fulfilment.

<sup>4</sup>-Chancellor Angela Merkel's commencement speech at Harvard University in 2019 (<https://www.youtube.com/watch?v=9ofED6BInFs>) illustrates her sense of morality, humanitarian views and adaptive leadership.

In a post-Covid 19 world that forcefully brings home to us the reality of our interdependence and interconnectedness, the opportunity for adaptive leadership is available to every individual who seeks to contribute to the betterment of a neighbourhood, an organization, a country, indeed, of humanity.

The pandemic is bringing fast and furious change towards each of us- be it in the overnight adaptation to remote work, in the awareness and self-ownership of civic duty and cleanliness in our environment and in the renewed appreciation and celebration of the values of dignity of labour and quiet dedication and courage (as exemplified by public health professionals, municipal workers, scientists, civil servants and other frontline actors in the long and hard fight against the virus).

In the midst of a crisis, adaptive leadership provides a means by which to observe and lead in a world where the only certainty is uncertainty.

Adaptive leadership done well, thus becomes a daily opportunity to mobilize the resources of people to thrive in a changing and challenging world.



# Revitalising the Defence Industrial Ecosystem through Strategic Partnerships

## Overview

The production of major defence platforms and equipment such as Aircraft, Submarines, Helicopters and Armoured vehicles in India are currently carried out by the Defence Public Sector Undertakings (DPSU) and the Ordnance Factory Board (OFB).

In order to boost the indigenous defence production in a very transparent manner with technological advancement in these segments, the policy on the **Strategic Partnership Model (SP)** in the defence sector was approved by the Defence Acquisition Council (DAC) in May, 2017 and promulgated in the Defence Capital Procurement Manual (DPP).



Image Credit : defenseworld.net

The Strategic Partnership Model (SP) is being implemented so as to enable participation of private Indian firms in the **Make in India** initiative in the defence sector. The SP is expected to play the role of a system integrator by building an extensive eco-system comprising of development partners, specialized vendors and suppliers, in particular, those from the Micro Small and Medium Enterprise (**MSME**) sector.

## Advantages of the Strategic Partnership Model

The Strategic Partnership model seeks to encourage broader participation of the private sector, in addition to shoring up the capacities of the DPSUs/OFB, in manufacturing of major defence platforms and segments as mentioned above. The system aims to be transparent and this will help to reduce the current dependence on imports and gradually ensure greater self-reliance and dependability of supplies essential to meet national security objectives.

Achieving self-reliance and self-sufficiency calls for assimilation of technology, extensive indigenisation, developing an ecosystem of Tier I, II & III partners and undertaking long term upgrades of the platforms through R&D. This will require that the private sector partner selected through a laid down procedure by the government, make the necessary long term investments in manufacturing

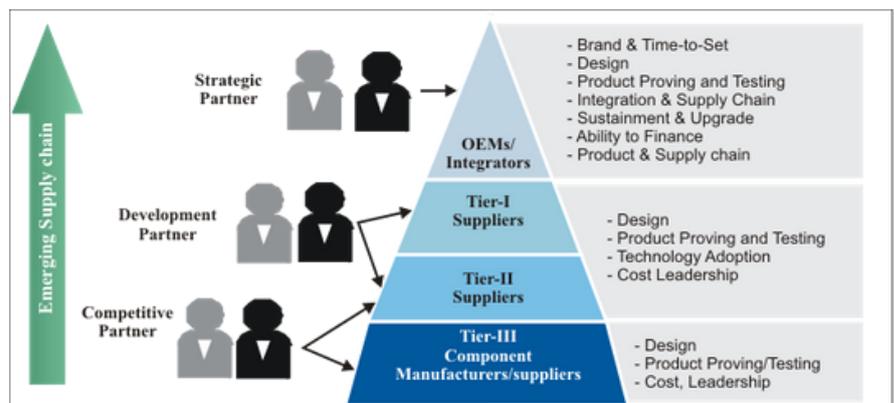


Image Credit: <https://defproac.com/?p=3195>

infrastructure. It would also require an eco-system of suppliers, skilled human resources, R&D for modernization and upgrades as well as other capabilities, besides production of equipment. Such a partnership between the Ministry of Defence and the Indian private entity will be known as a **Strategic Partnership**.

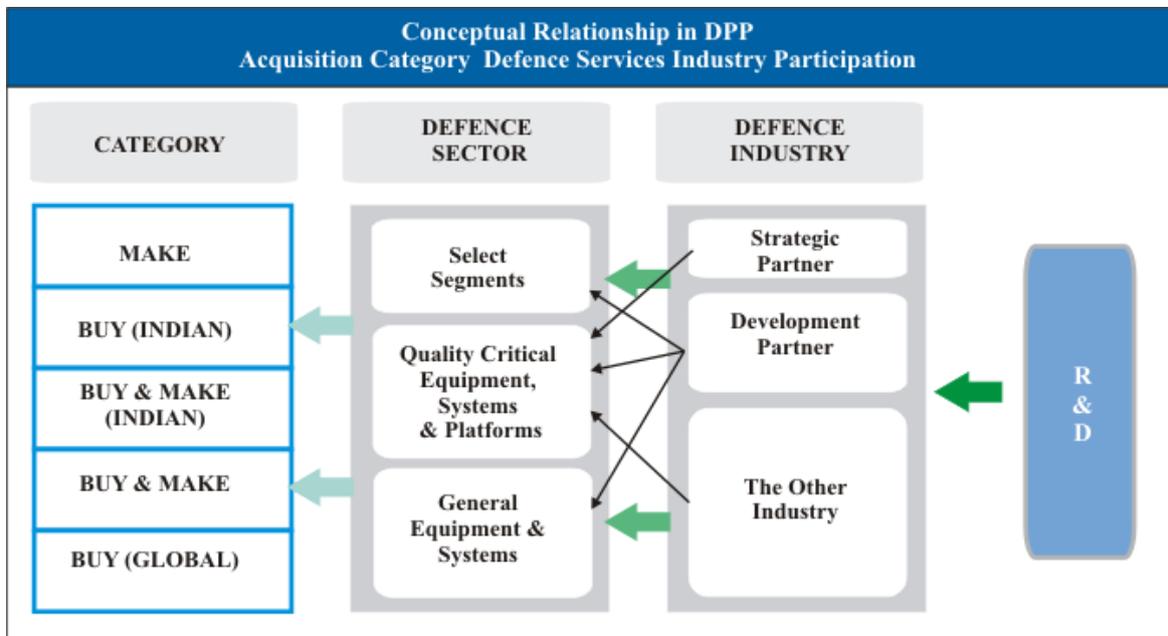
## Selection of the Strategic Partnership

### A) Profile of the Applicant Company

As the Strategic Partnership model is designed to build indigenous manufacturing capacity in major defence platforms, the **Applicant Company** and subsequently the Strategic Partner when appointed should be an Indian company (as defined under the Companies Act, 2013), 'Owned' by resident Indian citizens having more than fifty percent (50%) of the capital in the company. This implies that the maximum permitted FDI shall be forty-nine percent (49%).



Image Credit: <http://www.newsmakeinindia.in/strengthen-make-in-india.html>



### B) Criteria for selection of strategic partners

As per the guidelines in the Defence procurement Manual (DPP), the selection criteria for Strategic Partners (SP) will be based on the inherent capacity and ability of the vendor to emerge as a system integrator and to set up a vendor network for sourcing. The criteria for selection should be fair, reasonable, non-arbitrary, transparent and rational, and based upon the broad parameters of financial strength, technical capability and capacity/infrastructure. Potential SPs will be identified primarily based on their experience and competence in integration of a multi-disciplinary functional system covering , engineering and manufacturing. Further, to ensure that the chosen platform for manufacturing meets all the operational requirements of the Armed Forces and to access advanced and appropriate technologies, the SP will need to enter into relevant tie-ups with foreign Original Equipment Manufacturers (OEM). Accordingly, MoD will shortlist these, through an open process based on **Staff Qualitative Requirements (SQRs)**. The selection process of SP will broadly adhere to the following procedure: -

(a) Issue of Expression of Interest (EOI) to Indian private companies for selection of Strategic Partners in identified segments seeking details of the Minimum Qualification Criteria as outlined in DPP.

- (b) Submission of response to EOI by applicant companies, indicating inter alia choice for segments in which they wish to participate.
- (c) Evaluation of the companies based on Minimum Qualification Criteria as envisaged in DPP.
- (d) Segment-wise verification of Segment Specific criteria.
- (e) Shortlisting of companies that meet the minimum qualification criteria, for issue of segment-wise RFP.
- (f) Issue of segment-wise RFPs with DAC approval to short-listed companies based on their options of segment submitted in EOI response.
- (g) Submission of techno-commercial offer in response to RFPs by companies, in collaboration with one of the short-listed OEMs or in exceptional cases with two OEMs in segments with diverse platforms.
- (h) Opening and evaluation of technical offer of the companies.
- (i) Conduct of Field Evaluation Trials (FET) and Staff Evaluation.
- (j) Opening of commercial offers of companies that are technically compliant with the RFP, segment wise.
- (k) Selection of SP having the lowest bid, segment-wise, with DAC approval.
- (l) Commencement of contractual negotiations.
- (m) Finalization and signing of contract.

### C) Role of the Original Equipment Manufacturer (OEM)

To manufacture major defence platforms, the SP will require tie-ups with foreign Original Equipment Manufacturers (OEM), to cover manufacturing, transfer of technology (ToT), assistance in training skilled human resources and other support. Such partnerships or tie-ups between SP and OEM may take the form of **joint ventures (JV)**.

### Audit Criteria

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The following criteria should be taken into consideration and checked during field audit of the contracts concluded under Strategic Partnership model as envisaged in the DPP.

#### i) Evaluation of Response to EOI

Based on the response to EOI the companies would be evaluated for minimum qualifying criteria comprising technical, financial and segment specific aspects. Indicative qualifying criteria for various segments should be in compliance with provisions in the manual.

#### ii) Shortlisting of OEMs

The process of shortlisting of OEMs will be done simultaneously with the process of identifying potential SPs. This will follow the issue of RFI, formulation of SQRs, issue of EOI to OEMs defining the range and depth of transfer of technology (ToT). Technical Evaluation will be accordingly carried out. The eligible OEMs will be shortlisted after approval of DAC in each segment.

#### iii) Issue of RFP

Based on the Acceptance of Necessity (AON) approved by DAC, segment-wise RFPs shall be issued to the short-listed Indian companies.

One Indian company can engage with any or all OEMs, but can finally submit only one offer in agreement with any one of the OEMs. As an exception, in segments with diverse platforms such as Helicopters, potential SPs may submit response with more than OEM in order to obtain the best technology solution.

#### iv) Response to RFP

Response to RFP shall be in two parts, viz. a technical offer and a commercial offer. The technical offer shall include details of the equipment, company's willingness to meet mandatory requirements related to indigenisation roadmap, transfer of technology, creation of R&D capabilities and skilling provisions etc. The commercial offer shall include the price of the platform along with maintenance related costs as required in the RFP. The Technical offer shall be opened first.

#### v) Field Evaluation Trials (FET)

These are to be conducted, except where the equipment has been evaluated earlier or where FET is not applicable (such as submarines), in which case the requirement of FET could be waived. Further, to expedite FET, evaluation trials could be carried out at the vendor premises as necessary.

Based on results of FET, Staff Evaluation will be carried out and platforms that meet minimum SQRs and ToT requirements will be shortlisted.

After evaluation of the technical aspects, and completion of FET, the commercial offers of the companies that are compliant with the technical aspects shall be opened and the company having lowest bid shall be designated as SP in that segment.

The order of selection of SPs, segment-wise, and implementation of Strategic Partnerships shall be decided by the, Ministry of Defence ( MoD) .

#### vi) Contractual Aspects

MoD shall constitute a Contract Negotiation Committee to conduct negotiations with the selected SP and sign a contract for deliverables. OEM may participate in these negotiations, if need arise.

In case a JV/SPV is formed by the OEM and SP, a tripartite contract between MoD, SP and the JV/SPV will be considered, provided this does not dilute responsibilities of the SP individually, jointly and severally for implementation of contractual delivery timelines, quality and other criteria.

#### vii) Indigenisation Roadmap

The selected SP in each segment will be required to present a roadmap for future development including, Performance Based logistics ( PBL) , upgrades, etc.

#### viii) R & D Roadmap

The Strategic Partner shall formulate a research and development roadmap to achieve self-reliance within the country in respect of each segment .

#### ix) Test and Evaluation Facilities

The existing test and evaluation facilities should be made available to the SP. The terms of such access as well as cost or fees for the same shall be mutually decided.

#### x) Periodic Assessment

Technology absorption has to be periodically assessed by the SP for development of a domestic ecosystem for manufacturing. MoD may carry out this assessment either itself or by appointing a subject matter expert.

#### xi) Subsequent acquisition

Subsequent acquisitions are to be carried out from Indian companies under Buy (IDDM), Buy (Indian), Buy and Make (Indian) and Make categories.

## Conclusion

The policy on Strategic Partnership (SP) model promulgated by the Government sets a road map for the private Indian companies, known as Strategic Partners (SPs) to play the role of system integrators with the robust involvement of **Micro Small and Medium Enterprises (MSME)**. This should hopefully lay a strong foundation for the defence sector. The main criteria for the selection of **OEMs** would be the compatibility of their products



Image Credit : Forbes India

with the Services Staff Qualitative Requirements (SQRs), and their commitment to provide technology and other assistance so as to enable their Indian partners to produce in India with maximum indigenization. Skilled work force will be evolved by absorption of technology which will form part of the system, thereby setting up a strong base for the Indigenization. This should help in long term self-reliance and self-sufficiency in the production of the equipment for the all wings of the Defence forces, by bringing in long-term investment on production and R&D infrastructure, creating a wider vendor base and nurturing a pool of skilled workforce. The ultimate aim of the model is to enhance India's self-reliance index in defence procurement which presently continues to remain at a low level despite a huge defence industrial complex available with the public sector undertakings.



# Audit of Defence Procurements

## Overview

Defence procurements not only consume large amounts of public money but are also critical to the defence preparedness of the country. Almost 50 percent of the total defence budget is spent on procurement. While the Airforce and the Navy are heavy on capital procurements, 60 percent of the Army's procurements are revenue in nature. If we also include the acquisition through the Research and Development (R&D) and the Transfer of Technology (TOT), to it, the financial outlay becomes staggering. The Defence procurements are therefore not only high on materiality but also constitute the highest risk for any auditor, not only because of large consumption of public money but also due to its criticality.

Defence procurements are also susceptible to corrupt practices and immoral acts. [Transparency International](#) (An International NGO founded with the purpose of taking action for combating global corruption with civil and societal anti- corruption measures) has classified defence amongst the topmost corrupt sectors of business. With the increasing growth and competition in the arms trade, almost all the companies involved in the Arms industry operate through their agents and dealers. India is amongst the largest defence purchasers and given the fact that our procurement systems are still undergoing reforms and are yet to mature, the activity continues to be vulnerable with high risk perception. The risk includes discrepancies and irregularities arising out of both the unintended omissions as well as the intentional acts of commissions with the possibility of corruption.

The auditors therefore perform the important task of providing an assurance regarding the 'value for money' spent on the procurement, upholding the highest standards of objectivity and transparency; and enforcing public accountability. This is best achieved by employing standardized scientific procedures for auditing after identifying the risk involved in each procurement activity and executing the audit steps prescribed to cover these risks.

The basic principles of procurement are the same whether it is capital or revenue procurement. The stages of procurement and the risk involved also remain essentially identical viz. formulation of Quality requirement (QR), solicitation of offers, technical/trial evaluation, commercial evaluation and the post contract management. The difference however lies in the fact that the capital procurements are relatively complex and high value and the stages of the procurements are not as well demarcated.



*INS Kamorta - Acquired by the Indian Navy in July 2014*

Image credit : Garden Reach Shipbuilders & Engineers Ltd.

## Objectives of Defence Procurement Procedures

The defence procurements manuals/procedures which form the criteria for the fructification of any procurement activity stipulate the following major objectives, which are pursued by the procurement managers and also evaluated during audit

- Compliance to the laid down procedures and best practices.
- The achievement of value for money
- Maintenance of objectivity, transparency and fair play at all stages of the procurement
- Timeliness of the procurement activities to ensure timely availability of the product.
- Planned conduct of the post-acquisition activities.

While most of the above objectives are criteria driven and therefore can be benchmarked yet value for money which becomes significant both for the procurement managers and the auditors because of the high value and operational criticality of the product, warrants much deeper evaluation to assure that the right product has been procured at the right price and the right time.

The selection of the right product is carried out through a **technical evaluation process**, that ensures that the QRs truly reflect the user's functional need; all available options in the market have been evaluated; and capabilities offered compares against the QR in an objective and scientific manner using verifiable and measurable methods. Best possible price for a product is ensured through the **competition amongst the QR compliant vendors**. The lowest price, however, does not merely mean the purchase price but also includes the total cost of ownership or the life cycle cost including the cost of spares, maintenance support and later upgradation etc.



Image credit: <https://www.livefistdefence.com/2020/03/heres-whats-new-in-indias-defence-procurement-procedure-2020.html>

The defence acquisitions are made to achieve certain capability to counter specific threat perception during a certain span of time. Any delays in procurement leaves a capability gap and exposes the operational readiness of the nation. This also leads to the obsolescence of technology particularly of the electronic systems, which keep on evolving and being upgraded across the world at a very swift pace. Hence fructification of the procurement within the stipulated timeframe becomes imperative.

## Quality assurance technique

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The quality of the product being procured is yet another significant characteristic, on which its ability to satisfy the stated and implied needs are borne. The quality is therefore always reckoned with reference to the user requirement, which necessitates that the quality assurance system be comprising of

- a. Proper framing of the user requirement (QR).
- b. Assessment of the vendor's capability to produce desired quality.
- c. Objective technical and trial evaluation of the product.
- d. Inspection of the consignment both pre-shipment or post shipment

However the common perception of the quality assurance is focused on the last of the above stated components i.e. the **inspection**, which alone cannot ensure that the product delivered meets the user requirement unless the selection of the product and the vendor is correct. The identification and rejection of the rotten apples does not necessarily mean that the rest of the consignment meets the predefined parameters.

Hence the audit is mandated to provide adequate assurance that the particular procurement fulfills the above stated objective. An assurance is supposed to be provided to the stake holders that the right product has been selected technically as well as commercially and a well-structured analytical, risk based audit methodology has been followed.





## BLOCKCHAIN TECHNOLOGY

A block chain is a decentralized, distributed, and oftentimes public, digital ledger that is used to record transactions across many computers so that any involved record cannot be altered retroactively, without the alteration of all subsequent blocks.

Block Chain Technology is one of the newest technologies in the world today. Though Block chain technology has become popular because of its use in cryptocurrencies, it is equally useful for other purposes as well such as data sharing, copyright protection, maintaining land ownership records, digital voting, tax regulation etc. The use of Block Chain leads to improved security, transparency and reduced administrative costs.

The Direct Recruit Assistant Audit Officers (DR AAOs) presented on Block Chain Technology as part of their project work undertaken during their induction training at RTI Jammu in April 2019.

The presentation covered the basics of block chain technology as well as its uses in various fields, including audit.

The PowerPoint presentation and the video of the project may be accessed from the following links on the RTI, Jammu website.

Powerpoint Presentation

[https://rtijammu.cag.gov.in/uploads/GroupIII\\_Blockchain.pdf](https://rtijammu.cag.gov.in/uploads/GroupIII_Blockchain.pdf)



Presentation Video

<https://youtu.be/RGsSnwRagJs>



# Panel Discussion on 'Containing Corona' at IIM Ahmedabad

On 5th March, 2020, The Centre for Management of Health Services (CMHS) of the Indian Institute of Management, Ahmedabad organized a panel discussion on 'Containing Corona: Designing and Thinking About India's Response.'

The Director General, RTI Jammu attended the discussion as a panelist through video conferencing.

The enormity of the Covid 19 epidemic [1] was fast becoming evident in early March 2020 at the time of the event, and the various panelists from academia and the public and private sector, spoke at length about the economic, medical/epidemiological, behavioural, mental health and governance challenges before India as the country sought to respond to the spread of the virus.

The DG, RTI emphasized on the importance of a robust health system and more effective use of health financing to meet the challenge of fighting the coronavirus (Covid 19) in the world's second most populous country characterised by extreme economic inequality and with stark disparities in the access to and availability of good health care delivery systems.

Of the six building blocks of a health care system [2], as delineated by the World Health Organization (WHO), India like many other developing countries has struggled with the availability of adequate funds, shortage of health professionals and with equitable and accessible last mile health service delivery in particular.

As per the WHO, India ranks 184th out of 191 countries in terms of the percentage of Gross Domestic Product (GDP) spend on health which is merely 1.5% of its GDP. Moreover, relatively poor absorptive capacity and the susceptibility to fraud and corruption (for example, a majority of the National Rural Health Mission funds are remitted through Special Purpose Vehicles (SPVs) such as state and district health societies down to the village level rather than through government treasuries), impact the effective use of even the existing funds available.

India also carries a disproportionate burden of global infectious diseases, ranking 64th out of 462 countries in the burden of communicable diseases especially those of zoonotic origin (such as Covid 19).

The National Sample Survey Office (NSSO) in India pointed out last year that communicable diseases were responsible for more illnesses among Indians than any other ailment and 31% of all hospitalizations in urban and rural areas are due to infectious diseases.



DG RTI Jammu participating in the panel discussion at CMHS, IIM Ahmedabad through VC

Image credit: CMHS, IIM Ahmedabad

[1]The World Health Organization (WHO) characterized Covid 19 as a pandemic on 12 March, 2020- a week after the panel discussion at IIM- Ahmedabad.

[2]1. Health Service Delivery 2. Health workforce 3. Health Information Systems 4. Access to Essential Medicines 5. Health Systems Financing and 6. Leadership and Governance form the six building blocks of a health system.

The impact of systemic factors on the ability of the Indian Public Health System to deal with an emergency, such as the current pandemic where no available vaccine yet exists, was also emphasized.



Image credit: CMHS, IIM Ahmedabad

Audience at the Panel Discussion on Containing Corona on 5 March 2020 at CMHS, IIM Ahmedabad

While adequate Public Health Systems and early multi-sectoral coordination are essential, from the governance perspective, health is a state subject under the Indian constitution with the provision that response to an epidemic would be coordinated by the central government. Thus, implementation and coordination of an emergency public health response at ground level depends on state public health systems and these vary in their effectiveness and systemic strength.

Moreover, taking into account the environmental, demographic (the large population in India facilitates transmission of disease and makes social distancing difficult) and socio-economic factors (urbanization, overcrowding, lack of sanitation, lack of 24/7 availability of running water, poor air quality leading to weakened immunity and the increase in human mobility and travel) – the difficulties in controlling a highly infectious, new pathogen such as Covid 19 become evident.

In the long term it would be important to re-look at the disease reporting and surveillance systems in India that are presently characterised by ineffective disease mapping due to weak surveillance infrastructure, poor detection of outbreaks, an overburdened health workforce, poor coordination, differing standards and practices and turf battles. Institutional reform, developing of common reporting standards and harmonized data collection tools, better surveillance and reporting by shoring up of training and capacity building and expanding the number of laboratories and increasing collective testing capacity would be necessary.

The fight against the Covid 19 virus is necessarily the primary priority at present.

However, keeping in mind the aphorism that ‘one should never let a good crisis go to waste’, there are various systemic reforms and steps to scale up capacity and improve fund utilisation that, if undertaken long term, would lead to positive and fundamental change in the public health delivery systems in India.

A ‘one health’ approach with integrated multi-sector coordination for better outcomes and with holistic prevention and protection eco-systems shall go a long way in building public health resilience and the shored up capacity to fight both the current pandemic and future public health emergencies that may arise.

RTI Jammu’s participation in the discussion was part of the Knowledge Centre work on the theme of Domain Knowledge and Governance in Sectors (Health). A research paper on the topic of Public health and systems has also been worked on in 2019-20.

The complete video of the panel discussion may be accessed on the RTI, Jammu website at the following link: <https://youtu.be/5VPqwBooywY>





# *Desiderata*

Go placidly amid the noise and the haste, and remember what peace there may be in silence. As far as possible, without surrender, be on good terms with all persons.

Speak your truth quietly and clearly; and listen to others, even to the dull and the ignorant; they too have their story.

Avoid loud and aggressive persons; they are vexatious to the spirit. If you compare yourself with others, you may become vain or bitter, for always there will be greater and lesser persons than yourself.

Enjoy your achievements as well as your plans.  
Keep interested in your own career, however humble; it is a real possession in the changing fortunes of time.

Exercise caution in your business affairs, for the world is full of trickery. But let this not blind you to what virtue there is; many persons strive for high ideals, and everywhere life is full of heroism.

Be yourself. Especially do not feign affection.  
Neither be cynical about love; for in the face of all aridity and disenchantment, it is as perennial as the grass.

Take kindly the counsel of the years, gracefully surrendering the things of youth.

Nurture strength of spirit to shield you in sudden misfortune. But do not distress yourself with dark imaginings. Many fears are born of fatigue and loneliness.

Beyond a wholesome discipline, be gentle with yourself.  
You are a child of the universe no less than the trees and the stars; you have a right to be here.

And whether or not it is clear to you, no doubt the universe is unfolding as it should.

Therefore be at peace with God, whatever you conceive Him to be.  
And whatever your labors and aspirations, in the noisy confusion of life, keep peace in your soul.

With all its sham, drudgery and broken dreams, it is still a beautiful world. Be cheerful. Strive to be happy.

- Max Ehrmann, 1920





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# Regional Training Institute, Jammu

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