



MGSIPAP Newsletter

Mahatma Gandhi State Institute of Public Administration, Punjab

(A Society devoted to Research, Reforms, Training and Consultancy for good governance)

December 2011

www.mgsipap.org

Volume 3

Issue 9



From the Desk of Director General

Innovation and Change in Governance

The systems and methods of governance are rapidly changing. Inculcating creative thinking and innovative mindset among the government personnel is really a challenge because they are generally perceived to be conservative and inflexible following the beaten path.

The governance during the British rule was limited to nurturing the British interests alongside occasional reformative initiatives of the bureaucracy led by the Viceroys and Governor Generals. After independence, the Nehruvian model of development and social equity and the vision of modern India brought about many new institutions along with new systems and methods.

The neo-modern wave started with Rajiv Gandhi introducing computers and amending the constitution to empower women and people through local self government. He also tried to introduce political ethics through anti-defection law. The process of reform has been manifesting itself in varied forms since then.

Revolutionary changes, however, overtook the country with the economic reforms - liberalization, privatization and globalization. A part of governance was outsourced to regulatory agencies. Introduction of statutory frameworks for governance in specific sectors through focused institutions and parameters is a new paradigm of governance in the twenty-first century.

Initiatives of the civil society groups supported by the media and endorsed by judicial activism significantly changed the landscape of governance, jurisprudence and political philosophy. The policy making was at times hijacked from the Parliament and the government.

With so many macro level changes happening, the responsibility of an apex research and capacity building institution like the Mahatma Gandhi State Institute of Public Administration, Punjab becomes very daunting because the mindset of the government employees has been that of a servant obeying the orders with no room for innovation and creative thinking. Most of our rules and procedures are archaic.

It's high time that the government formulates a tangible policy to promote innovation and creative thinking. Regressive personnel management has been disastrously responsible for backwardness of the governance. We must not forget that the phenomenal changes which Singapore has brought about were, achieved through the government servants.

What is the DNA of an innovator and in what eco system it can be nurtured is a subject to be pondered to replace the present mould of personnel management. Passion for innovation and doing things better should be supported by the government. Innovative corporates consciously provide systems to promote lateral thinking and change for the better. Steve Jobs is a glaring example today.

Let us work on it jointly! Partnership and feedback is invited.

B. K. Srivastava, IAS
Director General/Chief Editor
dg@mgsipap.org
Mob: 094177-91431

Simarleen Kaur
Editor
mgsipapnewsletter@gmail.com
Mob: 095010 07410

Advisors
Jagjit Puri
Principal Consultant
Performance Management Division

Neena Singh
Advisor, CPMVO

Dr. P Venkata Rao
Faculty I/C, Documentation Division

Dr. R K Sharma
Faculty I/C, Reforms Division

Gagandeep Sharma
Faculty I/C, Training Division

Kanwaljeet Singh
Programme Coordinator

Designed by
Harnek Singh



Rana Gurmit Singh
Sodhi, MLA

Welfare of women and their increased participation in governance

Welfare of women has gone into the backdrop; the latest connotation of this term is better known as empowerment of women and their increased participation in governance. Some define empowerment as a process of awareness and consciousness of capacity building leading to enhanced participation, effective decision making power and control leading to qualitative change. This involves ability to get what one desires and to influence others to our side. With reference to women, the power relation that has to be evolved includes their lives at various levels like family, society and the state. Importantly, it evolves at the women's ability to assert themselves and this is built by the gender roles to her specially in a culture which resists change, like India.

This article was procured by the Vidhan Sabha Study Centre at MGSIPAP, which engages the MLAs, Ex-MLAs and public-spirited thinkers in discussions on policy issues of contemporary relevance. In response to an appeal issued by the Centre to such persons, Shri Rana Gurmit Singh Sodhi has contributed this article.

The issue regarding women's empowerment, the condition and position of women, have now become critical to the human rights based approaches to development. The Cairo Conference in 1994 organized by UN on Population and Development focused on women's empowerment. It would be seen that women all over the world have been short shifted and have not got any support for their central human functions. Otherwise women are fully capable of discharging these functions if given education, opportunity and other support. Women are as capable as men in exercising will, controlling desires and taking effective and sound decisions. But males have an upper hand because of the support they get from social institutions and societal centre stage. Generally, women are treated instrumentally as reproducers, caregivers, sexual receivers and agents of family's general prosperity. Empowerment of women means control over their bodies and becoming economically independent, controlling resources like land and property and reduction of work load. The bias against female gender has caused severe imbalance in the sex ratio; the states of Haryana and Punjab are an example of this malady. The syndrome of male preferred society is so strong that even in those well to do families who have the intent to educate their daughters, have a strong will to allow maximum range of education to the sons but draw a line at a lower level for the daughter. The daughter from the very day of her birth is generally treated as a liability and "Paraya Dhan" as if they are temporary members of the family. Even the widowed women can't wear coloured clothes. The women have to come out of this syndrome and be prepared to defend their dignity themselves.

Education of women is extremely important as it is their human right as for the men for development of their other capabilities. The fast changing time has exhibited amply that women are capable to take up any higher responsibility if provided an opportunity. They have excelled in the field of Administration, Education, Sports and even the Armed Forces though they have very limited scope of going up the ladder. But they are making inroads in every sphere. Study has revealed that the replacement level of educated women is far better than those who semi literate or illiterate. Education plays a pivotal role in creating awareness in the masses. It is far easier to make an educated person aware than convince an illiterate or semi-literate person who is driven by age old superstitious traditions.

In Punjab, the dietary level of women is far better than those in other states; but it has created the problem of obesity. Almost 38% of women in Punjab are overweight. Obesity leads to number of health problems. With the awareness level going up in Punjab through efforts of various agencies, this problem seems to have caught attention. Here again, the educated women upgrade their knowledge about health care through information technology and other traditions practices which pays them dividend whereas those semi-literate or illiterate women either continue to suffer or become victims at the hands of quacks.

In political terms, we generally consider women empowerment on three indicators-participation in economic, political and professional activities. In political empowerment, we measure their participation in Parliament, Judiciary or Local Bodies whereas women's empowerment should be measured in all areas i.e. physical social cultural, religious, political and legal and economic spheres. It has been observed that with the increased awareness, the women have won more seats in Panchayat and other local bodies elections than the reserved figure of 33%. In politics, as is the scenario today, the use of muscle power and money power inhibits their participation. Women need long term training exposures not the short term orientations to increase their capabilities. Happily, more than one million women have now district, province and national level.

Women participation in politics is measured in terms of voter turnout, women contestants and those who succeed in the elections. However, their decision making & voting pattern is influenced by their husband/father to a large extent. It is imperative to encourage women to participate in the political process at the Panchayat and Gram Sabha level to gain knowledge about their working, gain confidence and become repository of peoples' trust which will prove a foundation stone for their upward rise in the political hierarchy. It is essential so that by the time they reach state or national level, they are fully mature and confident to face onslaught of their adversaries.

Contact: Shri Rana Gurmit Singh Sodhi, MLA, E-mail: gurmitsodhi@sify.com, Mob: 98180-05888

"Sometimes one pays most for the things one gets for nothing."

In case of decision making, rural women enjoy full liberty only in case of kitchen management. They enjoy limited freedom for spending. They may have their preference for the kind of things to be purchased but decision on monetary quantum is beyond their reach. Even they have to seek permission for going to market or visiting their parental house. In most of the cases, even the working women are not able to translate their earnings into appreciable leverage in decision making in the family. Sex preference for the would be born is also decided by the family. Of course, in case of urban earning women, they have enlarged social space, self esteem and a stronger personality.

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An instrument for empowerment of women has been initiated by way of forming Self Help Groups (SHGs). Almost 80% of these groups are formed by women exclusively. These Groups have proved to be of immense help to involve rural women with little means and nominal or no education. The members of these Groups pool their small contributions. They are provided subsidy and micro lenders who charge exorbitant rate of interest. These Groups initiate small ventures to earn reasonable profits to build up their capital base. These Groups procure products of other sister organizations like Khadi Gram Udyog etc. On festivals and organize exhibitions cum sale Melas which bring them handsome profits. It also inculcates habit of saving among the members and generates a sense of entrepreneurship. It has proved to be a unique way of empowerment of rural women and alleviating poverty. This movement needs to be encouraged to the maximum to ensure maximization of women empowerment specifically in rural sector so that one day, the women who are treated as a dignified family workers, could become a successful entrepreneurs. By providing vocational training to the members of these Groups, small and medium industries based on the raw material available locally, can be set up in the villages which will provide employment to the local women and also bring about development of the areas. These Groups can prove a strong linkage between the villages and cities. The Villages and Cities linkage scheme in China has proved very successful in strengthening their economy and check mating the migration of rural population to the cities.

Violence against women is largely prevalent in the society. The reason seems to be that while arranging matrimony, compatibility of the individuals is not given any prominence; only the status of the families, budget for the marriage and opinion of the elders and the middle men are the min considerations. The would -be-bride and the groom are ill educated about the stresses and strains of family life and mutual obligations towards each other. Moreover, every member of the boy's family has expectations from the bride. No gestation period is allowed to her to adjust to the new environment. Parental intervention from girl's side also does not help her to settle down in new environment. The uneducated or semi-literate women are more vulnerable to domestic violence.

Lack of sense of discrimination and judgement about the men and the situations is the biggest handicap for such women. Education & awareness sharpens the basic talent of a person to understand the other person and the sensitivity of the prevailing situation. Mishandling of these two components leads to a conflict in the relationship. It is also not true that all the educated persons are capable of understanding others and the sensitivities of the situation. But quite a large number of such women are able to handle both with tact. It can lessen the gravity of the situation to a great extent.

A plethora of laws has been enacted by the state of safeguard the interest of women. But again, due to lack of education and awareness, the women are driven by other interests to toe a particular line in a given situation. Hardly they are able to take advantage of such provisions. Largely, these safeguards are misused by others rather than the women for whom these safeguards are meant.

The sum and substance of the whole issue is that general awareness about various schemes and enactments among the women is very low which can be raised by intensive campaign. A more effective system of information about women empowerment (women empowerment should rather be renamed as knowledge empowerment of women because the men folk think that another power centre is meant to be created in the family) needs to be evolved which should be simple in local language and transparent which can be comprehended by semiliterate or illiterate women. Besides Government, NGOs and other social organizations can be involved in this effort as they have grass root level contact with the people. A mechanism should be put in place at District, state and National level to monitor the implementation of the gender sensitivity policies. Women empowerment and their participation in governance can be ensured only if there are simpler rules, transparent processes, judicious exercise of discretions, prompt delivery system, public accountability and discharge of responsibilities with utmost rectitude.

It would be ideal if the women, after joining her in laws house, is made joint holder in the assets owned by her husband including the residential premises. It will ensure her sustainability in the house and reduce her vulnerability/dependence.



Brig. (Retd.) P.S. Sanghera
Faculty I/C, TQMCD

Public Service Delivery: Improvement through Intensive Training on Behavioural Skills and Attitudinal Change (Training Quality Management & Course Development Cell)

Training For All (TFA) in Patiala Division

The Institute has concluded a 14 month (15 July 2010 to 31 September 2011) training programme, as part of the DoPT 'Training For All' programme (TFA), of group A, B & C government employees in the seven districts of Patiala Division. A total of 4844 employees were trained in various topics aimed at improving behaviour & attitude with the objective of 'improving public service delivery'. Six of the following topics were covered in each two day programme:-

- Self Awareness & Self Motivation
- Developing Positive Attitude
- Interpersonal Communication
- Team Building and Leadership
- Decision Making
- Conflict Resolution
- Problem Solving
- Time Management
- Stress Management

The selection of topics basically addressed the following themes:-

- Self-Awareness:** Understanding the dynamics of human behavior and one's own predispositions in order to acquire a positive attitude through self-motivation.
- Dealing with Others:** Through an understanding of the dynamics of interpersonal communication, leadership, conflict resolution and team building.
- Improving Personal Efficiency:** Through exposure to topics such as time & stress management, decision-making & creative problem solving.

The programme was executed by Regional Centre Patiala through Course Coordinators for each district. Extensive reports and databases were generated to document the process and expenditures. The performance of the resource persons for each session was rated on a 5-point scale for monitoring & evaluation of the quality of training.



Intensive Training Programme under Training For All:
Participants from Patiala Division

Our resource persons for the Intensive Training Programme at Patiala

Since training was to be conducted in each district to minimize dislocation of employees eleven resource persons were empanelled after due process of testing. In addition, resource persons already on the roster of Regional Centre Patiala were employed for conducting training. The following resource persons were empanelled:-

Ms. Manu Bala Sandhu (Sangrur) Has a good experience in motivating employees to work effectively and is also taking sessions on Personality Development.

Shri Harjit Singh (Patiala) An MBA from Punjabi University, he has thirty-eight years of industrial experience in organizing & conducting various management development programmes.

Ms. Sunita Sharma (Ludhiana) Organizes workshops on Personality Development.

Shri Agyajit Singh (Patiala) A retired professor (head of the department of Psychology, Punjab University); has a significant experience in Behavioural Determinants & Organizational Effectiveness.

Dr. Ranjit Singh (Ludhiana) Retired as Dean, College of Agriculture, Punjab Agriculture University (PAU). After retirement he also worked as Prof. Emeritus (ICAR) and completed the project, "Reorienting Agricultural Development in Punjab". He headed the Communication Centre of the University and Department of Extension Education for 14 years.

Ms. Kavita Mahajan (Chandigarh) A lecturer in Gyan Jyoti Institute of Management & Technology, Mohali. She is a highly motivated and versatile professional with entrepreneurial and corporate experience in business development, marketing and promotions, both in traditional and the electronic environment.

Shri Jaswant Singh Saini (Ludhiana) Is a retired senior banker, involved in management and training system of the banks.

Lt. Col. (Retd.) C.S. Gill (Chandigarh) Has 33 years of broad based management experience with a realistic understanding of what it takes to achieve growth and success in an organization.

Shri Kuldip Gandhi (Bathinda) He is a master trainer for training of representatives of PRI, NITCON, Rural Health Mission, SSA, DIET and has extensive experience in conducting sessions on behavioural skills.

Shri JPS Arora (Jalandhar) A good public speaker with 35 years of experience in General Management and Behavioural Skills.

Shri R.S. Marvay (Jalandhar) An XLRI alumnus, he has 25 years of diversified experience in Organizational Development, Effectiveness, Nurturing Human Capital, and Relationship Building. He has an enriched HR career encompassing operations

Contact TQMCD : Brig.(Retd.) P.S. Sanghera, Faculty I/C, E-mail: quality@mgsipap.org, M: 94175-91525
Mrs. Manju Hooda, RTA, 0172-22793589-91 (Extn. 409):

"Any intelligent fool can make things bigger, more complex, and more violent. It takes a touch of genius -- and a lot of courage -- to move in the opposite direction."

Number of persons trained in each of the seven districts in the Patiala Division

S.No	District	Total Programme	Total Participants
1	Barnala	2	74
2	Patehgarh Sahib	24	666
3	Gobindgarh	1	45
4	Ludhiana	27	858
5	Patiala	61	1779
6	Roopnagar	14	445
7	Sangrur	19	656
	Total	160	4844



Training employees of various government department to bring about positive attitudinal change

Training For All (TFA) as envisaged for Jalandhar Division

A proposal has been sent to DoPT for funds to impart training for all government employees of Agriculture, Social Security & Welfare, Dairy Development and Horticulture Departments in the seven districts of Jalandhar Division. To give impetus and generate ownership among the stakeholder departments, the Chief Secretary, Shri S.C. Agrawal held a meeting at MGSIPAP on August 24, 2011 which was attended by Shri N.S. Kang, IAS, FC, Department of Agriculture, Shri Jagpal Singh, IAS, FC, Department of Animal Husbandry and Dairy Development Department, Dr. N.P. Thamman, Deputy Director, Department of Animal Husbandry and Dairy Development, Shri Gurkirat Kirpal Singh, Director, Department of Social Security. All of them showed great enthusiasm in the prospect of the training being envisaged.

The proposed training in Jalandhar Division will be different from the training done in Patiala Division in that Group D employees will also be included. There will be a strong emphasis on 'Sevottam' objectives in design of the training. Each programme for Group A, B & C employees will be spread over 3 days devoted to Sevottam, behavioural skills and sessions on domain specific topics.

Group D employees will be put through a one day training wherein the thrust will be on motivation, positive thinking and building self-esteem. Once funding is confirmed by DoPT the programme will be launched within 3 months, after finalization of execution plan, design of programme and Training of Trainers (ToT).

The Training will be planned to achieve 'saturation training' of a particular office where all / maximum personnel will be trained so that tangible changes in 'public service delivery' can be evaluated.

Conclusion

The competence of any government employee is contingent on their knowledge, skills and 'attitude'. The aim of the "Intensive Training Programme" is to affect improvement of 'attitude' which should manifest itself in better dealing with clients, empathy, sense of responsibility, improved self-esteem and greater proactiveness in dealing with the general public, thus raising the standard of 'Public Service Delivery' which is the objective of SEVOTTAM.

The SEVOTTAM Perspective

The Sevottam Division has been set up by the Institute for concerted action to achieve higher efficiency in delivery of public services policy and procedural reforms and capacity building of government employees. Personnel at the cutting edge play a significant role in the delivery of public services. This training on "behavioural skills" which primarily includes attitudinal change, interpersonal skills, team building, etc. will bring about significant improvement in the attitude of government personnel towards their work. Therefore, the target is to train the personnel in the citizen-centric departments of the State to deliver public services more efficiently.

Contact TOMCDC : Brig.(Retd.) P.S. Sanghera, Faculty I/C, E-mail: quality@mgsipap.org, M: 94175-91525
Mrs. Manju Hooda, RTA, 0172-22793589-91 (Extn. 409)

"Imagination is more important than knowledge."



Rajan Kashyap
Advisor, PMD

Activities of Performance Management Division (PMD)

Review of RFDs of various Departments

In the process of reviewing the RFDs, drafted by the departments, in September the Advisory Task force (ATF) followed two approaches viz., "SMART" (Specific, Measurable, Achievable, Relevant, Timely) and "CREAM" (Clear,

Relevant, Economic, Adequate, Monitorable).

While the RFDs drafted by some departments were appreciated, those of others called for certain changes to make them more specific.

The departments whose RFDs were not in the prescribed format were advised to submit their revised RFDs for the year 2011-12 alongwith the performance for the year 2010-11.

Maintaining Continuous dialogue with the Government of India

Shri Rajan Kashyap, Advisor, Performance Management Division (PMD) at MGSIPAP visited the Cabinet Secretariat, New Delhi, alongwith Principal Consultant, Shri Jagjit Puri and Research Associate, Shri Gagan Deep Taneja, to call on Secretary, PMD, Dr. Prajapati Trivedi and other Senior Officers. The purpose of the visit was to maintain dialogue and further strengthen the rapport of the Institute with the Government of India as also to take guidance on finetuning the RFDs drafted by various departments. Dr. Trivedi lauded the role of the Performance Management Division at MGSIPAP in introducing Performance Management System in Punjab. He also appreciated the initiative of the Institute in developing the district level performance management system which is an example for the entire country to follow. He assured that full support and cooperation shall be provided to the Performance Management Division (at MGSIPAP) to finetune the Performance Management System in Punjab.



ATF reviewing the RFDs drafted by the departments

THE ROAD AHEAD

The Performance Management Division (PMD) at MGSIPAP had reviewed the RFDs drafted by twenty-six departments in the year 2010-11 and had sent the final report to the high powered committee headed by the Chief Secretary. Thirty-four departments presented their RFDs which, after being reviewed and finalized, are being sent to the committee with final comments. The PMD team, headed by Shri Rajan Kashyap, along with ATF Chairman Shri Jai Singh Gill, shall be visiting Jalandhar to meet the Deputy Commissioners of the Division for getting the RFDs drafted for the year 2012-13. The team will also visit other Divisional headquarters to meet DCs to gear up the preparation of RFDs. Meeting of Nodal Officers of all districts will be held in January, 2012. The performance Management Division has secured the collaboration of Punjab Info Tech, state enterprise IT Company, for developing an IT based network for preparation and evaluation of district RFD. The IT based system is now ready to be adopted by the administrative departments and the districts of Punjab.

Contact PMD: Shri Rajan Kashyap, Advisor, E-mail: performance@mgsipap.org, M: 98150-10131; Shri Jagjit Puri, Principal Consultant, M: 98159-68709, Shri Gagandeep Taneja RTA, M: 98553-63722, Mrs. Staffy Sethi, RTA, 0172-2793589-91 (Extn. 410)

"Gravitation is not responsible for people falling in love."



Taranjeet Singh
Faculty I/C, CSPF

Domain specific training for officers of the Excise & Taxation Department, Punjab (Centre for Studies in Public Finance)

Background

One of the concepts accompanying the latest shift in governance during the last decade is that there should be minimum interface between the stakeholder and departmental authorities. In Punjab VAT Act, implemented w.e.f. April 1, 2005, this concept manifested itself in abolition of 'assessment by Tax Authorities in the presence of the dealer' replacing it by 'self assessment by the tax payer himself'. In this new type of arrangement, chance of tax evasion through manipulation of account books increased manifold. Thus, a need was felt to impart training to the officers of the department to tackle this menace. To curb the tendency of manipulation of account books for evasion of tax, a three day training programme for the officers of the Excise & Taxation Department was conducted from 19-21 October, 2011 by the Centre for Studies in Public Finance. This programme was sponsored by the Department of Personnel and Training, Gol.



Participants at the training programme with Director General, Shri B.K. Srivastava IAS and Course Director Shri Taranjeet Singh along with other resource persons

Major Contents of the Training related to detection and prevention of evasion of tax by reading the financial statements filed by the dealer and making use of various accounting ratios. Checking of evasion of VAT on goods transported through Railways in the light of 'Report of Joint Committee of the Ministry of Railways and Department of Revenue, Gol' was another important component of the programme. Apart from this, detection of fraud and evasion while conducting audit/ scrutiny of returns, recovery of arrears under the Punjab Land Revenue Act, checking of goods in transit, checking of business premises of a taxable person were topics which comprised major part of the training programme. Participants were also addressed by the heads of ARD, ATD & CAC.

Faculty for conduct of training consisted of the best IAS officers (serving & retired), CAs, advocates and retired officers of the E&T Department of Punjab.

It was a domain spheric training programme and it was ensured that an absolute learning environment is provided to the trainees.

Feedback received from the participants was excellent. They termed it as a very useful programme that will help in practical application of the VAT Act and will go a long way in containing evasion and generating additional revenue for the State.

Contact: Shri Taranjeet Singh, Faculty I/C, CSPF, E-mail: publicfinance@mgisipap.org, Mob: 99153-63939

Human Rights Literacy and Awareness Programme (Centre for Law, Justice & Governance)



J.R. Singla
Faculty I/C, CLJG

Centre for Law, Justice & Governance at Mahatma Gandhi State Institute of Public Administration, Punjab (MGSIPAP) conducted a three day "Human Rights Literacy and Awareness Programme" for various sections of the society. Justice Mr. R.L. Anand, former Chairman of Punjab State, Human Rights Commission inaugurated the programme. Mr. A.S. Prashar, Joint Registrar, National Human Rights Commission was also present. The programme sponsored by National Human Rights Commission was aimed to provide awareness about human rights. Different aspects of human rights such as origin and development, the recognized human rights as per "the Protection of Human Rights Act, 1993", human rights and vulnerable sections of the society e.g. women, child labourers, migrant labourers, procedure for filing complaints, inquiries & action thereon, human rights & Constitution of India (fundamental rights and directive principles), international conventions on Inhuman Acts e.g. Genocide, Torture, Slavery, etc., role of NGOs and other sections of the society, human rights & criminal justice system with special reference to Police, role of Indian Judiciary in promotion and protection of human rights, Universal declaration of Human Rights, 1948, international covenants on Civil & Political Rights international covenants on Economic, Social & Cultural Rights, Optional Protocols, were covered. Forty-four participants from various NGOs, students, advocates, police officials and senior citizens took keen interest in the programme. Justice Mr. Jagdish Bhalla, Chairman of Punjab State Human Rights Commission presided over the valedictory function and asked the participants about their suggestions and opinions with respect to the training imparted. The participants were highly appreciative of the course contents and the choice of resource persons. Justice Mr. Baldev Singh, Member, Punjab State Human Rights Commission was also present. Shri B.K. Srivastava, IAS, Director General exhorted the participants to use the knowledge imparted during the training in their day to day working.

Contact: Shri J.R. Singla, Faculty I/C, CLJG, E-mail: law@mgisipap.org, M: 98726-69152

"I want to know God's thoughts; the rest are details."

MGSIPAP launches Post Graduate Diploma in Public Policy Research & Training in Governance (Public Policy Cell)



Dr. J.C. Verma
Programme Officer,
Pb.Pol.Cell

The Public Policy Cell of Mahatma Gandhi State Institute of Public Administration (MGSIPAP) has recently started a nine month Post Graduate Diploma Course in Public Policy Research & Training in Governance. Dr. J.C.Verma who is a doctorate in Public Administration and Graduate in law is the Coordinator of this Diploma course.

The process of policy formulation holds a central place in government functioning. According to Paul H. Appleby, the essence of public administration is policy making. The use of policies is vital in the task of planning a course of action. Policies supply the standard guides which help managers to plan, act in line with legal requirements and realize the desired objectives. Policies help the executive keep his activities within a prescribed framework.

Why should one study Public Policy?

1. Understanding the causes and consequences of policy decisions.
2. To facilitate application of social science knowledge to the solution of practical problems.
3. To advance the level of political awareness and improve quality of public policy.

General Objectives:

- ◆ To understand the development of public policy and modes of governance in the field of Public Administration, and in particular, within the following areas of contribution:
- ◆ Promote research facilities that will help students to better understand issues related to Indian Political system of governance.
- ◆ To garner knowledge of Public policies, Policy Analysis and Policy Impact issues faced by the country today.
- ◆ Analys & changes in the forms of Governance and the impact of these changes on Public Policy in India.
- ◆ Identification of elements that inspire all Public Policy analysts as how to formulate public policy designs and their methods of implementation.
- ◆ To provide policy makers and stakeholders with key elements of reflection to guide their actions in not only policy formulation but implementation and evaluation of policies also.
- ◆ Studying major policies e.g. Agriculture, Industry, Health, Education, Monetary & fiscal policies, etc. in India and suggest suitable changes keeping in view the socio-economic and political environment of the country.
- ◆ Development of trainers with specialisation in management skills.

Eligibility for admission:

For admission to Post Graduate Diploma in Public Policy Research & Training in Governance the candidates must have passed bachelors degree in any discipline or equivalent. Employees who are sponsored by State Government Departments/ Local bodies or private institutions should have a minimum of one year experience.

Duration of the Course:

The duration of the course is nine months. The number of classes shall be minimum 240 days including field study,

survey, demonstrations, exposure visits, practicals.etc. Examination will be conducted at the end of the course and diploma will be awarded to those students who attain minimum of 50% marks both in internal as well as external examinations.

Papers:

There will be six papers in all. These will include:

1. Indian Polity and System of Governance
2. Public Policy
3. Study of major policies in India
4. Administrative Research and Reforms
5. Training
6. Project report and report of field visits.

Salient features of the diploma:

1. Professionally qualified, trained and experienced faculty members have been deployed to conduct the course.
2. Tests, group discussions and seminars will be arranged at regular intervals.
3. Each student will select topic of research and submit dissertation based on the data/ information collected from the field.
4. Field level training will have to be accompanied recommendations of field level officers with whom the candidates are attached.
5. Final assessment and award of Post Graduate Diploma in Public Policy Research and Training in Governance would depend upon:
 - ☞ Participation in group discussions and seminars held at the Institute.
 - ☞ Term paper on two/ three topics allotted to the candidates.

Each paper will be of 100 marks including internal assessment of 40 marks in each paper.

Students obtaining more than 75% marks in total will be declared to have passed the examination with distinction. All the candidates securing 60% or more in terms of aggregate marks shall be declared to have passed in the first class provided they have passed in all the subjects.

Fees:

The total course fee is Rs.12,000/- which will have to be deposited in three equal installments of Rs.4000/- each.

Hostel facilities:

Limited hostel facility on payment is also available for outstation students (both for boys and girls) on first-come-first-serve basis. The room rent and meal rates charged as fixed by the institute authorities.

Faculty:

The following faculty has been engaged for teaching the diploma course:

1. Shri B.K. Srivastava, IAS Director General
2. Shri Anirudh Tiwari, IAS, Director
3. Dr. J.C.Verma, M.A.LL.B, Ph.D, Coordinator
4. Dr. R.K.Sharma, M.A.Ph.D, Coordinator (ARD)
5. Dr. T.C.Goyal, M.A.Ph.D, Senior Consultant
6. Dr. A.S.Ahluwalia, M.A.Ph.D, Senior Consultant
7. Brig. P.S.Sanghera, Senior Consultant (Trg)
8. Col. B.M.Sabhlok, Senior Consultant
9. Shri Gagandeep, AF(UD)

Contact: Dr. J.C. Verma, Programme Officer, Pb.Pol.Cell, E-mail: jcvurma257@rediffmail.com; Ph: 98722-21257

“Reality is merely an illusion, albeit a very persistent one.”



Col. B.M. Sabhlok
Faculty I/C, MDC

Programme on 'Communication and Listening Skills' (Management Development Centre)

Communication is one of the main planks on which organizational success, in today's tough, ever-changing business environment, rests. Effective communication skills, therefore, have become essential to enable professionals to achieve the levels of performance demanded of them. Apart from the practical aspects, an understanding of basic concepts of communication can further assist professionals to communicate skillfully and persuasively.

And in the pursuance of Leadership Development Programme Series, the Management Development Centre at MGSIPAP conducted a programme on communication and listening skills from 31 October to 4 November, 2011.



Participants of Training Programme with Shri Kripa Shankar Saroj IAS, Director, MGSIPAP and Course Director, Col. B.M. Sabhlok

Thirty-eight officers from different departments of Punjab Government participated in the programme and their feedback was very good and encouraging.

The programme inputs were in the form of lecture-cum-discussion, experience sharing, case analysis, audio-visual presentations, group/individual exercises. The emphasis was on interactive and participative learning.

The programme was organized with an objective to enable the participants to understand the growing need for effective communication for business excellence, understand the concept of the communication process, especially as they apply to organizational situations and behaviour. By organizing this programme we aimed at strengthening the ability of the participants in listening, thinking and conveying thoughts to others and develop a logical approach to solving problems through communication.

Contents

- Principles of Effective Communication
- Fundamentals of the communication process
- Verbal communication
- Nonverbal communication
- Written communication
- Active listening
- Giving and taking feedback
- Transactional analysis

Applications

- Communication with other individuals.
- Creating an effective open communication environment and giving feedback.
- Using body language effectively.
- Selecting most appropriate mode of communication and communicating assertively.
- Writing skills, speaking skills and behaving skill.
- Identifying and improving barriers to effective listening.
- Managing and conducting meetings
- Making an effective oral presentation.

Other programmes conducted by MDC as part of the Leadership Development Programme Series are programme on time management, problem solving and decision making, effective supervisory management, managing human relations.

Contact: Col. B.M. Sabhlok, Faculty I/C, MDC, E-mail: management@mgsipap.org, M: 93175-23425

"The hardest thing in the world to understand is the income tax."

Civil Services Coaching Centre (CSCC) launched at MGSIPAP (Education Division)

MGSIPAP, an institute devoted to research, reforms, training and consultancy for good governance is now offering an excellent opportunity to the aspirants of the civil services examination. The Institute has launched the Civil Services Coaching Centre with fifty aspirants from all over Punjab, Union Territory of Chandigarh, Haryana and Himachal Pradesh. Majority of the aspirants are doctors, engineers and others are Arts graduates.

The coaching centre shall provide coaching for preliminary test (CSAT), Mains and would also hold mock interviews to prepare the candidates.

The coaching centre shall provide quality coaching and prepare a large number of people from the region for the civil services. While providing coaching for cracking. The civil service examination, the centre also aims at developing the overall personality of aspirants.

Unique features of the Civil Services Coaching Centre at MGSIPAP

1. Coaching to aspirants from the reserved categories

Out of the fifty candidates who have joined, twenty belong to the Scheduled Castes/Scheduled Tribes/Backward Classes. This is a special feature of the Civil Services coaching at the Institute and will enable the candidates from the SC/ST/BC to exploit their talent to get into the examination with determination.

2. Reasonable fees

For general category aspirants, the fees are Rs. 30,000/- per annum where as fee for SC/ST/BC very nominal at Rs. 10,000/- per annum.

3. Food and Hostel Accommodation for outstation candidates

Since, the coaching centre caters to the aspirants from many parts of the region, food and hostel accommodation is also provided at concessional rates.

4. Coaching and experience sharing by IAS officers

A very unique feature of the coaching centre at MGSIPAP is that many in-service IAS officers are providing coaching to the aspirants. They also share their experiences which is very invaluable. This gives the aspirants practical insight into the work life of an officer.



Students at the Civil Service Coaching Centre at MGSIPAP

Personal and specialized attention is given to each aspirant and fortnightly tests, group discussions and seminars are also held to ensure all round development of the students.



Jasmeet Ghumman
Coordinator, CSCC
at MGSIPAP

The activities of the Civil Services Coaching Centre are coordinated by Shri Jasmeet Ghumman. He holds a bachelor degree in Science and an LLB degree. He has also appeared in the UPSC Mains and the recently conducted Punjab Civil Services Mains. A talented and enthusiastic young man, Jasmeet Ghumman, has been practising law in the Punjab & Haryana High Court since the last five years. This is what he has to say about the Coaching Centre at MGSIPAP:

"The Civil Services Coaching Centre, MGSIPAP is a new endeavor of the Institute. Providing the IAS aspirants coaching and guidance at 'down the market' rates is a step which will go a long way in establishing the CSCC as 'the' institute for quality coaching in the region. MGSIPAP has provided a platform where the students can actually interact with the IAS officers and make the most of their knowledge & experience. Provision of hostel facility along with the state-of-the-art infrastructure makes this institute an ideal place to prepare for the toughest exam in India."

Contact: Shri Jasmeet Ghumman, Coordinator, CSCC, E-mail: educationdivision@mgsipap.org, M: 99883-03760

"Weakness of attitude becomes weakness of character."

Testimonials of the Civil Services Coaching Centre students



"One feels lucky to be here at MGSIPAP for the Civil Services Coaching. The faculty is very good and experienced and provides us guidance with proper notes. They make difficult topics easier and a world class library facility complements the whole learning process.

The interactive sessions with IAS officers are very encouraging and motivating. They widen our knowledge base by sharing the current happenings and their experiences.

I'm sure the CSCC at MGSIPAP will become one of the best institutes for civil service coaching in the northern region, one day."

Dr. Harmeet Sandhu, B.H.M.S.



"MGSIPAP has taken a good initiative for coaching of aspirants of civil services. The essential part of the training programme is the environment of the Institute. Headed and managed by highly learned and experienced persons, it provides the right guidance & training. The faculty is supportive and motivating. Moreover, a low teacher student ratio ensures that the teachers are able to connect to each of the students. Besides the coaching on various subjects, the guest lectures organized by Institute provide an insight into the very basics of administration. All these facilities with the best infrastructure have helped us grow as individuals both in terms of knowledge and strategic planning for cracking the civil service exam."

Taqdeer Gill, B. Tech, MBA



"MGSIPAP is providing very good coaching for the country's topmost service i.e. Indian Administrative Services. The coaching centre at MGSIPAP is one of the very few such centres in Chandigarh that provide quality coaching. MGSIPAP is doing its efforts to help each and every student. IAS officers who are our coaches are excellent and they interact with us, share their experiences and this is something that none of the coaching centres provides."

Jyoti, B.Sc Medical



"The Civil Services Coaching Centre at MGSIPAP has helped us to get closer to achieving our aim i.e. IAS. The faculty here has been very helpful and experienced. The coaching provided here is par excellence. A very special feature of csc is the coaching by IAS officers. It gives us an insight into the life of an IAS officer. I am thankful to MGSIPAP for starting this centre for the many civil services aspirants in the region."

Harpreet Singh, B.D.S.



"MGSIPAP, this place gave me complete satisfaction in providing the coaching for IAS exam. I found it to be one of the best institutes especially for those who dream to become IAS officers. The fees are very nominal and the fact that students also have hostel accommodation facility is commendable. I am very grateful and hope my dream will come true!"

Vaneeta, B.C.A



"The teachers here are so experienced in their field that it makes studying very interesting and easy. The notes of each and every subject are provided regularly and regular tests are conducted for self evaluation. The interaction with the guest faculty is very encouraging and motivates us to believe in ourselves. They also make us realize the importance of self discipline in life. We learn so much from the IAS Officers who coach us here."

Avneet Singh, B.E.

Contact: Shri Jasmeet Ghumman, Coordinator, CSCC, E-mail: educationdivision@mgsipap.org, M: 99883-03760

"God is subtle but he is not malicious."

Regional Centre Jalandhar

Two days advance course on Human Rights



Advance course on Human Rights at Jalandhar

One day Basic course and two days advance course on Human Rights was organized in the Regional Centre on 18.10.2011 and from 24.10.2011 to 25.10.2011. Shri N. K. Arora, IAS(Retd) while inaugurating the seminar, sensitized the participants about the Human rights. On 24th of October, 2011, Dr. Rupam Jagota, Associate Professor, GNDU Regional Centre, Ladhewali, Jalandhar sensitized the participants on the topic, Protection of Human Rights Act, 1993 (with amendments up to date). Shri Y.V. Rishi, Advocate, delivered lecture on the topic National Human Rights Commission, its compositions, the appointment of its members, chairperson, the duties of the National Human Rights Commission, power conferred to the commission, its legal jurisdiction etc. Shri H.P. Handa, Retired District Session Judge, Superior Judicial Service, sensitized the participants about the Role of Judiciary. Shri Manjit Kumar Jain, Advocate, apprised the participants about the State Human Rights Commission, how it works, the procedure of holding enquiry into the complaint, after completion of enquiry, the procedure followed to punish the delinquents. Dr. Usha Kapoor, sensitized the

gathering about the very important topic of Role of NGO's (Women & Children) and other sections of the society. On 25th October, 2011, the day started with a lecture delivered by Shri Y.V. Rishi, Advocate on the topic Universal Declaration of Human Rights, 1948 (UDHR). This was followed by another lecture by Shri Rishi on the topic, "International Covenant on Civil & Political Rights (ICCPR)".

Capacity building workshop in Behavioural skills for the officers & staff of SBS Nagar



Workshop in progress

The Regional Research & Training centre Jalandhar on 17th October, 2011 organized a capacity building workshop for sensitizing the officers & Heads of Departments of various offices of SBS Nagar at Darbar Hall of SBS Nagar so that they can perform their duties with smiling face. Er. Darshan Singh, Regional Project Director/Administration Regional Centre, Jalandhar inaugurated the workshop. He stressed the participants that they should perform their duties with smiling face and in an efficient manner. Dr. S.B. Singh, Retd. Principal, GNE College, Ludhiana, delivered lecture on the topic, service with a smile. He sensitized the officers and officials about the principles of service with smile, by keeping their mental tensions away. He also delivered lecture on team building and leadership skills. Dr. Ranjit Singh, Dean Retired, Pb. Agriculture University delivered lecture on the topic Communication & Listening, Time Management and Stress Management.

Seminar on Right to Information Act 2005 held on 7-10-2011



RTI Seminar

A seminar to sensitize the PIOs and APIOs of the office of Commissioner Jalandhar Division and of the office of Deputy Commissioner Jalandhar and other officers of Jalandhar District working under Deputy Commissioner, Jalandhar, about the various aspects of Right to Information Act, 2005, so that they can perform their duties relating to RTI Act, 2005 more effectively and efficiently. At the very outset, Shri N.K. Arora, IAS (Retired) sensitized the participating PIOs/APIOs about the niceties of the Act. Shri Jatinder Singh, Resource person on the RTI Act sensitized the PIOs/APIOs on the topic, Public authority- its obligations & pro-active disclosures. Shri Y.V. Rishi another Resource person delivered detailed lecture on the topic, important provisions, Role of PIOs/APIOs, Disposal of Requests, Time Limits, fee structure, exemptions. In the end, Shri Jatinder Singh and Shri Y.V. Rishi interacted with the participants.

Capacity Building workshop for Police Department



Capacity building workshop in progress

The Regional Research & Training centre Jalandhar on 4th October, 2011 organized a capacity building workshop for sensitizing the P.P.S. and Inspector Rank Officers of Police Districts of Jalandhar, Kapurthala, Hoshiarpur, Ludhiana Rural, Khanna and Fatehgarh Sahib on the topic of behavioural skills. Shri N.K. Arora, IAS (Retd) formerly Chief Secretary Punjab, delivered his lecture on the subject and interacted with the participants. Dr. S.B. Singh, Retd. Principal, GNE College, Ludhiana, delivered lecture on the topic Work ethics **Leadership skills & Team Work**. Dr. J.K. Gulati, Asstt. Professor, Guru Nanak Dev University College, Ladowali Road, Jalandhar delivered lecture on **Positive Attitude** with the help of slides run on LCD Projector. Dr. Ranjit Singh, Dean, Retired, Pb. Agriculture University delivered lecture on the topic **Communication & Listening**. Dr. Ranjit Singh again delivered lecture on the topic, **Interpersonal relations** in the evening and in the end Dr. Usha Kapoor, Principal, GNDU College, Jalandhar delivered lecture on the topics of **Time Management** and **Stress Management**.

Contact: Shri Darshan Singh, E-mail: rcjalmsgsipap.org, M: 99155-18105

"Everything should be made as simple as possible, but not simpler."

Regional Centre Patiala

Adopting Gandhian Principles is true homage to Gandhi ji

A seminar dedicated to Mahatma Gandhi and Shri Lal Bahadur Shastri Jayanti was organized by MGSIPAP Regional Centre Patiala. The objective of this seminar was to share valuable thoughts of Gandhi ji and to spread the same in the society. In the seminar, more than fifty educationists, scholars, school heads, thinkers and office bearers of selected social welfare organizations participated. Main expert speaker in the seminar was Prof. Jai Narain Sharma, Director, Gandhi Bhawan and Gandhian Studies, Punjab University Chandigarh. Local Gandhian Shri Om Parkash Gupta and Shri S.K.Ahluwalia Regional Project Director and Er. B.S. Gill, Technical Director also expressed their views.



Prof. Jai Narain Sharma sharing views about Mahatam Gandhi

Human Rights are rights by birth

A three-day programme for training on human rights and for awareness in society was arranged by MGSIPAP Regional Centre Patiala. This programme was inaugurated by Dr. P.S. Jaswal, Vice Chancellor, Rajiv Gandhi Law University, Patiala. Starting from the development in this field and financial, social and cultural human rights as per Human Right Act, 1993, all aspects were explained by Mr. Jaswal in a very interesting manner. Shri S.R. Ladhar, I.A.S., Commissioner Patiala division was the Chief Guest. He advised the participants to take full advantage of the training and spread the awareness amongst the public. Shri S.K. Ahluwalia and Er. B.S Gill also expressed their views. During the valediction, Shri Vikas Garg, Deputy Commissioner Patiala also advised the participants and distributed certificates.



Commissioner of Patiala, sharing his view with others

Efforts of MGSIPAP to tackle urban problems through the students' movement

MGSIPAP Regional Centre Patiala has taken up the task of tackling of urban problems with the co-operation of local bodies, public, NGOs, school teachers and students in a big way.

The President of Janhit Samiti, S. B.S. Saini and members of Samiti are taking keen interest for spreading awareness amongst students with the help of MGSIPAP. Next programme in the series was organized at Shakuntla Senior Secondary School, Lahori Gate Patiala including senior and willing students. One hundred students participated. Background material prepared by MGSIPAP in simple Punjabi language to tackle urban problems was distributed to the participants. The programme turned out to be very successful due to the personal and sincere involvement of the Regional Project Director, Technical Director and the Joint Director of MGSIPAP.



Volunteer Students and other participants associated with the student movement

Contact: Shri S K Ahluwalia; E-mail: rsptl@mgsipap.org, M: 98728-01705

"Common sense is the collection of prejudices acquired by age eighteen."

District Centre Hoshiarpur

Workshop on Soft Skills



Shri Banke Bihari under Secretary (Retd.) Resource Person, Shri Surjeet Singh District Programme Coordinator, & Shri Preem Kalhaon

One-day Workshop to impart Ethics and Values in Good Governance, Stress Managements and Team Management to officials of various Government Departments of Distt. Hoshiarpur

On 14th October 2011 a One-day Workshop to inculcate soft efficiencies in office functioning such as motivation, ethics and values in good governance, stress management and team management was held at Distt. Centre of MGSIPAP at Hoshiarpur. Shri Surjit Singh PCS (Retired), Distt. Co-coordinator Distt. Centre Hoshiarpur of MGSIPAP, while welcoming the officials from different departments to this workshop, shed light on objective of the workshop and urged them to adopt the soft efficiencies in their departments to work with full transparency and honesty and integrity. He stressed that keeping in view the requirements of democratic official functioning of the offices, these trainings are must to enhance their efficiency and to bring about transparency in the system.

Workshop on Right to Services Act, 2011



Participants from Deferent Department of Hospiarpur District participating in workshop.

One-day Workshop about Right to Service Act 2011 and Punjab Govt. Servants (Conduct) Rules 1966 for Govt. Officials and Employees of Various Departments.

On 18th October 2011, one-day workshop on the above mentioned subject was held at Distt. Centre of MGSIPAP at Hoshiarpur. In welcome address, the Distt. Programme Coordinator Shri Surjit Singh PCS (Retired) explained in brief the aims and objects of RTS Act, the need for such an Act and its democratic connotations. He said that Govt. officers and employees should act and serve as public servants. Under this act the responsibility of the employees and officers have been fixed. Those who do not provide service in stipulated time frame can be fined from Rs 500 to Rs 5000. The Act also provides for appeal at various levels. He urged the participants to be dedicated towards their duty, be honest and responsible as the conduct rules demand.

Shri R.K.Menon, Senior Advocate Distt. Courts Hoshiarpur, presenting his discourse on Conduct Rules 1966, as resource person explained in detail the main rules and also satisfied the queries of the participants.

Environment Awareness Workshop



Workshop in progress

One-day Workshop on "Purity of environment, maintenance of wastage, standards and quality of urban development works, social audit and Information Act 2005" On 24th October 2011, Distt. Centre Hoshiarpur of MGSIPAP organised a one-day workshop for elected representatives, officers and employees of Municipal Committee Haryana, in district Hoshiarpur on the subject "Purity of environment, maintainable of wastage, standards and quality of urban development works, social audit and Information Act 2005" in MC office Haryana. It was inaugurated by Smt. Bimla Devi Marvaha, President of Municipal Committee Haryana. Shri Surjit Singh coordinator district centre Hoshiarpur of MGSIPAP, welcoming the participants to workshop, urged the employees and officers to use the Govt. resources in transparent manner in services of people and also to increase the productivity of resources. Funds in developmental schemes must be utilised in transparent and efficient manner. He stressed that the primary responsibility of urban local bodies is to provide civil services and amenities according to the Citizens Charter. Shri D.P. Gupta, Assistant

Commissioner, Local Self-Govt (Retired) spoke in detail on the subject "Purity of environment, maintenance of wastage, and quality of urban development works, social audit and Information Act 2005". He welcomed the questions from the audience and answered with interesting examples to the satisfaction of participants to clear every doubt of every one.

Contact: Shri Surjit Singh; E-mail: dchrs@mgsipap.org, M: 98140-45801

"Science is a wonderful thing if one does not have to earn one's living at it."

District Centre Kapurthala

Training on Cyber Crimes

District Centre, Kapurthala, running under the able guidance of Dr. Harkesh Singh Sidhu, Deputy Commissioner organized a one day training on Cyber Crimes on 6 November, 2011 in which about 40 judicial officer, advocates, police officers, para- legal volunteers, senior citizens and officers from various departments participated. The training was inaugurated by Shri J.S. Marok, Civil Judge, Senior Division, Kapurthala who stressed that in the present day scenario, the knowledge of Cyber Crime is of utmost importance for all and particularly for the judicial officer, police officers and advocates who are engaged in the processing, investigation and disposal of these crimes. He appreciated the facilitate maiden training efforts at Kapurthala.

Shri Manpreet Singh, Zonal Legal Manager (North), ICICI Bank gave detailed information about the concept of Cyber Crime and Information Technology Act and Intellectual Property Rights and Shri Gurcharan Singh, Faculty, Central Detective Training School, Chandigarh explained at length, about the investigation of Cyber Crimes and case studies with reference to computer/cyber crimes. Both the experts gave practical examples about these crimes and answered the queries of the participants.

Shri J.R. Singla, Director, CLJG, MGSIPAP, Chandigarh thanked all the participants for making this training a great success.

Training Programme for Block Officers

Shri M.K. Kumar, President, Shri Som Nath Soni, Secretary, Senior Citizens Club, Shri Amandeep Singh Thind, Secretary, Distt. Bar Association, Shri Vishal Anand, Ms. Minakshi Sharma, ADAs, Shri H.S. Sandhu, Senior Advocate and Shri Jatinder Singh, Advocate were present alongwith other participants.

District Centre Kapurthala of the Institute organized a training workshop for the employees and officers of Block Office Nadala to impart them technical guidance for panchayat functions, maintenance and inspection of records of panchayats and utilization certificates of the grants received by panchayats.

The training programme was inaugurated by Shri Iqbaljit Singh, Block Development and Panchayat Officer Nadala. 35 panchayat officers, junior engineers, panchayat secretaries, rural development officers and the office staff attended the training programme.

Shri Darshan Singh Reru, Sub Divisional Magistrate, delivered the main lecture as resource person and gave detailed information about technical guidance for panchayat functions, maintenance and inspection of records of panchayats and utilization certificates of the grants received by panchayats. He gave satisfying answers to the queries of participants and urged them to work according to the rules. Shri R.C. Birha, Programme Co-ordinator MGSIPAP Kapurthala, addressing the participants on Ethics and Values in Good Governance, gave detailed information about the subject and appealed to adopt it in their official as well as personal lives.



Training programme at Kapurthala

and Distt. Level Seminar at Kapurthala on 14th October, replied to the concerned questions and explained measures being taken to solve the problems being faced by employees.

Among others Shri Mohinder Singh Panchayat Officer, Shri Balwinder Kumar J.E., Smt. Harwant Kaur Superintendent, Smt. Manjinder Kaur Accountant, Smt. Harpreet Kaur Head Sevika and the entire staff of the office participated keenly and learnt from the programme.

Distt. Centre Kapurthala of MGSIPAP organized five seminars from 10th October to 14th October 2011 for all the sub divisions/ block officials, elected representatives and general masses to educate them about Punjab Right to Service Act, 2011. These included: Bhullath Sub Division on 10th October 2011; Phagwara Sub Division on 12th October 2011; Sultanpur Lodhi Sub Division on 13th October 2011; Kapurthala Sub Division on 14th October before noon and Distt. Level Kapurthala Seminar afternoon same day.

Shri R.C.Nayyar, the Principal Secretary of Labour Department Punjab, while participating in Phagwara Sub Division seminar on 12th October

Contact: Shri R.C. Birah, E-mail: dcbtd@mgsipap.org; M: 98146-78434

"Small is the number of people who see with their eyes and think with their minds."



Training programme in progress

District Centre Bathinda

Refresher Course for Animal Husbandry Officers



Group photo of the refresher course for animal husbandry officers.

District Centre Bathinda of Mahatma Gandhi State Institute of Public Administration held two days refresher course for officers of animal husbandry which was attended by officers of animal husbandry department. Inaugurating the programme, Shri Mandeep Singh, coordinator of the project, speaking about Mahatma Gandhi State Institute of Public Administration, explained about the purpose of this programme and urged the officers attending this training programme to note and report the deficiencies realised by them during the programme without any hesitation, so that those can be removed in the future projects. Pointing out the importance of training, he said that it is an important part of employee's administration, which gives information about changes occurring in departments to the concerned employees and thus their personality is developed so that they can contribute the maximum possible to their department.

During this two day programme, Dr. Harish Sharma Lecturer, SBS College Kotkapura, speaking about extra burden during the job, told that how we increase our burden and that how we can control it. Besides, talking about motivation, he told that how the employees are motivated and

thus get maximum success for the institution. Sh. Darshan Singh Bajaj, advocate Distt. Courts Bathinda, speaking about G.P.F. gave detailed knowledge to the participants. Besides, he told about RTI Act 2005 and that how we have to reply for the sought after information.

One Day Seminar for Ex-servicemen



A scene of the seminar organized for ex-servicemen

District centre Bathinda of Mahatma Gandhi State Institute of Public Administration, Punjab (MGSIPAP) organized a one day seminar for ex-servicemen. The ex-servicemen of districts Bathinda and Mansa together expressed their commitment to contribute towards social development. This seminar of ex-servicemen was organized by district centre bathinda og MGSIPAP with the help of project coordinator Shri Mandeep Singh, Colonel Daya Singh and Subedar Balveer Singh. Project coordinator, Shri Mandeep Singh while welcoming the ex-servicemen, applauded the disciplined life style and valuable knowledge of ex-servicemen and urged them to participate enthusiastically in such gatherings. This will, on the one hand help the ex-servicemen to get their problems solved from the district administration, on the other by contributing in the development of society, particularly in the rural areas, will get new distinct identity. Throwing light on importance of gram sabha and panchayts in the villages, he appealed to the ex-servicemen to use their experience to play important role in health facilities, water supply in villages and awareness about local self government and to strengthen democracy. Addressing the seminar,

Subedar Balveer Singh raised the point of one rank - one pension. Col. Daya Singh said that the MGSIPAP should train the Govt. employees, by administrative reforms and legal points, according to the need of modern times, using the logical guidelines the problems of the people can be solved easily.

Workshop on Administrative Research and Reforms

District centre Bathinda organized a workshop for different government departments about administrative research and reforms. Shri Mandeep Singh, Distt. Project Coordinator, addressing the participants stressed the importance of reforms by administrative research in modern times because it is the research which can discover the finest artistry to improve our administration. The following subjects for administrative research and reforms were discussed in the workshop:

- ◆ Improvement in functioning of revenue department
- ◆ Assessment of existing machinery at Distt. Centre Bathinda to fight the danger of calamity
- ◆ Role of society to eradicate corruption
- ◆ Need of motivation for govt. employees
- ◆ To provide the employment opportunities in rural areas by schemes of skill development
- ◆ Research and reforms about panchayat raj schemes
- ◆ The Contribution of the Govt. to curb the increasing intoxication

Contact: Shri Mandeep Singh, Project Coordinator, E-mail: dcbtd@mgsipap.org, M: 97797-12992

"The difference between stupidity and genius is that genius has its limits."

The Institute has recently appointed young Research & Training Associates (RTAs). The RTAs assist in the activities performed by the respective divisions/centres/cells. Having young people to work for an organization helps bring in fresh ideas and our youth brigade does exactly that, with a lot of enthusiasm and energy. They share their experiences and feelings upon joining the Institute through these testimonials.



Amanpreet Walla,
MBA (HR)

"Joining the Mahatma Gandhi Institute for Public Administration is a dream-come-true for me. This is the best platform where young professionals like me can flourish by getting extensive guidance from the dignitaries of the Institute. I have found MGSIPAP to be an exceptional public organization focusing on bringing about attitudinal change & behavioral modification in the employees of government departments by providing them with appropriate training. I will strive to learn and grow both intellectually and personally. I am exploring the concept of Administrative Research & learning about the Sevottam. Currently also assisting in developing the framework for MGSIPAP Excellence Awards."



Amardev Singh, B.
Tech (E.C.E.), MBA
(IT- Networking),
Pursuing Ph.D.
(Business
Management)

"The orientation we were put on joining in MGSIPAP was well planned & directed. Each Division / Centre / Cell holds a treasure of wisdom in the form of intellectual people leading the working of their departments by example. The very strong will of the Director General, Shri B. K. Srivastava to undertake innovative projects will always inspire me to work untiringly. I have been positioned in the Evaluation Study and Labour Welfare Study Centres. Presently, I am working with ILO officials for joint organization of a workshop with MoLE and the Northern States in January; and I am also going to conduct an independent evaluative study on the 'Saanjh Kendras - the community policing initiative' in Punjab."



Amandeep Sharma,
Masters in Business
Administration (MBA)

"Job seeking started once I completed my Masters and I always knew I wanted a challenge, something that would keep my attention, provide ample opportunities for growth and endless possibilities to learn. Joining MGSIPAP has been all that and more. Not only I am surrounded by brilliant, friendly, and talented people but there are so many opportunities for me to develop. I am working in the Cell for Health & Education Management Services. The major activities that this cell performs are training and capacity building of government employees working in these departments for bringing about a positive change. I am quite excited about the work I'll be doing in the field of health and education."



Anuradha Kamal,
M.Sc (Env. Science)

"Walking through my memories I have with the Institute, I find myself short of words to express my thanks for the warm welcome extended to all the newcomers. I am very happy to be working for the Centre for Urban Governance and Development (CUGD) under the guidance of Shri A C M Bhandari from whom I always learn to put efforts to achieve outputs none less than the perfect. One of the best moments I've had here is when I won the third prize for my performance at the MGSIPAP Nite. I hope this will be a great learning experience for me."



Dolly Malla - MBA in
HR(UGC-JRF)

"When I joined MGSIPAP as a Research & Training Associate in the Centre for Poverty Reduction(CPR) I felt I got the kind of job I had been looking for. The CPR recently conducted a Training of Trainers programme for the CDPOs, Supervisors & Anganwadi Workers and for this programme I delivered a lecture on time management & team work. Presently I am studying the Self Help Groups (SHGs) in Punjab to find out how many have been successful in their endeavours. For this project I will be interacting with SHGs in the field to get primary information from them. The work environment of the Institute is very good. The people working here are very supportive & I am learning a lot from them."

Contact: Dr. R.K. Sharma, Coordinator, ARD, E-mail: reforms@mgsipap.org, M: 98144-30666

"I never think of the future. It comes soon enough."



Madhvi Gupta,
M.A. Public
Administration, PG
Diploma in Disaster
Management

"Since I have been student of public administration, the name of the institute i.e. Mahatma Gandhi State Institute of Public Administration caught my attention. The working prospects in the Institute turned out to be just as I had thought. It's a very sincere effort to run an institution of research, reforms innovation and training with such enthusiasm. The staff and faculty members are very cordial and supportive. I work in the Administrative Reforms Division (ARD) here. The ARD is meant for reforms, research innovation in administration."



Maninder Singh, BSc,
MBA in Marketing
and HR

"Joining the Mahatma Gandhi State Institute for Public Administration, Punjab as a Research & Training Associate in Centre for Participatory Management & Voluntary Organization is an achievement in itself. The work culture here is very unique and exceptional. The faculty members, Director & Director General are always ready to listen and give suggestions to the subordinates. The faculty members have held top seniority posts and interacting with them is a treat for the learning soul. The Institute has provided all the basic amenities possible to every new RTA which brings a sense of satisfaction and belongingness towards the Institute."



Preeti Bains,
B.E. (Aeronautical) &
MBA (Marketing)

"I have joined the centre for Management of Engineering Works. Presently, I am working on highlighting the importance of maintenance of bridges in Punjab. I find myself privileged to have an opportunity to interact with people who are not only experts in their domain but also have lot of zeal to follow their passions like dramatics, poetry, singing, composing, etc. This platform provides us with an opportunity to inculcate new things in the form of research work with add-on help from an array of 30,000 books to support our for personal growth."



Saibir Kaur, B.A.
(Hons. school)
followed by M.A.
(Hons. school) in
Economics

"MGSIPAP is a renowned Institute which is mainly devoted to Research, Training and Consultancy. I have joined the Institute as a Research & Training Associate in the SEVOTTAM Division, which is engaged in capacity building of the state government personnel to ensure timely delivery of quality public services and provide an effective public grievances redress system; to incentivize best performers; to document best practices and to prepare case studies of innovative initiatives for inspiring trainees in the Institute. This Institute is really welcoming for learning and gaining experience. I am grateful to everyone for giving me an opportunity to initiate my career from such an esteemed Institution."



Staffy Popli,
M.Com & B.Ed

"I have joined MGSIPAP as a Research and Training Associate in the Performance Management Division (PMD). The Institute has set up this PMD to implement Results Framework Document to promote better performance in various spheres of governance. Efforts are on to make it an IT based system. I feel I'm quite fortunate to be a part of this phenomenal task. The working environment here is very friendly and cooperative. Here I got the opportunity to work with such experienced personalities that it would be a lifelong asset for me. I am a keen learner and I'm sure that this institute will serve as a platform to enrich my knowledge bank."



Ojasvi Verma,
B. Tech (Elec & Comm.)

"I work at the Cell for Skill Development & Employment Generation. Our present project is to undertake the Academic Audit of 37 Government ITIs on pilot basis. We at MGSIPAP plan to improve the overall standard of ITIs and Polytechnics in Punjab. For better opportunities for the students, we will provide training to the principals/ instructors of the ITIs."

Appeal to our Readers

We invite our readers to associate with our activities for research, training, evaluation and sharing of experiences in matters of public policy, various spheres of governance and any other contemporary issues. We pay honoraria for good contributions.

MGSIPAP Excellence Awards

The Institute is set to launch the MGSIPAP Excellence Awards scheme for all categories of employees of Government of Punjab to incentivize innovative ideas, good initiatives and exemplary performance for improving governance, execution of development and welfare schemes and improvements in public administration. The Institute believes that outstanding capabilities exist in all categories of the state government employees which need to be suitably recognized. The flagbearers of change among elected in their respective areas of work. The purpose of these awards is to promote excellence and set new benchmarks in governance, public policy, administration and commitment of public servants. Readers are requested to forward the names of such persons alongwith highlights of their work and contact details. Format scheme will be announced in near future. This invitation for forwarding names is just by way of rehearsal. Suggestions are also invited from the readers regarding the category of persons/ achievements that should be covered under the award scheme, criteria for eligibility, parameters for measurement of performance, system for evaluation, nature of awards etc. The readers can contact the Advisor, Sevottam Division and/or the Director General.

Documentation of best practices

The Institute also proposes to document best practices adopted by such outstanding persons and institutions in administration, policy making, welfare, development, public service delivery, etc. any work which is exemplary, replicable and has had a demonstrative effect will be documented as "best practices". The documentation can be done in the form of a success story, case study or a documentary. The Institute would provide financial and personnel support for documenting such best practices, success stories, etc. For more information on the above, the readers may contact the Advisor, Sevottam Division.

Opportunity for book writing

Besides inviting readers to get associated with the activities, the institute also encourages serving and retired officers of the government, academicians, NGOs, MLAs, etc. to pen down their experiences in the form of manuscripts. Readers who would like to get their manuscripts, on tackling difficulties, the decision making process, formation of policies and unique experiences in public management and governance, published may contact the Coordinator, Documentation Division.

B K Srivastava, IAS
Director General
Mahatma Gandhi State
Institute of Public
Administration, Punjab
Phone: 0172-2792114
Email:
dg@mgsipap.org

Dr. A K Kundra, IAS (retd.)
Advisor
Sevottam Division
Phone: 0172-2793589-91
Extn. : 211/226
Email:
kundraak@gmail.com

Dr. P Venkata Rao
Coordinator
Documentation Division
Phone: 0172-2793589-91
Extn. : 220/222
Email:
dd@mgsipap.org;
pvrao@mgsipap.org

Spectrum of our activities

S.No	Name of Division/Centre/Cell	Contact Person	Contact Number
Divisions		Sarv Shri/Smt./Ms	
1.	Performance Management Division(PMD)	Rajan Kashyap	98150 10131
2.	Sevottam Division(SD)	Dr. A.K. Kundra	94175 69643
3.	Education Division(ED)	Kripa Shankar Saroj, IAS	97793 55773
4.	Administrative Reforms Division(ARD)	Dr. R.K. Sharma	98144 30666
5.	Administrative Training Division(ATD) -Training Quality Management & Course Development Cell (TQMCDL)	Gagandeep Sharma Brig. P.S. Sanghera	0172-2793588-91 94175 91525
6.	Documentation Division(DD)	Dr. B.K. Arora	94173 82377
7.	Infrastructure Division(ID)	Vinod Sharma	95011 01999
8.	Manpower Consultancy & Services Division (MCSD)	Chiman Lal Sharma	98551 00494
Centres/ Cells of the Institute are:			
1.	Centre for Law, Justice & Governance(CLJG)	J.R. Singla	98726 69152
2.	Centre for Participatory Management & Voluntary Organisation (CPMVO)	Neena Singh Col. R. Kumar	93160 32266 98725 12259
3.	Centre for Poverty Reduction(CPR)	D.R. Paul,	80548 22847
4.	Centre for Disaster Management(CDM)	S.S. Gill	
5.	Centre for Labour Welfare Studies(CLWS)	A.S. Ahluwalia	98880 30760
6.	Vidhan Sabha Study Centre(VSSC)	B.S. Dhillon	98760 62346
7.	Centre for Studies in Public Finance(CSPF)	Taranjeet Singh	99153 63939
8.	Centre for Urban Governance and Development(CUGD)	A.C.M. Bhandari	99155 85057
9.	Centre for Evaluation Studies (CEvS)	A.S. Ahluwalia	98880 30760
10.	Management Development Centre (MDC)	Col. B.M. Sabhlok	93175 23425
11.	Centre for Personnel Management(CPM)	S.C. Hatta	99150 09106
12.	Centre for Panchayati Raj Institutions(CPRI)	H.S. Gill, G.S. Dhillon	94170 96033
13.	Centre for Probity and Transparency in Governance(CPTG)	Darshan Singh	98148 48089
14.	Centre for Management of Engineering Works(CMEW)	Er. Subhash Malhotra	99141 47285
15.	Centre for Employment Generation & Skill Development (CEGSD)	H.S. Gupta V.S. Pandey	92564 60788 92160 90285
16.	Financial Management Cell (FMC)	Jasbir Singh	80549 36646
17.	Cell for Land Revenue Administration (CLRA)	M.S. Banwait	99881 66455
18.	Cell for Planning and Development (CPD)	Prof. Gopal Krishan	98787 14715
19.	Cell for Gender Equality (CGE)	Neena Singh	93160 32266
20.	Cell for Cultural Activities (CCA)	Daulat Ram	98147 03370
21.	Cell for Environmental Studies (CES)	A.C.M. Bhandari	99155 85057
22.	Cell for Media and Communication Studies (CMCS)	Simarleen Kaur	95010 07410
23.	Cell for Health Services Management(CHSM)	Dr. T.C. Goyal	98886 19018
24.	Public Policy Cell (PPC)	Dr. J.C. Verma	98722 21257
25.	Cell for Information Technology (CIT)	Umang Sharma	98729 76684

Territorial Centres

Our Regional Centres are functioning at Jalandhar, Patiala & Ferozepur and we have presence in the districts of Punjab through our district centres.