

MG SIPAP Newsletter

A monthly newsletter of Mahatma Gandhi State Institute of Public Administration Punjab

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Volume 1 Issue 1

Be the change you want to see in the world

—Mahatma Gandhi



R. I. Singh
Chief Secretary, Govt. Of Punjab



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This newsletter is a part of our out-reach programme through which the Institute would endeavor to establish a regular communication with all the stake-holders whose active participation is essentially required in designing and executing research-based capacity building programmes.

The Executive Committee of the Institute has decided to expand the Institute's activities in the areas of research, consultancy and publication through networking of capable resource persons both from amongst the serving government employees and academicians as well as from amongst the retired employees and professionals. This monthly newsletter is a part of our out-reach programme through which the Institute would endeavor to establish a regular communication with all the stake-holders whose active participation is essentially required in designing and executing research-based capacity building programmes.

The Institute has recently set up regional and district centres in order to associate the stakeholders at the cutting-edge level. The Institute has also established a number of dedicated subject-specific centres such as Centre for Law, Justice & Governance; Centre for Participatory Management & Voluntary Organizations; Centre for LABOUR Welfare Studies; Centre for Disaster Management; Centre for Poverty Reduction; Centre for Fiscal Management; etc. Besides a number of study cells are also taking shape. These cells are for modernization of revenue administration, management of civil engineering works, promotion of school education especially science and math, personnel management, etc.

I take this opportunity to extend an invitation to all the readers to contribute their thoughts and experiences and promote meaningful activities within and outside the Institute.


(R. I. Singh)

Chairperson, Executive Committee, and
Vice President, MGSIPAP

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Beginning of the Newsletter

The purpose of this newsletter is to provide information about the activities undertaken during the month at Mahatma Gandhi State Institute of Public Administration, Punjab. The information provided here is in very concise form and is meant only to provide a glimpse. The detailed information can be obtained from the concerned officer/faculty of the Institute.

Since the Institute undertakes a large variety of activities, the activities have been clubbed under a few heads such as research, training, workshops/ conferences, meetings, visits, publications, in the press, etc. It is proposed to add profile of visitors and similar institutes in the forthcoming issues of the newsletter. List of some useful websites and books relevant for the purpose of administrative research will be included in the forthcoming issues.

Inspirational quotes, cartoons, motivating stories are also proposed to be included to make the reading more interesting. Suggestions are invited from all readers to make this newsletter more useful, informative and interesting to read.

Message from the Director General

Newsletter is an excellent means of communication between the Institute and the persons who are interested in its activities. In the absence of such a medium, we were constrained in reaching large section of people with whom we always wanted to communicate. The Institute is engaged in activities of administrative research, training, consultancy, publications, etc, to improve the public administration and governance. Through this newsletter, it will be our endeavor to reach various institutions in the state and the public at large to inform them about the efforts being made by us and seek their suggestions and participation for expanding and improving our activities.

I have always felt that the feedback from the readers is the real source of inspiration in undertaking any useful work. Through this newsletter, we would like to establish a linkage between all the stakeholders in governance and the Institute. This would provide us leads for undertaking more meaningful and challenging work in future so that the objective of improving governance in the state and serving the public good in all possible ways is met.

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RESEARCH ACTIVITIES

Study on Migrant Labour/Unorganized Sector

As a part of activities of Labour Welfare Study Centre, Sh. A. S. Ahluwalia, Senior Consultant undertook a visit to Ludhiana and Jalandhar and had interaction with experts and officers of number of institutions and agencies. He visited Punjab Agricultural University and had an exchange of information on 'Migrant Agricultural Labourers in Punjab' with Shri M.S.Sidhu from Department of Agricultural Economics. A design of proposed study of migrants/ unorganized sector labour was also discussed.

Improvements in Conciliation Procedure and Capacity Building of Trade Union Leaders

With the purpose of improvement in the conciliation procedure and capacity building of trade union leaders of industrial labour, meetings were held with personnel managers of industries in Ludhiana. A meeting was also held with officials of various trade unions with a view to understand the problems/bottlenecks in effective conciliation of disputes. Discussions were also held with a group of eminent advocates dealing with labour related cases. Discussions centered around conciliation procedure and capacity building among trade union leaders on this aspect. At Jalandhar too, a meeting was held with advocates representing management of companies to discuss ways and means for strengthening conciliation procedures and imparting training to trade union leaders on related laws. It was felt that the trade union leaders needed to be educated on the provisions of Industrial Disputes Act, Payment of Wages Act, Minimum Wages Act, etc for effective conciliation of labour disputes.

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Improving Living Conditions of Migrant Labour

In order to study the living conditions of migrant labour, Sh. A. S. Ahluwalia, Senior Consultant of the Institute visited housing colonies constructed by managements of M/s Ralsons Ltd. and M/s Vardhman Spinning Mills Ltd., Ludhiana. He also visited the housing complexes (called ADDAS) inhabited by migrant labourers in Jalandhar, constructed by private builders and provided on rent. The adequacy of housing facilities provided to migrant industrial labour was studied with respect to water supply, sanitation, ventilation, distance from work place, rent paid, etc. It was mentioned that the provision of good housing facilities in the industrial towns like Ludhiana and Jalandhar, determine to a great extent, the steady supply of labour to the local industries. However, the study found large inadequacies in the housing facilities available to the migrant labour in these towns.

Study on Skill Development

In order to study the PPP mode of skill development, Christian Institute of Industrial Training, Suranissi, Jalandhar was visited. The institute, established as an ITI, provides training in soft skills, conducts non-formal training programmes for school drop-outs as well as carries out skill upgradation programmes for undergraduates. Another institute visited for skill development among women was ITI for women, Lajpat Nagar, Jalandhar. The institute has been selected for opening Centre of Excellence by DGE&T. It is proposed to study various models of skill developments in the State and evaluate their usefulness/effectiveness in providing employment to the people in the State.

Framing of Punjab Police Rules under the Punjab Police Act, 2007

The Centre for Law, Justice and Governance of the Institute has offered its services to the Home Department, Punjab to frame rules under the new Police Act for its implementation. The Institute proposes to set up committees comprising of various stakeholders including serving and retired officers of police, executive magistracy, judiciary, prosecution, criminal lawyers and representative of public and experts.

Survey of BPL families under Project on Capacity Building for Poverty Reduction

The Institute has taken up a research project on Capacity Building for Poverty Reduction on the behest of Department of Personnel and Training (DOPT), GOI. The objective of the project is to promote and support public administration at all levels to improve the public service delivery leading to poverty reduction through a pragmatic approach. Initially, the project aimed at improving the service delivery system w.r.t. bank loans, subsidy schemes, education and health. However, considering the practical problems and meet the felt needs of the families, the issues such as old-age pension, ration card, etc were also included. A methodology has been designed to identify the poor alongwith their needs, problems, potential and solutions. The capacity building process involves creating awareness about the schemes of assistance, providing them the knowledge and skills for increasing their income as well as creating facilitating structure to solve their problems. As a part of the methodology of project, the survey of BPL families was undertaken in 20 villages in Hoshiarpur district and 12 villages of Roopnagar district by volunteers appointed by the Institute. The data was collected on pre-structured questionnaire that included details of family members, sources of income, education, living conditions, needs and potential, etc. The information will be compiled for the purpose of needs assessment and fulfillment of needs related to education, health, employment, pensionary schemes, etc of the BPL families to be identified based upon this exercise.

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CBPR Study in Roopnagar District

In order to implement the Capacity Building for Poverty Reduction (CBPR) Project in Roopnagar district too, a meeting was held with district officials of Roopnagar District on 08.01.2009. Meeting was chaired by ADC (Development) of the District and attended by officials of various development departments. The CBPR model implemented in District Hoshiarpur was explained in length to the district officials by the faculty of MGSIPAP. It has been decided in principle to implement the project in Roopnagar district to test its applicability and efficacy of the poverty reduction model developed in Hoshiarpur district.

UNDP Project on Capacity Building on Access to Information

Sh. S. S. Gill, Sr. Consultant in the Institute visited Jaipur on 22nd -23rd January for review of progress on GOI-UNDP Project on Capacity Building on Access to Information. The Institute has taken up two districts namely Nawanshahar and Patiala for implementation of the project. A new approach has been developed for the project that will be research-based rather than fully structured training programmes.

TRAINING ACTIVITIES

Training Programmes on Financial Management

On request from Animal Husbandry Department, two training programmes on Financial Management were organized by the Institute for veterinary officers of the State during the month of January 2009. 57 participants attended the programme covering Civil Services Rules and Establishment Rules with special reference to financial matters. The programmes were well received by the participants. The programme structure/participation is being reviewed based upon the feedback meeting held by DG with the participants

Training of Faculty on e-Networking Project

For implementation of e-Networking Project initiated by Department of Personnel and Training (DoPT), GOI, training was provided by Sh. Umang Sharma, AF (SA) to all the faculty members for uploading the training material on the website designed for the purpose. The training material can be uploaded in the form of notes, case-studies or power-point presentations. The material uploaded by other institutions can be similarly downloaded with due permission by the faculty for training purposes.

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Training of Newly Elected Municipal Councillors and Presidents of Municipal Committees

A series of training programmes/workshops have been planned for elected representatives of urban local bodies through the Urban Governance Cell of Regional Centre of the Institute at Patiala. The purpose of these programmes is to educate the elected councilors about their role and responsibilities in urban governance. These programmes are being financed by Department of Local Self Government, Punjab.

Training Programmes for the Year 2009-10

The Institute proposes to organize seven programmes on Human Resource Development, five programmes on Financial Management and five programmes on Training of Trainers. Each programme will be of one-week duration with participation from various departments of the State. The training programme for the Trainers will include components on Direct Training Skills, Design of Training as well as Management of Training Programmes. In addition, training programmes of topical interest will also be organized against the specific requirements of the departments.

Nominations for Training Programme

The Institute has been receiving invitations from various training institutions across the country inviting nominations for various training programme. While earlier nominations from within the Institute were considered, it has been decided to circulate these to various departments, boards and corporations of the state for inviting nominations. These organizations have been advised to prepare a roaster for training of personnel to process the nominations.

Training Programme on Punjab Civil Services (Punishment & Appeal) Rules, 1970)

The Personnel Management Cell of the Institute organized the above training programme at its District Centre, Bathinda from 31st January to 1st February 2009. The programme was attended by officers/officials of the district administration. The training was provided on various issues under Punishment & Appeal rules which included major and minor penalty, suspension, framing of charge-sheet, procedure of enquiry, role of enquiry officer, appeal and review of punishment, etc. The purpose of training was to acquaint district level officers with various provisions of the Act as well as identify persons who can be used as trainers for organizing similar programmes in future.

Capacity Building for NGOs

- 5 NGO representatives participated in the training programme on RTI Act-2005 conducted at the Institute. The training focused on creating state level resource persons from amongst the Government and NGOs.
- Sh. Darshan Singh Viridi, NGO resource person from Moga organized two training programmes on RTI Act for senior citizens and students/teachers of SD College for Women, Moga.
- 4 NGO representatives from the State participated in state level training on 'Formulation of District Disaster Management Plan' organized by the Institute.
- Ms Gauri and Dr. Sushil Mudgal from the Institute worked as resource persons for training of community development personnel and NGOs under World Bank Aided Project for Rural Water Supply and Sanitation.

Various issues discussed included inadequacy of staff, dealing with legal issues, welfare schemes, documentation of forestland, calendaring of annual activities, etc.

SEMINARS AND CONFERENCES

Critical Appreciation of Working of Forest Department

Institute organized a brain-storming session for critical appreciation of the working of the Forest Department on 16.01.2009. The objective was to get inputs for launching research projects, self-appraisal, evaluation of activities and identification of training needs of the department. Seniors officers of the department, field/district level officers as well as few retired officers participated in the discussions. Various issues discussed included inadequacy of staff, dealing with legal issues, welfare schemes, documentation of forestland, calendaring of annual activities, etc. It was mentioned that the Forest Conservation Act and Punjab Land Preservation Act need re-examination for rationalizing the provisions of the Act and smooth functioning of the Department.

Modernization of Land Records & Streamlining of Land Records Administration

Institute has taken up the project to assist the Revenue Department for streamlining including computerization of land records for the purpose of securing authenticity and easy retrieval. A workshop was held on 29.01.2009 to discuss and resolve issues related to computerization of land records. It was decided to establish a vocabulary defining various terms used in the existing land records to establish uniformity for the purpose of computerization. The need for amendment of existing provisions of laws was also felt for the achievement of satisfactory results.

Workshop on Total Quality Management

The Institute organized a State level workshop on Total Quality Management on 24.10.2008, to create awareness about the concept and methods amongst officers of various departments, boards and corporations of the State. As a follow-up of the workshop, further sensitization workshops were proposed among employees of various organizations. During the month, TQM sessions were organized for General Managers and other officers from five milk plants of MILKFED. This is likely to help MILKFED to implement select TQM methods for improvements in systems, processes and products.

Capacity Building for Poverty Reduction (CBPR)

Under the on-going project on Capacity Building for Poverty Reduction, fifth Multipurpose Research and Training Workshop (MRTW) was held at village Bassi Jauran of Hoshiarpur-II Block. BPL families, self-help groups and past-beneficiaries (role-models) from 10-12 villages participated in the workshop. The officials from various departments such as education, health, social welfare, rural development, scheduled caste development corporation, panchayats and lead banks briefed the participants about their schemes and benefits available to BPL and other eligible groups. DG of the Institute and DC, Hoshiarpur also participated in workshop and addressed the participants.

The discussions were on development of action plan for CPMVO, NGO-Govt. interface, participation of NGOs in non-traditional areas, networking voluntary sector, capacity building and efficient management of NGOs, addressing poverty and backwardness, etc.

Workshop on Participatory Management in Governance through Voluntary Organizations

The Centre for Participatory Management & Voluntary Organization (CPMVO) at the Institute organized a conference-cum-workshop on 'Prospects of Participatory Management in Governance through Voluntary Organizations'. The workshop was meant to strengthen the process of participatory management in decentralized governance and supporting the voluntary organizations across the State. More than 100 NGO representatives and officers from various departments of the State Government participated in the workshop. Shri Manpreet Singh Badal, Finance Minister, Punjab, inaugurated the workshop and assured the support of the government for the initiative of the Institute. The workshop had discussion sessions devoted to development of action plan for CPMVO, NGO-Government interface and constraints, participation of NGOs in non-traditional areas, networking and promoting voluntary sector, capacity building and efficient management of NGOs, addressing poverty and backwardness through NGO initiatives and directory/Documentation of NGOs.

Workshop on Public Private Partnership

A workshop on Public Private Partnership (PPP) was organized on 22.01.2009 by Regional Centre at Patiala for discussion on role and utility of PPP mode in managing infrastructure and delivery of public services. Technical Advisor to CM attended the workshop and took keen interest in its proceedings. Workshop was inaugurated by Commissioner, Patiala Division. It was emphasized that PPP has a great role to development process of the State. There is need to understand and analyze situations where PPP mode can be more effective. There is need for making use of services of professionals to workout relevant details for effective implementation of the model.

Workshop on Mediation and Conciliation for Officers of Boards and Corporations

Workshop was organized by Centre for Law, Justice and Governance with a view to induce the Boards/Corporations of the State to adopt mediation and conciliation in place of arbitration or litigation for expeditions disposal of cases. The workshop was attended by senior officers from Irrigation Department, PSIDC, PAIC, PSWC and MARKFED. It was brought out that it was difficult to solve the matters through mediations due to various reasons. The alternative is that we should improve the process of working of arbitration proceedings by training the persons. It was resolved that a module of training for about 40 hrs be prepared by the Institute for training of arbitrators. Accordingly, Institute is working on preparation a schedule for the training programme and training material for a training programme on 'Organizing Effective Arbitration Proceedings'.

The advantages of plea bargaining include reduction of backlog of cases with courts, relieves magistrates from burden of writing detailed judgments, relieves public prosecutors from examining fragile and feeble witnesses, as well as saves great deal of time, energy and court expenses

OTHER PROFESSIONAL ACTIVITIES

Paper on Research Methodology

Considering the need for understanding and adopting appropriate methodology to pursue administrative research and carrying out evaluation studies in different centres of the Institute, an elaborate paper on 'Research Methodology' was prepared and circulated by Dr. R. K. Sharma, AF (DS) of the Institute. The paper extensively deals with methods of sampling, data collection and techniques for analysis of research data.

Paper on Plea Bargaining

In order to educate the public about the alternate redressal mechanism for criminal dispute settlements, Shri J. R. Singla, Senior Consultant in Centre for Law, Justice & Governance of the Institute has prepared a background paper on *Plea Bargaining* which is a new principle of criminal jurisprudence recently introduced in the Criminal Procedure Code. The paper refers to the concern of Supreme Court and other courts about the piling up of cases relating to undertrial prisoners, in various courts as well as cases taking too long time in their settlement. The article gives in brief mechanism of plea bargaining whereby not only the disputes can be settled at an early date, but also help in saving the time and expenditure of the accused. The other advantages include reduction in backlog of cases with courts, relieves the magistrate from burden of preparing detailed judgment, relieves public prosecutors from examining fragile and feeble witnesses as well as saves great deal of time, energy and court expenses.

Visit to Planning Commission GOI

The officers/faculty of the Institute visited Planning Commission, GOI for the Scheduled Plan Discussion for Punjab on 21-01-2009. The faculty interacted with the Planning Commission officers in different divisions and had first hand information on the schemes proposed for the State.

Report of Administrative Reforms Commission

The Second Administrative Reforms Commission (ARC), set up by Government of India in 2005 periodically brings out reports on various aspects of Public Administration. The Commission has brought out its 11th report on E-governance in December 2008. The report is available at website of ARC (<http://arc.gov.in>). The copy of the report is also available in MGSIPAP library.

Invitation from Pakistan Library Association

Sh. P. V. Rao, Librarian of the Institute has been invited to conduct a workshop on 'Developing a digital library of manuscripts' by Pakistan Library Association (PLA), Lahore. Shri Rao, though expressed his inability to conduct the workshop, has designed and forwarded the contents of the workshop to the PLA.

International Conference Paper

Sh. P. V. Rao, Librarian of the Institute has submitted a paper on 'Using Web 2.0 Technologies in Academic Libraries' for 7th International Conference on 'E-content Management: Challenges and Strategies'. The paper has been accepted for presentation during the poster session of the Conference. The conference is being organized by Information and Library Network of UGC at Pondicherry from 25th to 27th February 2009.

Book Writing Project

A meeting was held by DG with Professor Ranjit Singh, Department of Economics, Punjabi University, Patiala for writing a book on 'Problems and Prospects of Punjab's Economy'. The contents of proposed book will include SWOT analysis, new possibilities of cross-border trade, industrial development in Kandi area, agricultural/horticultural produce processing, prospects of petrochemical region at Bathinda, etc. Discussions were also held with Dr. Simirat Kahlon of DAV College, Chandigarh for writing a book on 'Development Approaches for Kandi Area'.

MEETINGS/INTERACTIONS WITH EXPERTS

Meeting with [Shri A. S. Chawla, Professor and Head, School of Management Studies, Punjabi University, Patiala](#) to discuss modalities of his association with activities of Regional Centre at Patiala and conduct of Executive Faculty Development Programme (EFDP) for the Institute at Patiala.

Meeting with [Dr. Vidhu Mohan, Retired Professor of Psychology, Punjab University, Chandigarh](#) for seeking collaboration in design and conduct of Executive Faculty Development Programme (EFDP) for the Institute.

Meeting with [Dr. Navin K. Nanchahal, Director Principal of Hotel Management Institute, Chandigarh](#) for providing assistance in Trainers' Development Programme (TDP) including components such as DTS (Director Training Skills), DOT (Design of Training) and MOT (Management of Training).

The contents of proposed book will include SWOT analysis, possibilities of cross-border trade, industrial development in Kandi area, agricultural/horticultural produce processing, prospects of petrochemical region, etc.

Meeting with [Shri Bankey Bihari, Advocate, Punjab & Haryana High Court](#) for organizing a seminar on Personnel Policy Matters for officers of the State Government. The discussions were related to framing of departmental rules, criteria for recruitment, method of performance appraisal including writing of ACR, etc, with a view to inculcate culture of research, creativity and innovation among the employees.

PUBLICATIONS

'Towards Participation' – Commemorative Publication of Centre for Participatory Management and Voluntary Organizations (CPMVO)

A commemorative publication of CPMVO was brought out by the Institute with 15 thematic articles contributed by wide spectrum of people involved in participatory management processes for development. The publication deals with the subjects such as Empowering NGOs, NGO Movement in Punjab, Capacity Building of NGO for Disaster Management, Role of NGOs in Poverty Alleviation, Corporate Social Responsibility and NGOs, Alternative Participatory Forums in watershed Development, Processes in Community Empowerment and like. The publication titled 'Towards Participation' was released by Hon'ble Finance Minister during the inaugural ceremony of the workshop on 'Participatory Management in Governance through Voluntary Organisations'. The publication also contains the messages received from the Governor of Punjab, Chief Minister, Finance Minister and the Chief Secretary of the State, on the occasion. The publication is available on demand



IN THE PRESS

Ray of hope for BPL families in Hoshiarpur

[The Tribune, July 4](#)

Block II of the Hoshiarpur district has been selected for poverty reduction under a central government's project being implemented by the Mahatma Gandhi State Institute of Public Administration Punjab (MGSIPAP), Chandigarh. According to official sources, experts from the institute visited the block and held a conference with the below poverty line (BPL) families today to have an insight of the deficiencies in the working of health and education system. Besides, 40 persons from block I of the district were also allowed to participate in the conference.

Manpreet Badal seeks NGOs and VOs participation in good governance

[Punjab Newslines Network, October 30](#)

Manpreet Singh Badal, Finance Minister Punjab on Thursday gave a call to all the Non Government Organizations (NGOs) and Voluntary Organizations (VOs) to come forward in getting the programmes and policies of the state government effectively implemented at the grass root levels. NGOs in governance were emerging as there was greater realization to introduce community participation in various new areas of governance such as community policing, alternate dispute management, probity & transparency, performance report cards etc. apart from new partnership that was already in the process of being forged in terms of community participation for water supply & sanitation, forestry, education, watershed management, panchayati raj, urban governance and rural development, said the minister.

Badal was speaking at the inauguration of a conference on Prospects of Participatory Management in Governance through Voluntary Organization in Punjab organized by the Mahatma Gandhi State Institute of Public Administration Punjab here today. Appreciating the role of voluntary organizations and non government organizations, Badal addressed them as the Unsung Heroes who were constantly at work behind the screen. He said that public participation was the need of an hour and thus the state government has an open mind towards the NGOs and VOs and certainly wants their active participation. He also advised them to rise above the political considerations in discharging their duties in the larger public interest. Reiterating his government's resolve in providing free, fair and transparent governance, Badal said that the Centre for Participatory Management & Voluntary Organizations (CPMVO) set up by Mahatma Gandhi State Institute of Public Administration would help in developing a framework for involvement of NGOs in participatory management and dissemination of good practices for wider sharing and replication.



Ramesh Inder Singh, Chief Secretary Punjab while delivering the valedictory address, said that the Non- Government organizations represented the constructive potential of the civil society and could contribute a great deal in all spheres of modern governance. Most of the programmes launched by the Government of India for social and economic development now envisaged partnership with the NGOs. NGO movement was undergoing expansion and transformation at unprecedented scale, said the Chief Secretary.

B.K.Srivastava, Director General MGSIPA while addressing the delegates said that this was perhaps the first endeavor of the CPMVO in pursuance of the new plan scheme approved by the Punjab government to promote participation, participatory management in governance through involvement of the civil society in general and the NGOs in particular. He said that this centre was set up primarily to promote participatory management in governance and to accredit and recognize NGOs of Punjab. He emphasized the need to promote creation of NGOs in non-tradition areas and to design modules for participatory management in various spheres of governance.

Panel discussions were held wherein the NGOs interacted with the heads of grant giving departments such as Planning, Rural Development and Panchayats, School Education, Health, Social Security, Women and Child Development, Local Government and Urban Development, Water Supply and Sanitation and Forests & Wild Life. P.H.Vaishnav Former Chief Secretary Punjab and Chairman SOSVA, Chandigarh was invited to initiate discussions on behalf of participating NGOs. Satish Chandra Secretary Planning chaired the panel discussion. The delegates and representing various NGOs were divided into 7 groups and each group was given topics for discussion.

ABOUT THE INSTITUTE

Mahatma Gandhi State Institute of Public Administration, Punjab (MGSIPAP) was set up to undertake research and development projects in the various areas of public administration particularly those which are characterized by faults and deficits in the system leading to poor performance and inefficiency. The Institute avails guidance from two committees at the level of the government. The Apex Committee i.e. Council is headed by CM with participation of few selected ministers, secretaries and experts including the Vice-Chairmen, Planning Board Members and the Chief Secretary of the state. The other committee is Executive Committee comprising of secretaries of selected departments and experts, and functions under the chairmanship of the Chief Secretary.

The objectives of the Institute as contained in the Memorandum of Association are

1. To undertake and assist in the organization of training and study courses, conferences, seminars and lecturers
2. To undertake, promote and coordinate research and training
3. To establish wings for education, training and orientations, research including action research, consultancy and publication
4. To analyze specific problems encountered in the planning and implementation of projects, policies and programme of the government and to suggest suitable remedial measures
5. To prepare, print and publish papers, periodical and books in furtherance of the objectives of the society
6. To establish and maintain libraries and information services
7. To collaborate with other institutions, organizations, associations and societies in India and abroad, interested in similar objectives
8. To offer fellowship, scholarship, prizes and stipends in furtherance of the objectives of the institution.

The objectives envisaged in the Institute's Memorandum of Association render it a premier Institute of the state government for examining and addressing various aspects of public administration in all spheres of governance.

APPEAL TO READERS

The Institute invites suggestions for strengthening its activities of research, training and professional interactions in all spheres of governance. It also solicits your active participation in these activities. Financial assistance/honorarium is provided by the Institute for undertaking activities within its mandate