

MGSIPAP Newsletter

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As long as you derive help and comfort from anything, do it – Mahatma Gandhi

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FROM THE DESK OF DIRECTOR GENERAL

Judicial activism, privatization of governance processes, societal interventions, centrally sponsored (imposed) programmes and the decentralization to the Local Bodies/Zila Parishads have thrown up new synergistic challenges which need to be examined and addressed by the stakeholders as well as the practitioners. Factors afflicting quality of governance are, indeed, complex. The ecological dynamics of public administration has undergone a complex change in the last fifteen years and it is in a state of chaotic but curiously interesting flux.

Multiple tiers, spheres and estates of governance have created a new landscape of political philosophy, public administration and jurisprudence, challenging the democratic formats which have been in vogue so far. The term 'stakeholders' seeks to provide legitimacy to any one who stands up in advocacy of a public cause or interest. Media is the fourth estate of governance, and now the nebula of the civil society is emerging as the fifth one on the arena of governance. We need to discover and shape up a 'synecology of governance' so that the present state of disarticulation is replaced by a harmonic order.

Coming to the most immediate concerns, streamlining of the procedures meant for regulation or delivery of services is certainly the most urgent task at hand. Government processes re-engineering is envisaged as a condition precedent to introduction of e-governance which seeks to package services of selected sectors into composite e-governance projects, possibly with appropriate provision of its linkage with the other sectors of governance. Integrating the various segments in a holistic perspective while undertaking the GPR is a daunting exercise as the issues often transcend the procedural ambits and enter the domain of the principles of governance where things get stuck up because the domain-holders' identity has become nebulous in the present times.

Staff crunch and lack of a clear personnel policy is emerging as a very serious handicap of the government structures in meeting the rising aspirations of the people and the challenges of good governance. Without nurturing a trained cadre of competent personnel, the government will have to face a good deal of embarrassment in times to come. Curtailment of revenue expenses, questions of pay rise and the pressing needs of providing sufficient staff strength need to be harmonized sooner than later.

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ACTIVITIES OF CENTRES AND CELLS

Centre for Labour Welfare Studies (CLWS)

The Centre was set up with the support of Sh. P. Ram, IAS, Principal Secretary, Labour Department, vide his DO letter No.PS/PSL/08/1085 dated April 15th, 2008. The objective of the Centre is to undertake research, analysis, survey and training activities in different fields of labour welfare. Shri Tikshan Sood, Hon'ble Labour Minister, Punjab participated in the first conference organized by the Centre on 22nd April, 2008 for critical appreciation of the working of the Labour Department by involving officers of the department at all levels, which unfolded a number of action programmes for research, reforms and training.

Workshop on Implementation Construction Workers Act

Implementation of the Building and Other Construction Workers (Regulation of Employment and Conditions of Service) Act, 1996 and Building and Other Construction Workers Welfare Cess Act, 1996 could not take place in Punjab while some of the other states including Haryana took a number of initiatives ensuring early implementation of these Acts. The Department of Labour, Punjab, therefore, wanted this Centre to organize a workshop for the benefit of its implementation machinery by drawing upon the experiences of Haryana and Delhi.

A workshop on both the Acts was accordingly organized on 18th Feb'2009 in the Institute. Shri Tikshan Sood, Hon'ble Labour Minister, Punjab inaugurated the workshop. More than 80 participants attended the workshop. Presentations were made by Labour Commissioner, Haryana, Labour Commissioner, Delhi, and the Dy. Chief Labour Commissioner (C), Chandigarh to share their experiences in implementation of both these Acts. The workshop was highly interactive and a large number of issues including collection of cess and its utilization for the welfare of construction workers were discussed.

The Expert Group meeting on Migrant Labour

Keeping in view the problem of migrant labour, a national level workshop is proposed to be organized by the Centre. In order to identify issues of concern for discussions and the resource persons, an Expert Group Meeting (EGM) was organized at the Institute. The EGM was attended by Dr. Manjit Singh, Professor, Department of Sociology, PU, Chandigarh, Shri Paramjit Singh Sahai, IFS (Retd), Dr. Gopal Iyer, Head of Department (Retd), Department of Sociology, PU, Chandigarh, Dr. Krishan Chand, CRRID, Chandigarh, Shri Jacob Pratap, ALC, SAS Nagar and Shri A.S. Ahluwalia, IES (Retd), Senior Consultant, MGSIPAP, Chandigarh. The meeting identified the problems of housing, health, and non-implementation of the Inter-State Migrant Workmen (Regulation of Employment and Conditions of Service) Act, 1979 as appropriate themes for proposed Workshop. The meeting also resulted in identification of a number of resources persons/ institutions on the subject.

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Centre for Administrative Research & Evaluation

Preparation of Shelf of Projects for Research & Evaluation

The Centre has initiated the process of preparing inventory of projects to be undertaken in future. A multi-pronged approach has been adopted for the purpose. While suggestions and ideas have been sought from all the senior officers of the government, department-wise search conferences are being organized as an eclectic exercise to identify needs of research, reform and training and other critical areas requiring attention. On the basis of feedback, the Institute decided to study the scope of streamlining the systems of industrial approvals.

Search Conference for Forest Department

The Institute conducted a one-day search conference for the Department of Forests with a view to identify areas for research and training that can be taken up by the Institute. The conference was attended by Conservator of Forests, Additional Conservator of Forests, District Forest Officers, and few Retired Officers of the Department. Shri R.C.Nayyar, IAS, Financial Commissioner (Forests) inaugurated the conference and it was actively lead by Shri B.C.Bala, Principal Chief Conservator of Forests. In his inaugural address, Shri Nayyar, emphasized the need for strong research and training back up for the department for meeting future development needs and challenges. It was felt that there were large number of state and Govt. of India sponsored schemes with overlapping terms and conditions to be packaged into just a few schemes in order to avoid confusion.

Participants emphasized need of deeper analysis into the delay in issuing 'NOC' under Forest Conservation Act – 1980 by the Govt. of India. In this regard non-availability of essential data online is blocking the transparency in the system. An appraisal of Punjab Land Preservation Act - 1900, Punjab Forest (Sale of Timber) Act - 1913 and Forest Conservation Act - 1980 with a view to make them more realistic was also emphasized. For capacity building, it was suggested the officers and staff of the department should be provided comprehensive training in RTI Act, Forest Conservation Act, Rules & Procedures of the Department, Civil Service Rules, Implementation of Single File System, TQM, Sustainable Forest Management, Information Technology, Climate change etc.

Various suggestion were made to improve the working of the Forest Department like advance planning for annual programmes viz., Environment Day, Van Mahotasav, Protection of Wildlife, sufficient time to be allotted for sending reports to the Department/Govt. of India, strengthening of Publicity Wing, Vesting the powers of Vigilance to the Forest Head, provision of cash award/ out of turn promotion to the deserving candidates and housing the administrative department in the Forest Directorate for quick disposal of cases.

Conference was privileged to have the august presence of Sh. S. K. Tuteja, Chairman, Pay Commission, who extensively addressed the concerns of the participants during the valedictory session.

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Centre for Poverty Reduction

The Centre has taken up a project on 'Capacity Building for Poverty Reduction' in districts of Hoshiarpur and Roopnagar. A meeting of Core Committee was held on 24.02.2009 in the Institute to review the progress under the project. New initiatives for providing bank finance (linked to subsidy), health and education to the BPL family were worked out. The methodology and responsibilities to carry out various tasks at the village and block level were discussed and finalized. The Core Committee also sought active involvement of Panchayati Raj Institutions to implement the project. It was decided that the Panchayats should play an active role in the project in order to run the project on sustainable basis. Panchayats were asked to pass resolutions for institutionalizing their participation in the programme. Accordingly, a list of tasks to be carried out by the local Panchayats have been prepared and handed over to them.

The Core Committee sought active involvement of Panchayati Raj Institutions to implement the project. It was decided that the Panchayats should play an active role in the project in order to run the project on sustainable basis.

A workshop of the BPL families, district officials, role models (amongst BPL families) and Panchayat members was conducted at village Kishanpur in Roopnagar Block. The Role Models are the persons who once belonged to the poorest strata but rose to success through the micro-enterprises or better education. Role Models were brought in to play the role of catalyst to motivate BPL families to travel extra mile for their upliftment. The participation of the role models proved to be highly significant as the success stories narrated by them during the workshops generated a lot of interest among the BPLs and inspired them to come forward and avail the institutional facilities. The workshop also aimed at sensitizing district officials with the needs of poor and make them aware about the schemes of the government.

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Centre for Participatory Management and Voluntary Organization (CPMVO)

UNDP Project on Gender Sensitization

The CPMVO is working on a UNDP assisted project on 'Strengthening State Plan for Human Development'. The focus area of the project is 'Gender Budgeting' for removing gender bias in the State. The Centre will be working on gender sensitization through training and other suitable programmes.

District Centres of CPMVO

The CPMVO has also planned to set up district centres to network with the NGOs at district level to expand the breadth and depth of its activities. NGOs operating in various districts of the state are being contacted and District Level Conferences (DLCs) planned to fulfill this objective.

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Centre for Studies in Public Finance (CSPF)

A Centre for Studies in Public Finance has been recently set up in this Institute at the behest of the worthy Finance Minister. He made the following observations while asking the Institute to set up this Centre.

"It is extremely important to continuously appraise the performance of the revenue earning agencies in order to identify deficient areas and get them constantly removed. This cannot be left entirely to the concerned administrative departments because public finance is the prime concern of the Department of Finance in the government. Similarly, it is equally important to explore possibilities of cost reduction, search for economical alternatives and methods of increasing productivity within the same resources. It is an area which has been absolutely ignored.

The Centre shall interalia study and provide consultancy to the State Govt. and also training to the concerned personnel in the following areas

*Improvements in government revenues
Improvements in fiscal management
Improvements in productivity"*

It is extremely important to continuously appraise the performance of the revenue earning agencies in order to identify deficient areas and get them constantly removed.

The Centre has engaged the part-time service of Mr. B.R. Gambhir, retired DCFA, who has started functioning as the nucleus of the Centre. Mr. Karan Avtar Singh, IAS, former Secretary Expenditure, is the principal adviser to the Centre. The Institute has also associated Prof. S.C. Vaidya, former Chairman of the Department of University Business School, Panjab University. While Principal Secretary, Finance and Secretary Planning will constantly guide and appraise the Centre, the endeavour is to adopt an eclectic approach in identifying the critical deficiencies hampering the growth of revenues and its cost effective utilization.

The Centre will initiate the following steps to improve the fiscal deficit

- Organize seminars for the officers of revenue earning departments/ organizations to know the laxity in the revenue collection and the ways to generate more revenue for the state.
- Study the ongoing schemes of each department to find out the economical alternative ways of achieving the same objectives.
- Explore new areas of revenue earning.
- Study the working of PSUs in order to promote cost effective productivity.

Food For Thought

If hefty pecuniary punishments are equated to the imprisonments prescribed in the I.P.C. for various offences, there will be a huge collection of revenue to meet the cost of criminal justice. Similarly, a provision in the Civil Procedure Code for imposing exemplary state cost in vexatious litigations would not only deflate the litigation by promoting alternate dispute resolution but will also lead to a new source of revenue. Noise tax on loudspeakers/DJs and public inconvenience (nuisance) tax on traffic congestions caused by marriage palaces, processions, etc. are worthy of consideration in the changing times.

Cell for Management of Civil Engineering Works

Sh. Karan Avtar Singh, IAS, the then Secretary PWD (B&R) had emphasized, during one of the interactions, the need for reforms in the management of civil engineering works through improvements in the engineering skills, management techniques and confidence level of engineering staff. Accordingly, the Institute has set up a Cell for Management of Civil Engineering Works (CMCEW) with the objective of improving the work culture and efficiency of all engineering departments at various levels in the state. Details of the Cell were discussed during an Expert Group Meeting in the Institute.

The members suggested that capacity building programmes be organized in the latest techniques in construction engineering for engineering staff of Municipalities and Rural Engineering Departments, higher level technical training for engineers of PWD and other engineering departments, professional training in contract management, special training programmes in accounting procedures relevant to functioning of engineering departments and training in quality management of engineering works for various level of engineering personnel.

An urgent need was also felt for proper coordination to avoid chaotic urban development. Different departments such as Town Planning, PWD, Sanitation, PUDA, Local Bodies etc, need to be brought together for preparation of integrated town plans. Due to lack of coordination among various departments, there is haphazard development in many upcoming towns such as Zirakpur, Banur, etc. In many cases, the development has taken place against the natural contours/ topography of the area, the consequence of which are already showing up. The Cell will take suitable initiatives to correct such imbalances in town development.

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An urgent need was felt for proper coordination to avoid chaotic urban development. Different departments such as Town Planning, PWD, Sanitation, PUDA, Local Bodies etc, need to be brought together for preparation of integrated town plans.

Personnel Management Cell

The Personnel Management Cell organized three training programme on Personnel Policies & Administration in the month of February 2009. One programme was conducted at Chandigarh while the others were conducted at Faridkot and Ferozpur. 91 participants from various directorates, corporations, boards and other government agencies attended the programme at these locations and were benefited immensely. These programmes were designed and conducted by Sh. Bankey Bihari, Under Secretary (Retd.) who has expertise in this area and Sh. Jatinder Singh, Assistant Administration Officer of the Institute. The feedback has revealed that the programme will help the participants in improving their knowledge and capacity in dealing with matters relating to personnel administration.

During the programme, an effort was made to identify the persons who can be used as trainer to introduce multiplier effect through organization of similar programmes at the organizations level. It is also proposed to train these persons as Master Trainers and use them as Resource Persons for similar programmes organized by the Institute.

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NEWS FROM REGIONAL/DISTRICT CENTRES

The objective behind setting up of regional and district centers was to secure participation of officers and members of the civil society at the cutting-edge level for various research, consultancy and training activities in different sectors of governance. The Institute has decided to promote specialization in a set of specific areas for each regional and district center. Accordingly, certain subject specific cells are being nurtured at these regional centers. For example, the Patiala regional center is specializing in urban governance and power sector reforms, while the Jalandhar regional center is likely to focus on land revenue administration, law justice and governance, etc. The district center Hoshiarpur is focusing on poverty reduction while the district center Bathinda will be concentrating on personnel management. As these regional/district centers are at a nascent stage, their specialization is yet to acquire concrete form. The Urban Governance Cell at the regional center Patiala, however, has taken a leap with the initiative of Mr. B. R. Gupta, retired Executive Officer.

Regional Centre, Patiala

The Urban Governance Cell of the Centre organized three training programmes of one day each for newly elected representatives of Urban Local Bodies at Malerkotla, Sunam and Nabha. The purpose of these programmes was to make the elected Councilors aware of their roles and responsibilities in urban governance. The Department of Local Government, Punjab provided funds for these programmes.

The Patiala regional center is specializing in urban governance and power sector reforms, while the Jalandhar regional center is likely to focus on land revenue administration, law justice and governance.

District Centre, Hoshiarpur

The Institute engaged Shri Surjit Singh, PCS (Retd.) as Project Coordinator of the District Centre, Hoshiarpur. Shri Surjit Singh has vast experience in public administration while working as SDM, ADC (D) and on other important assignments in the State Government.

Regional Centre, Jalandhar

Shri N. K. Arora, IAS (Retd.), Ex-Chief Secretary to Government of Punjab has been appointed as Advisor at this Regional Centre. As Advisor, he would head Advisory Council of the Regional Centre and provide guidance to the Working Committee and the Regional Project Director in organizing the activities to be taken up by the Centre. He has already drawn up a list of activities to be undertaken in the next six months.

District Centre, Kapurthala

The Centre has been set up at Virsa Vihar. A meeting of the Heads of Departments of the district was held under the chairmanship of Mr Balamurgan, the then Deputy Commissioner to elicit information and views on the training needs of the officers and staff in the district. Also a core committee has been formed to analyze the proposals received from various departments and arrange resources to effectively organize the training programmes. The Centre has been fully equipped with basic infrastructure and equipments for organizing training programmes.

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Institute's Response to Commission on Centre-State Relations

On invitation from the State Government, the Institute prepared and submitted the following comments on the issues raised by the Centre-State Relations Commission recently set up by the Government of India.

"Jurisdiction of the Centre and States is demarcated by the Constitution while the Supreme Court is the arbitrator as a federal court. In view of this, the very step of the Central Government setting up a Commission to examine and determine Centre-State relations runs counter to the spirit of federalism because the Centre is not the custodian of the federal structure of Indian polity. Members of the Commission are expected to toe the line which the Centre informally prescribes

The terms of reference assigned to the Commission are obnoxiously designed. Para 4 (iii) seeks recommendations of the Commission on jurisdiction of the Centre vis-à-vis States on matters touching areas of the state's exclusive jurisdiction. A commission appointed by the Centre must not be asked to determine questions of jurisdiction between the Centre and the States. It is the domain of the Supreme Court.

By appointing a former Chief Justice of the Supreme Court as the head of the Commission, the Centre has put the States to great risk and disadvantage because if the Commission recommends enlargement of the jurisdiction of the Centre as sought by its Terms of Reference, correspondingly rolling up the jurisdiction of the States, it will become a monumental evidence in future to favour the Centre in any formal disputes raised by the states before the Supreme Court on issues of federal nature.

There has already been a great hue and cry by the states on account of centrally sponsored schemes which the states have to accept on the terms of the Centre regardless of variations in states' priorities. Of late, the Centre has started intervening actively in areas of the states exclusive domain. The Centre must not leverage its money power to tilt the federal balance. The Centre has created many special outfits in the states which directly receive development funds while pretending to be acting on behalf of the states. The Centre has gone to the extent of remitting the funds directly to Local Bodies/PRIs.

The practice of imposing many conditions is increasing day by day. Conditions imposed under the Debt Waiver Scheme and JNURM are some such examples. Now, the 13th Finance Commission is in the process of framing Governance Indicators. All these tendencies are creating a chaotic situation. The Supreme Court is also adding to the central tendencies. Directions of the Supreme Court on framing of new Police Act is a recent example.

The state should mobilize all states to create a joint forum/institution at national level to study pros and cons of Centralism vs. Federalism in terms of achieving good governance and maximum public satisfaction."

In order to further build upon the idea, the Institute has set up a Study Cell on Federal Relations. The Cell invites participation from the readers on the subject. A national seminar is proposed to be organized at Delhi to elicit views and experiences of the state governments on the issue.

The Institute should mobilize all states to create a joint forum/institution at national level to study pros and cons of Centralism vs. Federalism in terms of achieving good governance and maximum public satisfaction.

Utilizing services of the Institute for consultancy by State Government

The Finance Department, Punjab Government vide letter No. 6/40/08-6FCCP/157 dated 18.02.2009 has desired that the services of the Institute be utilized for consultancy purposes by various departments, boards and corporations of the State. This will help in building consultancy capabilities within the government, cutting costs and ensuring effective use of consultancy experiences in a holistic manner. The FD, in fact, has desired that before outsourcing any consultancy project to an outside agency, the Institute should be consulted and assistance sought in overseeing the work or finalizing the terms of consultancy.

The complete text of the letter (in Punjabi) circulated to all the departments of the State is reproduced below:

The Finance Department has desired that the services of the Institute be utilized for consultancy purposes by various departments, boards and corporations of the State. This will help in building consultancy capabilities within the government, cutting costs and ensuring effective use of consultancy experiences in a holistic manner.

“ਸਰਕਾਰ ਦੇ ਧਿਆਨ ਵਿਚ ਆਇਆ ਹੈ ਕਿ ਵਿਭਾਗ ਸਲਾਹ ਮਸ਼ਵਰੇ ਤੇ ਖੋਜ ਗਤੀਵਿਧੀਆਂ ਲਈ ਏਜੰਸੀਆਂ ਦੀਆਂ ਸੇਵਾਵਾਂ ਲੈਂਦੇ ਹਨ ਅਤੇ ਇਸ ਬਾਬਤ ਧਿਆਨ ਨਹੀਂ ਦਿੰਦੇ ਕਿ ਅਜਿਹੀਆਂ ਸੇਵਾਵਾਂ ਮਹਾਤਮਾ ਗਾਂਧੀ ਰਾਜ ਸੰਸਥਾ ਪ੍ਰਬੰਧਕੀ ਸੁਧਾਰ ਪੰਜਾਬ (ਐਮ.ਜੀ.ਐਸ.ਆਈ.ਪੀ.ਏ.ਪੀ.) ਵੱਲੋਂ ਵੀ ਮੁਹੱਈਆ ਕਰਵਾਈਆਂ ਜਾ ਸਕਦੀਆਂ ਹਨ। ਇਸਨੂੰ ਯਕੀਨੀ ਬਣਾਉਣ ਲਈ ਕਿ ਸਾਰੇ ਵਿਭਾਗ ਅਜਿਹੇ ਮਾਮਲਿਆਂ ਵਿਚ ਐਮ.ਜੀ.ਐਸ.ਆਈ.ਪੀ.ਏ.ਪੀ. ਦੀਆਂ ਸੇਵਾਵਾਂ ਦੀ ਵਰਤੋਂ ਕਰਨ, ਵਿਭਾਗ ਨੂੰ ਇਸ ਸੰਸਥਾ ਨਾਲ ਪਹਿਲਾਂ ਵਿਚਾਰ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਕਿ ਜੇ ਕੋਈ ਅਧਿਕਾਰ ਇਸ ਸੰਸਥਾ ਵੱਲੋਂ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੋਵੇ ਤਾਂ ਉਸਨੂੰ ਉਚ ਕੀਮਤ ਉੱਤੇ ਬਾਹਰੀ ਏਜੰਸੀਆਂ ਨੂੰ ਨਾ ਸੌਂਪਿਆ ਜਾਵੇ। ਅਸਲ ਵਿਚ ਸੰਸਥਾ ਨੂੰ ਤਜਵੀਜ਼/ਵਿਚਾਰ ਦੇ ਮੁਢਲੇ ਪੜਾਅ ਵਿਚ ਹੀ ਸ਼ਾਮਲ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਕਿ ਇਹ ਸੰਸਥਾ ਅਜਿਹੇ ਅਧਿਕਾਰ ਜਾਂ ਤਜਵੀਜ਼ਾਂ ਦੇ ਟਰਮ ਆਫ ਰੈਫਰੈਂਸ ਨੂੰ ਉਚਿਤ ਤਰੀਕੇ ਨਾਲ ਨਿਰਧਾਰਤ ਕਰਨ ਲਈ ਵਿਭਾਗ ਨੂੰ ਸੁਝਾਅ ਦੇ ਸਕੇ।

ਵਿਸ਼ਲੇਸ਼ਣਾਤਮਕ ਅਧਿਕਾਰਨ ਕਰਨ ਲਈ ਸੰਸਥਾਗਤ ਨਿਪੁੰਨਤਾ ਦਾ ਵਿਕਾਸ ਸਰਕਾਰ ਦੀ ਦੀਰਘਕਾਲੀ ਹੱਕ ਵਿਚ ਹੈ ਤਾਂ ਕਿ ਅਜਿਹੇ ਮਾਮਲਿਆਂ ਵਿਚ ਪ੍ਰਾਪਤ ਤਜਰਬੇ ਦੇ ਇਕੱਠ ਨੂੰ ਅਗਲੇਰੇ ਹਵਾਲੇ ਲਈ ਕੇਂਦਰੀ ਤੌਰ ਤੇ ਸੰਜੋਅ ਕੇ ਰੱਖਿਆ ਜਾ ਸਕੇ। ਜੇਕਰ ਅਧਿਕਾਰ ਬੇਨਿਯਮ ਤਰੀਕੇ ਨਾਲ ਬਾਹਰੀ ਏਜੰਸੀਆਂ ਨੂੰ ਸੌਂਪਿਆ ਗਿਆ ਤਾਂ ਦੀਰਘਕਾਲ ਵਿਚ ਸਰਕਾਰ ਨੁਕਸਾਨ ਵਿਚ ਰਹੇਗੀ। ਇਸ ਸੰਸਥਾ ਰਾਹੀਂ ਜੋ ਕਿ ਸਰਕਾਰ ਦੇ ਵਿਚੋਂ ਤੇ ਬਾਹਰੀ ਤੌਰ ਤੇ ਢੁਕਵੇਂ ਢੰਗ ਨਾਲ ਉਚਿਤ ਮਨੁੱਖੀ ਵਸੀਲੇ ਅਤੇ ਨਿਪੁੰਨ ਵਿਅਕਤੀਆਂ ਨੂੰ ਇਕਜੁਟ ਕਰ ਸਕਦਾ ਹੈ, ਗਤੀਵਿਧੀਆਂ ਨੂੰ ਕਾਫੀ ਘੱਟ ਕੀਮਤ ਉੱਤੇ ਸੰਯੋਜਨ ਕਰਵਾ ਕੇ ਵਧੀਆ ਨਤੀਜੇ ਪ੍ਰਾਪਤ ਕੀਤੇ ਜਾ ਸਕਦੇ ਹਨ। ਅਜਿਹੀਆਂ ਆਰ.ਐਫ ਡੀ. ਗਤੀਵਿਧੀਆਂ ਲਈ ਸਰਕਾਰੀ ਢਾਂਚੇ ਵਿਚ ਸੰਸਥਾਗਤ ਸਮਰੱਥਾ ਦਾ ਵਿਕਾਸ ਬੇਹੱਦ ਜ਼ਰੂਰੀ ਹੈ।

ਜੇਕਰ ਕਿਸੇ ਸਲਾਹ ਮਸ਼ਵਰੇ ਦੇ ਕੰਮ ਲਈ ਵਿਭਾਗ ਇਹ ਮਹਿਸੂਸ ਕਰੇ ਕਿ ਕਿਸੇ ਬਾਹਰੀ ਨਿਪੁੰਨ ਏਜੰਸੀ ਨੂੰ ਜ਼ਰੂਰੀ ਤੌਰ ਤੇ ਸ਼ਾਮਲ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ ਤਾਂ ਸੰਸਥਾ ਨੂੰ ਹਰ ਸੰਭਵ ਤਰੀਕੇ ਨਾਲ ਸ਼ਾਮਲ ਕੀਤਾ ਜਾਵੇ/ਸਲਾਹ ਮਸ਼ਵਰਾ ਲਿਆ ਜਾਵੇ ਤਾਂ ਕਿ ਮੌਜੂਦਾ ਜਾਣਕਾਰੀ ਦਾ ਸੰਸਥਾ ਦੇ ਬੇਹਤਰ ਤਰੀਕੇ ਨਾਲ ਕੰਮ ਕਰਨ ਲਈ ਇਸਤੇਮਾਲ ਕੀਤਾ ਜਾ ਸਕੇ। ਇਸ ਪ੍ਰਕਿਰਿਆ ਨਾਲ ਅਜਿਹੇ ਮਾਮਲਿਆਂ ਵਿਚ ਪ੍ਰਾਪਤ ਨਿਪੁੰਨਤਾ ਨੂੰ ਬਾਅਦ ਵਿਚ ਸਾਰੇ ਵਿਭਾਗਾਂ ਦੇ ਲਾਭ ਲਈ ਇਸਤੇਮਾਲ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ।

ਪ੍ਰਸ਼ਾਸਨ ਦੇ ਜ਼ਿਆਦਾਤਰ ਖੇਤਰਾਂ ਵਿਚ ਦੁਭਾਸ਼ੀ ਅਤੇ ਰੁੰਡ-ਮੁਰੰਡ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਤੋਂ ਬਚਣ ਲਈ ਆਯਾਮੀ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਦੀ ਲੋੜ ਹੁੰਦੀ ਹੈ। ਅਜਿਹੀ ਇਜੋੜਤਾ ਐਮ.ਜੀ.ਐਸ.ਆਈ.ਪੀ.ਏ.ਪੀ. ਰਾਹੀਂ ਮਿਲ ਸਕਦੀ ਹੈ ਜਿਹਦੇ ਵਿਚ ਸਾਰੇ ਮੁੱਖ ਵਿਭਾਗਾਂ ਨੂੰ ਨੁਮਾਇੰਦਗੀ ਕਰਨ ਵਾਲੇ ਆਰ.ਐਫ ਡੀ. ਸੰਸਥਾ ਅਤੇ ਉਸ ਵਿਭਾਗ ਦੇ ਸਾਂਝੇ ਉਪਕ੍ਰਮ ਦੇ ਤੌਰ ਤੇ ਸਥਾਪਿਤ ਕੀਤੇ ਜਾ ਰਹੇ ਹਨ। ਅਲਹਿਦਗੀ ਕਾਰਣ ਵਿਭਾਗੀ ਪੱਖਪਾਤ ਨਾਲ ਟੁਟਵੇਂ ਪਰਿਪੇਖ ਪੈਦਾ ਹੋਣਗੇ।

ਅਜਿਹੇ ਕਈ ਮਾਪਦੰਡ ਹਨ ਜਿਨ੍ਹਾਂ ਨੂੰ ਕਿ ਪੂਰਣ ਅਤੇ ਸਾਰੇ ਸੁਚਾਰੂ ਵਿਕਲਪ ਤਰੀਕੇ ਇਜ਼ਾਦ ਕਰਨ ਲਈ ਧਿਆਨ ਵਿਚ ਰੱਖਿਆ ਜਾਣਾ ਜ਼ਰੂਰੀ ਹੈ। ਜਿਵੇਂ ਕਿ ਕਾਮਨ ਕਮੇਟੀ ਰੂਮ ਜਾਂ ਆਈ.ਟੀ. ਬੁਨਿਆਦੀ ਢਾਂਚਾ ਸਭ ਵੱਲੋਂ ਇਸਤੇਮਾਲ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ, ਉਸੇ ਤਰ੍ਹਾਂ ਹੀ ਸੰਸਥਾ ਵੱਲੋਂ ਪ੍ਰਬੰਧਕ ਦੇ ਵੱਖ ਵੱਖ ਖੇਤਰਾਂ ਵਿਚ ਕਰਾਈ ਗਈ ਮੁਹਾਰਤ ਤੇ ਨਿਪੁੰਨਤਾ ਦਾ ਸਭ ਵੱਲੋਂ ਇਸਤੇਮਾਲ ਕੀਤਾ ਜਾ ਸਕਦਾ ਹੈ।

ਵਧੀਆ ਸ਼ਾਸਨ ਦੀਆਂ ਸਾਂਝੀਆਂ ਕੀਮਤਾਂ ਸਾਰੇ ਵਿਭਾਗਾਂ ਵਿਚ ਲੋੜੀਂਦੀਆਂ ਤਬਦੀਲੀਆਂ ਨਾਲ ਲਾਗੂਕੀਤੀਆਂ ਜਾਣੀਆਂ ਹਨ ਅਤੇ ਇਕ ਵਿਅਕਤੀ ਨੂੰ ਹੀ ਸਾਰਾ ਭਾਰ ਢੇਣ ਲਈ ਨਹੀਂ ਛੱਡਿਆ ਜਾ ਸਕਦਾ। ਉਦਾਹਰਣ ਦੇ ਤੌਰ ਤੇ ਜਵਾਬਦੇਹੀ, ਇਕੋਨਮੀ, ਪਾਰਦਰਸ਼ਤਾ, ਉਤਪਾਦਕਤਾ, ਹਿੰਸੇਦਾਰਾਂ ਦੀ ਸ਼ਮੂਲੀਅਤ, ਅੰਤਰ-ਵਿਭਾਗੀ ਹਿੰਸੇਦਾਰੀ ਅਤੇ ਫਾਲਤੂਪੁਣੇ ਦਾ ਧਿਆਨ ਤਾਂ ਹੀ ਰੱਖਿਆ ਜਾ ਸਕਦਾ ਹੈ ਜਦੋਂ ਪਰਸਪਰ ਸੰਬੰਧ ਵਿਚ ਮਦਦ ਕਰਨ ਲਈ ਇੱਕ ਸਾਂਝਾ ਸੰਸਥਾਗਤ ਮੰਚ ਹੋਵੇ, ਜੋ ਕਿ ਇਨ੍ਹਾਂ ਬੁਨਿਆਦੀ ਮਾਪਦੰਡਾਂ ਦੀ ਪਾਲਣਾ ਕਰਨ ਉੱਤੇ ਨਜ਼ਰ ਰੱਖ ਸਕੇ।

ਅਪਣੇ ਸਾਧਨ ਤੇ ਪ੍ਰਣਾਲੀਆਂ ਅਲੱਗ ਤੌਰ ਤੇ ਸਥਾਪਿਤ ਕਰਨ ਦੀ ਵਿਭਾਗੀ ਪ੍ਰਵਿਰਤੀ, ਫਾਲਤੂਪੁਣੇ ਤੇ ਵਿਭਾਜਨ ਕਾਰਣ ਲੰਬੇ ਸਮੇਂ ਵਿਚ ਉਲਟਾ ਨੁਕਸਾਨਦਾਇਕ ਹੋ ਸਕਦੀ ਹੈ। ਸੰਤੁਲਨ ਬਿਨਾਂ ਪੱਖਪਾਤੀ ਅਤੇ ਭਰੋਸੇਯੋਗ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਤਾਂ ਹੀ ਬਣੇਗਾ ਜਦੋਂ ਅਸੀਂ ਆਪਣੀ ਪ੍ਰਬੰਧਕੀ ਕੁਸ਼ਲਤਾ ਨੂੰ ਮਜ਼ਬੂਤ ਕਰਨ ਲਈ ਸੰਸਥਾਗਤ ਸਮਰੱਥਾ ਦਾ ਵਿਕਾਸ ਕਰਾਂਗੇ। ਇਸ ਨਾਲ ਅਸੀਂ ਲੋੜੀਂਦੀ ਉਤਪਾਦਕਤਾ ਅਤੇ ਕਾਰਗਰ ਮਾਧਿਅਮ ਤਿਆਰ ਕਰ ਸਕਦੇ ਹਾਂ।”

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VISION FOR STRUCTURE AND ORGANIZATION OF THE ACTIVITIES OF THE INSTITUTE

Research, Reform and Training for Good Governance is the motto of the Institute. Reform has to be based on research; and training is the means for effectively installing the reforms into the system. For this, the Institute has adopted a highly flexible and versatile mode of work especially because the nature of work and priorities keep changing depending on the mandates received from the various departments of the state government and the Government of India.

Territorial Structure

In order to plan and execute research, training and consultancy activities in the districts where all the programmes are to be delivered, the Institute has set up its Regional Centres at Patiala, Ferozepur and Jalandhar. These Regional Centres will cover the districts included in respective Revenue Divisions. The Institute has also set up a number of District Centres. While these Regional and District Centres will have sufficient freedom in making choice about the specific fields of research, training or consultancy, efforts will be made to achieve a synergy between the District and Regional Centres and between these centres and the headquarter of the Institute.

Functional And Subject-Specific Structures

Activities of the Institute at the headquarter are being organized under two major blocks - those called Wings undertake staff and facilitation functions in the specific spheres such as research, training, consultancy, publication, facilities, etc; and the Subject Centres/Cells are sectoral in nature such as Centre for Law, Justice and Governance; Centre for Capacity Building for Poverty Reduction; Centre for Labour Welfare Studies; Centre for Participatory Management/NGO Development; Centre for Studies in Public Finance; Cell for Urban Governance; Cell for Management of Civil Engineering Works; Cell for Probity and Transparency in Governance, etc.

Organizational Management

The territorial structures are being built around the leadership of the Deputy Commissioners/Divisional Commissioners. The subject centres at the Institute's headquarter are to be managed in collaboration with the experts, stakeholders and representatives of the concerned government departments. Both types of centres will have a Working Committee comprising of about 15 persons and an Advisory Council comprising of over 35 persons, associating knowledgeable persons and stakeholders.

Participatory Coordination

In order to avoid red-tape and facilitate academic interaction, the Institute would adopt conference and workshop system for inter-action among various functional, sectoral and territorial units of the Institute.

Wider Consultations

The Institute's main strategy would be to identify and develop a network of capable and innovative officers in various departments of the government at all levels and associate them as Resource Persons by

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conferring some honorary designations so that they feel inspired and involved. The idea is to implant the Institute in the government and the government in the Institute. For this, Convention Centre of the Institute will be transformed into a vibrant knowledge Management Club so that all knowledgeable resources of the government and the society are mobilized and channelised for productive activities.

Supplementing Human Resources

The Institute will associate outstanding (recently) retired personnel because they possess a rich and valuable experience that can be harnessed by the Institute at a very low cost. It is also proposed to associate serving officers having aptitude for research, training and documentation. The Institute would associate them as honorary fellows/associates and pay them honorarium for their contributions

Developing Consultancy Capabilities

The necessity of contracting out costly consultancy and study projects by government departments to private agencies arises from lack of institutionalization of knowledge and experience through institutional mechanism in the government. The disadvantage with contracting out management, research and evaluation consultancies to private sector lies in its inability to provide holistic view based on real insight. Supplementary and follow up services at implementation or later stages are also missed out. High rate of attrition and multiplicity of private consultancy agencies, often accompanied with the risk of their taking projects without real hands-on experience in the relevant spheres, distorts and disrupts rather than improve and streamline the administration. These handicaps will be addressed by the institute by nurturing in-house pool of experience supplemented by resources on contract as per need. Even when the departments/ government bodies feel the need of engaging private consultants, the institute would associate in selection and contract performance supervision so that an institutionalized wisdom is developed for grading, guiding and evaluating the work of private consultants in an efficient manner.

Nurturing R&D Talent In State Government

A number of initiatives have been planned to identify, associate and equip the persons in the departments to generate, manage and sustain innovation, reform and change within the government. The Institute will act as a catalyst to function as R&D laboratory of the state government to find solutions to the problems of governance after taking a holistic view.

The Institute has decided to sponsor and financially support participation of deserving officers in relevant research and training programmes outside the Institute. Besides, a policy for awarding research fellowship/stipends to the serving officers and employees is also being drawn up by the Institute to promote in-house R & D talent. Those interested may send their area of interest.

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ਖੇਤਰੀ ਕੇਂਦਰ ਪਟਿਆਲਾ ਵਲੋਂ ਕੀਤੇ ਉਪਰਾਲਿਆਂ ਦੀ ਰਿਪੋਰਟ

ਭਾਰਤ ਦੇ ਸੰਵਿਧਾਨ ਦੀ 74ਵੀਂ ਸੋਧ ਕਰਕੇ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਨੂੰ ਸੰਵਿਧਾਨਕ ਮਹੱਤਾ ਪ੍ਰਦਾਨ ਕੀਤੀ ਗਈ। ਕੇਂਦਰ ਸਰਕਾਰ ਅਤੇ ਰਾਜ ਸਰਕਾਰ ਵਾਂਗ, ਸਥਾਨਕ ਸਰਕਾਰਾਂ ਦੇ ਵਿਸ਼ੇ, ਵਿੱਤੀ ਸਾਧਨ, ਚੋਣ ਪ੍ਰਣਾਲੀ ਅਤੇ ਅਧਿਕਾਰਾਂ ਨੂੰ ਸੰਵਿਧਾਨ ਵਿੱਚ ਦਰਸਾਇਆ ਗਿਆ ਹੈ। ਕਿਉਂਜੋ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਰਾਹੀਂ ਲੋਕ ਤੰਤਰ ਨੂੰ ਮੁਢਲੇ ਪੱਧਰ ਤੇ ਲਾਗੂ ਕਰਨ ਦਾ ਕੰਮ ਲੋਕਾਂ ਵੱਲੋਂ ਚੁਣੇ ਗਏ ਕੌਂਸਲਰਾਂ ਦਾ ਹੈ, ਉਨ੍ਹਾਂ ਦੀ ਮੁਢਲੀ ਜ਼ਿੰਮੇਵਾਰੀ ਹੈ ਕਿ ਉਹ ਸ਼ਹਿਰੀ ਵਸਨੀਕਾਂ ਨੂੰ ਮੁਢਲੀਆਂ ਸਹੂਲਤਾਂ ਅਤੇ ਬੁਨਿਆਦੀ ਢਾਂਚਾ ਸਥਾਪਿਤ ਕਰਕੇ ਸ਼ਹਿਰੀਆਂ ਦੇ ਆਰਥਿਕ ਅਤੇ ਸਮਾਜਿਕ ਮਿਆਰ ਨੂੰ ਉੱਚਾ ਚੁੱਕਣ ਦੇ ਨਾਲ ਨਾਲ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਨੂੰ ਨਵੀਆਂ ਤਕਨੀਕਾਂ ਉਪਲਬਧ ਕਰਵਾਉਣ ਵਿੱਚ ਸਹਿਯੋਗ ਦੇਣ।



ਉਕਤ ਦੀ ਪੂਰਤੀ ਲਈ ਇਹ ਜ਼ਰੂਰੀ ਹੈ ਕਿ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਦੇ ਨਵੇਂ ਚੁਣੇ ਗਏ ਕੌਂਸਲਰਾਂ ਦੇ ਨਾਲ ਨਾਲ ਸੰਸਥਾਵਾਂ ਦੇ ਅਧਿਕਾਰੀਆਂ ਅਤੇ ਕਰਮਚਾਰੀਆਂ ਨੂੰ ਟਰੇਨਿੰਗ ਉਪਲਬਧ ਕਰਵਾਈ ਜਾਵੇ ਅਤੇ ਪ੍ਰਸ਼ਾਸਨਿਕ ਸੁਧਾਰਾਂ ਲਈ ਖੋਜ ਅਤੇ ਮੁਲਾਂਕਣ ਅਤੇ ਸੁਝਾਉ ਦੇ ਕੰਮ ਨੂੰ ਵੀ ਅਮਲੀ ਰੂਪ ਦਿੱਤਾ ਜਾਵੇ। ਇਸਦੀ ਪੂਰਤੀ ਲਈ ਮਹਾਤਮਾ ਗਾਂਧੀ ਜਨ ਪ੍ਰਸ਼ਾਸਨ ਸੰਸਥਾ, ਪੰਜਾਬ, ਦਾ ਇਕ ਖੇਤਰੀ ਕੇਂਦਰ, 2-ਡੀ, ਪਾਸੀ ਰੋਡ, ਪਟਿਆਲਾ, ਵਿਖੇ 3 ਅਕਤੂਬਰ 2008 ਨੂੰ ਸਥਾਪਿਤ ਕੀਤਾ ਗਿਆ।

ਇਸ ਕੇਂਦਰ ਵੱਲੋਂ ਨਗਰ ਨਿਗਮ ਪਟਿਆਲਾ ਦੇ ਕੌਂਸਲਰਾਂ ਦਾ ਪਹਿਲਾ ਸੈਮੀਨਾਰ ਮਿਤੀ 17 ਅਕਤੂਬਰ 2008 ਨੂੰ ਕਰਵਾਇਆ ਗਿਆ ਜਿਸਦਾ ਉਦਘਾਟਨ ਸਥਾਨਕ ਸਰਕਾਰ ਮੰਤਰੀ, ਸ੍ਰੀ ਮਨੋਰੰਜਨ ਕਾਲੀਆ ਜੀ ਵੱਲੋਂ ਕੀਤਾ ਗਿਆ। ਇਸਤੋਂ ਬਾਅਦ ਮਿਤੀ ਅਕਤੂਬਰ, 2008 ਤੋਂ 31 ਮਾਰਚ 2009 ਤੱਕ 15 ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਦੇ ਲਗਭਗ 271 ਚੁਣੇ ਹੋਏ ਕੌਂਸਲਰਾਂ ਅਤੇ ਪਟਿਆਲਾ, ਬਠਿੰਡਾ ਅਤੇ ਫਿਰੋਜ਼ਪੁਰ ਰੀਜ਼ਨ ਦੇ ਕਾਰਜਕਾਰੀ ਅਫਸਰਾਂ ਨੂੰ

ਪ੍ਰਸ਼ਾਸਨਿਕ ਸੁਧਾਰਾਂ ਦੇ ਨਾਲ ਨਾਲ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਵਿੱਚ ਈ-ਗਵਰਨੈਂਸ ਰਾਹੀਂ, ਪ੍ਰਸ਼ਾਸਨਿਕ ਸੁਧਾਰ, ਪਾਰਦਰਸ਼ਤਾ, ਨਿਪੁੰਨਤਾ, ਯੋਜਨਾਬੰਦੀ, ਰਾਜ ਅਤੇ ਕੇਂਦਰ ਸਰਕਾਰ ਵੱਲੋਂ ਸ਼ਹਿਰੀਕਰਨ ਵਜੋਂ ਚਲਾਈਆਂ ਗਈਆਂ ਯੋਜਨਾਵਾਂ ਸਬੰਧੀ ਟਰੇਨਿੰਗ ਦੇਣ ਦਾ ਉਪਰਾਲਾ ਕੀਤਾ ਗਿਆ।

ਇਸ ਖੇਤਰੀ ਕੇਂਦਰ ਵੱਲੋਂ ਇੰਡੀਆ ਕਪੈਸਟੀ ਬਿਲਡਿੰਗ ਟ੍ਰਸਟ, ਨਵੀਂ ਦਿੱਲੀ ਦੇ ਸਹਿਯੋਗ ਨਾਲ ਮਿਤੀ 22/01/2009 ਨੂੰ ਪੀ.ਪੀ.ਪੀ. ਵਿਸ਼ੇ ਤੇ ਇੱਕ ਸੈਮੀਨਾਰ ਪਟਿਆਲਾ ਵਿਖੇ ਕਰਵਾਇਆ ਗਿਆ ਜਿਸ ਵਿੱਚ ਸਤਿਕਾਰਯੋਗ ਲੈਫ ਜਨਰਲ (ਰਿਟਾ) ਬੀ ਐਸ ਧਾਲੀਵਾਲ, ਤਕਨੀਕੀ ਸਲਾਹਕਾਰ ਮੁੱਖ ਮੰਤਰੀ, ਪੰਜਾਬ, ਅਤੇ ਸਤਿਕਾਰਯੋਗ ਜਸਬੀਰ ਸਿੰਘ ਬੀਰ, ਆਈਏਐਸ, ਡਵੀਜ਼ਨਲ ਕਮਿਸ਼ਨਰ, ਪਟਿਆਲਾ, ਡਾਇਰੈਕਟਰ ਜਨਰਲ, ਸ੍ਰੀ ਬੀ ਕੇ ਸ਼ੀਵਾਸਤਵਾ, ਆਈ ਏ ਐਸ, ਸ੍ਰੀ ਅਸ਼ੋਕ ਅਰੋੜਾ, ਆਈ ਏ ਐਸ (ਰਿਟਾ) ਮੈਨੇਜਿੰਗ ਡਾਇਰੈਕਟਰ, ਇੰਡੀਆ ਪਬਲਿਕ ਪ੍ਰਾਈਵੇਟ ਪਾਰਟਨਰਸ਼ਿਪ ਟ੍ਰਸਟ, ਨਵੀਂ ਦਿੱਲੀ, ਦੇ ਨਾਲ ਨਾਲ ਕਾਰਪੋਰੇਸ਼ਨਾਂ ਦੇ ਮੇਅਰ, ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਦੇ ਡਿਪਟੀ ਡਾਇਰੈਕਟਰ, ਪੰਜਾਬ ਜਲ ਸਪਲਾਈ ਤੇ ਸੀਵਰੇਜ ਬੋਰਡ ਦੇ ਐਮ ਡੀ, ਚੀਫ ਟਾਊਨ ਪਲੈਨਰ, ਪੁੱਡਾ, ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਦੇ ਤਕਨੀਕੀ ਅਧਿਕਾਰੀ, ਨਗਰ ਕੌਂਸਲਾਂ ਦੇ ਪ੍ਰਧਾਨ ਅਤੇ ਕਾਰਜਕਾਰੀ ਅਫਸਰਾਂ ਵੱਲੋਂ ਭਾਗ ਲਿਆ ਗਿਆ। ਲੈਫ ਜਨਰਲ (ਰਿਟਾ) ਬੀ ਐਸ ਧਾਲੀਵਾਲ, ਤਕਨੀਕੀ ਸਲਾਹਕਾਰ ਮੁੱਖ ਮੰਤਰੀ ਪੰਜਾਬ ਜੀ ਵੱਲੋਂ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਨੂੰ ਜਨਤਕ ਭਾਗੀਦਾਰੀ ਰਾਹੀਂ ਆਪਣੇ ਪ੍ਰੋਜੈਕਟਾਂ ਨੂੰ ਨੇਪਰੇ ਚੜ੍ਹਾਉਣ ਲਈ ਸੋਧ ਦਿੱਤੀ ਗਈ।

ਸੰਸਥਾ ਦੇ ਖੇਤਰੀ ਕੇਂਦਰ ਵਿੱਚ ਪੰਜਾਬ ਦੀਆਂ ਸਮੂਹ ਸੰਸਥਾਵਾਂ ਦੇ ਕੌਂਸਲਰ, ਅਧਿਕਾਰੀ ਅਤੇ ਕਰਮਚਾਰੀ ਇਕੱਠੇ ਭਾਗ ਨਹੀਂ ਲੈ ਸਕਦੇ। ਇਸ ਗੱਲ ਨੂੰ ਵਿਚਾਰਦੇ ਹੋਇਆਂ ਇਕ ਤਿਮਾਹੀ ਪੱਤਰਿਕਾ ਰਾਹੀਂ ਭਾਰਤ ਅਤੇ ਪੰਜਾਬ ਰਾਜ ਦੀਆਂ ਸਥਾਨਕ ਸੰਸਥਾਵਾਂ ਦੀਆਂ ਚੰਗੇ ਕੰਮਾਂ ਅਤੇ ਰਾਜ ਅਤੇ ਕੇਂਦਰ ਸਰਕਾਰ ਵੱਲੋਂ ਪ੍ਰਸ਼ਾਸਨਿਕ ਸੁਧਾਰਾਂ ਵੱਲੋਂ ਚੁੱਕੇ ਗਏ ਕਦਮਾਂ ਦੇ ਨਾਲ ਨਾਲ ਸ਼ਹਿਰੀ ਜਨਤਾ ਦੇ ਆਰਥਿਕ ਅਤੇ ਸਮਾਜਿਕ ਵਿਕਾਸ ਨੂੰ ਚੁੱਕਣ ਲਈ ਕੀਤੇ ਜਾ ਰਹੇ ਉਪਰਾਲਿਆਂ ਨੂੰ ਲੋਕਾਂ ਤੱਕ ਪਹੁੰਚਾਉਣ ਦਾ ਯਤਨ ਕੀਤਾ ਜਾ ਰਿਹਾ ਹੈ।

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