

**SPEECH OF THE DIRECTOR, CBI
ON THE OCCASION OF INAUGURATION OF THE
“CERTIFICATE PROGRAMME ON INVESTIGATION OF FINANCIAL CRIMES”**

July 27, 2015 at IIM, Bangalore

A very good morning to everyone.

Today is a special day and it gives me immense pleasure to inaugurate the 1stBatch of Certificate Programme on Investigation of Financial Crimes for CBI Officers’ conducted by the Indian institute of Management, Bangalore.

Friends, Law Enforcement Agencies in India have engaged IIMs in the past in conducting Vertical Interaction Courses and Mid-Career Training Programmes but these have been generic management programmes. It is for the first time that a Law Enforcement Agency and an IIM are partnering for an academia designed training course for upgrading domain expertise of a law enforcement institution. And therefore, I would like to thank Director, IIM for his support and commitment in starting a course in an uncharted but important arena that will contribute to strengthening governance and rule of law in the country. I am sure that this beginning will mature into a long standing relationship that is beneficial to both institutions and becomes a trend setter for other government institutions.

I would also like to complement the CBI Officers who have taken up the initiative to volunteer to participate in the first batch of the certificate programme knowing very well that it is in addition of their existing official duties and will involve measuring up to the stringent standards that IIM, Bangalore is known for. I would advise all participants to use this opportunity by whole heartedly committing themselves to the course that will surely enrich them professionally and personally. Also, I would urge all the participants to seek answers without hesitation as many of the things being taught will be unknown to them. We will look forward to their feedback so that the programme is modified for the optimal benefit of the next batch.

Ladies and gentlemen, the topic of today’s inaugural address is ‘Excellence in Investigation’, and it is indeed in consonance with the objective of this training programme. Pursuit of Excellence is essential for aspiring individuals and institutions. It is through consistent pursuit of excellence that we challenge ourselves and proactively adapt to and embrace the unavoidable natural cycle of change.

But what is the meaning of excellence? Excellence is not perfection because perfection is virtually unattainable in organisational work situations. Also, perfection brings with it stress, comparison and takes joy out of work. Pursuit of Excellence, on the other hand is a journey of achieving one’s optimal potential. Abraham Maslow, the well known Psychologist summed it up aptly. He said “What a man can be; he must be”. The journey for excellence involves

challenging oneself without unduly comparing with others and pursuing work with passion, sincerity and devotion. The fruit of labour is not only the job well done but achieving one's full potential as a human being. Maslow called it self actualisation, the highest and deepest of human needs. For the CBI Officers, the self actualisation is more meaningful as their work contributes to larger societal good by preserving and promoting justice. While an individual can bring the highest level of commitment to a job, his pursuit of excellence will be seriously hampered if he does not possess the requisite knowledge and skill set needed to achieve the desired goal. This course is designed to enhance the knowledge base and empower CBI investigators to deliver results that are far superior to the existing outcomes.

Friends, how do we define excellence in investigation? The ultimate test is that investigation must stand up to legal scrutiny through the process of judicial trial where the accused get the full right to defend themselves and only when the investigator is able to prove his case beyond reasonable doubt, is the accused pronounced guilty by the court. This is a stringent test to pass for any investigator but CBI investigators have been able to admirably acquit themselves by securing convictions in 2 out of every 3 cases sent for trial. Our success has been rooted in the principles of three I's laid down by the founder Director Late Sh. D.P Kohli in the motto of CBI namely Industry, Impartiality and Integrity backed as they are by well developed systems, SoPs' and manuals. The three I's are not mere words but the way of life for an Investigating Officer of CBI. I have no doubt in my mind to say that 'Excellence in Investigation' can be achieved if the motto is ingrained and truly lived. However to the three I's, we now need to add 'K' for knowledge.

Let me try to explain. The proven track record of CBI is coming under increasing stress due to multiplicity of factors. Our investigators face the biggest challenge in new age crimes, financial and cyber crimes where technology enables offenders to operate across national jurisdictions at the click of a button. The transfer of funds to tax havens happens at lightning speed. The complexity of financial instruments and mechanisms that are used to transfer ill-gotten funds is changing rapidly as Indian economy becomes more integrated with the major economies of the world. Thus, in the field of financial and multi jurisdictional crimes, Investigators and Prosecutors must be constantly kept apprised of global trends, swiftly changing technology, and ever changing laws. Combating these complex financial and transnational organised crimes quite often requires in-depth knowledge of advanced financial concepts, knowledge of asset recovery procedures in multiple jurisdictions, digital forensic analysis and forensic accounting tools. Many a time they may have to work as a part of a multi-agency task force to investigate complex crimes. They have to organize and document critical evidence, and present a cast iron case for prosecution. All these tasks require an ever increasing level of domain expertise and continuous absorption of new technologies and knowledge. Continuous Professional development through a structured career plan for investigators is therefore an imperative need for the CBI. The investigators need to possess the latest knowledge and skills to do the work assigned to them with speed and accuracy. This training programme is in the pursuit of this objective and we have relied for this on IIM-Bangalore, an institute with proven track record not just in India but internationally.

When I took over as Director, CBI I had a vision, a vision to develop our human resources, particularly investigators to the level of the world's best. I could feel that there is an urgent need to put in place formal structures for identifying and developing future investigators, thus providing them with the right mix of experience, training and mentoring. Obviously this can not be achieved in a day and would take a long time, but we have taken the first steps in this direction. My endeavour would be to initiate and institutionalise these arrangements, so that in years to come CBI finds its place amongst the best investigating agencies in the world.

My compliments to Dr. Vachani and his team of renowned faculty for supporting us in this endeavour. I would particularly like to acknowledge the contribution of Prof MS Narsimhan and Prof G Ramesh for translating the idea into reality and coming up with a well designed curriculum in such a short time according to the needs of our organisation. It speaks volumes of their zeal and professionalism. I would once again like to urge the participants to make best use of the opportunity.

Thank you.
