

HIPA AN INTRODUCTION

I. LOCATION AND INFRASTRUCTURE

The Institute shifted to its own campus at Gurgaon in 1993, located at Plot No. 76, Sector -18, Gurgaon over a plot of 7 acres of Land. HIPA is just 10 kms. away from the International Airport on the Delhi-Jaipur Highway.

The Institute building has four stories and is equipped with excellent infrastructure facilities consisting of a number of class-rooms equipped with modern training aids, computer labs, spacious auditorium and conference rooms.

Library & Information Centre of the Institute is equipped with a core collection of over 25000 books in the area of Social Sciences, Management and Literature. The Centre subscribes to almost all leading Journals & Magazines of National and International repute.

Air-conditioned reading hall of the library provides conducive environment for study and research.

The Institute's hostel provides well-furnished, comfortable accommodation for about 90 trainees at one time. It has spacious dining hall, mess facilities, indoor games like Table Tennis, Billiards, Squash Court etc.

II. OBJECTIVES

The Haryana Institute of Public Administration was established by the Haryana Government on the 1st of August, 1983 as a Society registered under the Registration of Societies Act. 1860. The core objective of the Institute is to improve the administrative ability and competence of the officers of the State in order to enhance overall administrative efficacy of the State and its responsiveness to the needs of the public. In this regard, the institute undertakes the following activities:-

- a) Courses for new entrants to the All India Services, Haryana Civil Service, Tehsildars and various allied services of the State Government.
- b) In-service refresher courses for officers of the State Government.
- c) In-service training related to the theory and practice of public administration to IAS officers of the Haryana cadre and HCS officers.
- d) Subject specific short-term in-service training programmes for officers of different departments of the State Government.
- (e) Need-based Training Programmes for various Corporations/Boards and other autonomous bodies of the State Government and Central Government.
- (f) Training Courses for Ministerial Staff to improve the efficiency of officials, right at the cutting edge level. The Institute also conducts training for supervisory level and class III employees of the State Government through its Secretarial Management School (SMS) Gurgaon and Divisional Centre (DTC), Panchkula, Hisar and Rohtak.
- (g) Conduction of training programmes sponsored by DOPT, Government of India such as 1-week/3-weeks in-service training programmes for IAS officers. In addition, some training programmes on subjects sponsored by various other National and International Agencies are also conducted.
- (h) Seminars and Workshops to facilitate frequent interaction among the administrators, academicians and professionals on various subjects of interest.
- (i) Undertake, promote and co-ordinate research, case studies and training in the fields of Public Administration and Management either on its own or in collaboration with other agencies including Universities and training institutions of the Government of India as well as the State Government.
- j) Undertake publication of newsletter and research papers.
- k) Participate in the organization of conferences, seminars and workshops on specialized areas of Public Administration.

III. ORGANISATIONAL SET-UP

The Haryana Institute of Public Administration is the apex administrative training Institute of the State funded mainly by the Government of Haryana. The Chief Minister of the State heads the Governing Body. A managing committee called the Executive Council, headed by the Chief Secretary of the Government, oversees the critical activities of the Institute.

The Principal Training and Administrative Officer of the Institute is the Director General who is directly responsible for the efficient management of the Institute and the pursuit of its avowed objectives in relation to training of officers, action research in Public Administration, appraisal of Government policies and programmes as well as advocacy of best practices in governance.

The Institute's professional structure consists of the following core faculties:-

- a. General Public Administration
- b. Behavioural Sciences
- c. Economics and Development Planning
- d. Financial Management
- e. Sociology and Social Development
- f. Disaster Management
- g. Information Technology
- h. Urban Development
- i. Rural Development
- j. Division Training Centre, Panchkula
- k. Division Training Centre, Hisar
- l. Division Training Centre, Rohtak
- m. Secretarial Management School, Gurgaon
- n. Excise & Taxation Training Centre, Gurgaon

Each faculty functions with considerable autonomy and flexibility and is responsible for designing, developing and carrying out training programmes, research and consultancy.

The Institute maintains a permanent core faculty of well-qualified and experienced members, while subject specialists and management experts are invited as guest faculty from time to time.

IV. MANAGEMENT OF TRAINING AND ADMINISTRATION

During the period under review, Mrs. Rajni Sekhri Sibal, IAS was the Principal Training & Administrative Officer of the Institute. The key officers assisting the Director with regard to administration during the financial year 2010-2011 and their respective tenures are listed below:

Sr.No.	NAME WITH DESIGNATION	FROM	TO
1	Sh. R.S. Sharma Chief Accounts Officer	01.04.2010	31.10.2010
2	Sh. Ram Saran, Principal DTC, Panchkula	01.04.2010	31.03.2011
3	Sh. Megh Raj Sharma, Principal DTC, Hisar	01.04.2010	31.03.2011
4	Sh. D.N.S. Chahal, Principal DTC, Rohtak	01.04.2010	31.03.2011
5	Mrs. Anjula Kapoor, Asstt. Librarian, DTC, Panchkula	01.04.2010	31.03.2011
6	Sh. Joginder Singh, Asstt. Librarian	01.04.2010	31.03.2011
7	Mrs. Arvinder Kaur, Administrative Officer	01.04.2010	10.06.2010
8	Sh. P.C. Walecha, Administrative Officer	30.08.2010	31.03.2011
9	Sh. A.N. Dhiman Accounts Officer	01.04.2010	31.03.2011
10	Sh. P.C. Walecha Establishment Officer	01.04.2010	29.08.2010
11	Sh. Maya Ram, Superintendent (Training)	01.04.2010	31.03.2011
12	Smt. Arvinder Uppal, Superintendent, DTC,PKL	11.06.2010	31.03.2011
13	Sh. Karambir Singh Superintendent (Admn.)	24.11.2010	31.03.2011

V. ACADEMIC FACULTY

During the year (2010-2011) under review, the Institute had 2 Professors, 1 Associate Professor, 10 Assistant Professors, 1 Taxation expert, and 1 Expert on Account – keeping on its Academic Faculty.

VI FACULTY AS ON

The status-position with regard to the teaching faculty of the Institute is given below:

S.No	Name of the Faculty	From	To
1	Mrs. Rajni Sekhri Sibal, IAS Director	01.04.2010	31.03.2011
2	Sh. Baij Nath, Principal System Analyst	01.04.2010	31.03.2011
3	Prof. K.C. Yadav, Haryana History Culture and Social Development	01.04.2010	06.09.2010
4	Dr. Abhay Shrivastava Associate Professor, Disaster Management	01.04.2010	31.03.2011
5	Sh. R.K. Gulati Assistant Professor (Computer)	01.04.2010	31.03.2011
6	Mrs. Aarti Dudeja, Assistant Professor, Public Admn.	01.04.2010	31.03.2011
7	Dr. Manveen Kaur, Assistant Professor, (Rural Dev.)	01.04.2010	31.03.2011
8	Mrs. Divya Jyoti Assistant Professor (MIS)	01.04.2010	31.03.2011
9	Mrs. Rachna Gupta, Assistant Professor (Behavioural Sciences)	01.04.2010	31.03.2011
10	Dr. Rekha Shrivastava, Assistant Professor (Sociology)	01.04.2010	31.03.2011
11	Dr. Rajvir Dhaka, Assistant Professor (PE)	01.04.2010	31.03.2011
12	Dr. Bhuwan Kumar Assistant Professor (DM - I)	01.04.2010	31.03.2011
13	Mr. Lalit Kumar, Assistant Professor (FM)	01.04.2010	31.03.2011
14	Dr. Anshu Tiwari, Assistant Professor (DM - II)	01.04.2010	31.03.2011
15	Sh. Devendera Singh, Assistant Professor (Prog.)	01.04.2010	31.03.2011

16	Mrs. Mukesh Lata Gupta, AETC	01.04.2010	31.10.2010
17	Sh. B.S. Saroya, JETC	01.04.2010	31.03.2011
18	Sh. R.S. Malik, AETC	04.02.2011	31.03.2011
19	Sh. M.M. Alam Assistant Professor (LAW)	24.09.2010	31.03.2011
20	Sh. R.S. Sharma, Principal SMS (Gurgaon)	01.04.2010	31.10.2010
21	Sh. Ram Saran, Principal (DTC, Panchkula)	01.04.2010	31.03.2011
22	Sh. Megh Raj Sharma, Principal (DTC, Hisar)	01.04.2010	31.03.2011
23	Sh. D.N.S. Chahal, Principal (DTC, Rohtak)	01.04.2010	31.03.2011

FACULTY ON CONTRACT:-

S.No	Name of the Faculty	From	To
1.	Sh. D. Banerjea, Consultant Law	01.04.2010	30.04.2010
2.	Sh. G.V. Gupta, IAS (Retd.) Consultant (Revenue)	01.04.2010	31.03.2011
3.	Sh. Ashok Vasistha, HCS (Retd) Officer on Special Duty	01.04.2010	31.03.2011

VII. FINANCIAL RESOURCES:-

The financial resources available to HIPA during the year 2010-2011 are listed below in Table III :

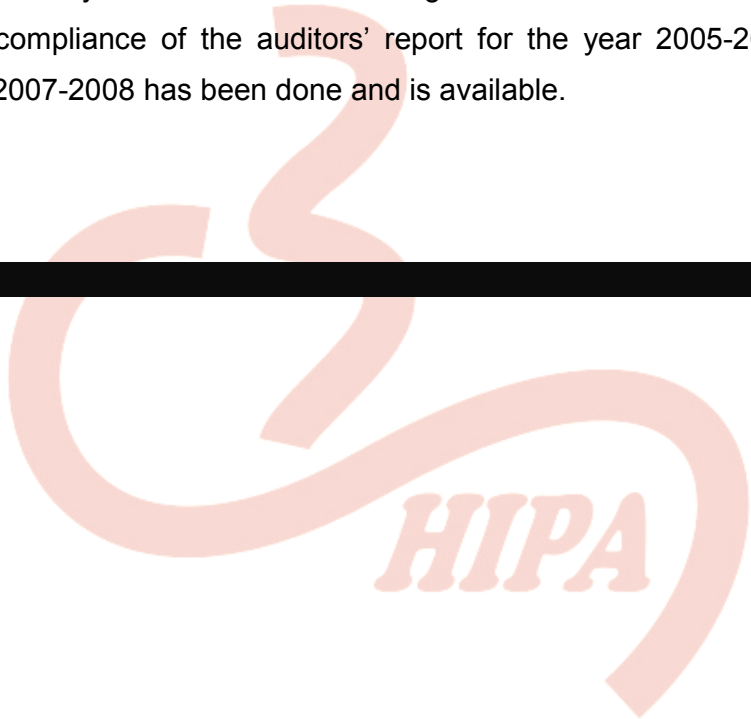
Table III Financial Resources: Grants & Course/Module Fees

Sr.No.	Source	Amount (Lac)
1	Grant in Aid (Non Plan Scheme)	51000000
2	Grant-in-Aid (Plan Scheme)	6650000
3	Training Course fee (GOI) Course Fee (DOPT)	3378000
4	Gant-in-Aid NDM, GOI	2850000
5	Gant-in-Aid Excise & Taxation	2057526
6	Training course Fee HIPA	15359214

7	Training Course fee DTC Delhi Tpt. Corpn.	4919190
8	Revision of Land Admn. Manual & Land Record Manual (Project)	1372000
9	Interest Receipt FDR & others	2474026
10	Misc. Income	632512
	Total	90692468

It is mentioned here that no balance sheet was prepared after 2004-2005 and no accounts were audited. It took great efforts to finalise the balance sheets for the year 2005-2006, 2006-2007 and 2007-2008 which were approved by the EC in its 58th meeting held on 09.02.2011.

The compliance of the auditors' report for the year 2005-2006, 2006-2007 and 2007-2008 has been done and is available.



TRAINING ACTIVITIES AT HIPA

Training is one of the effective and tested tools for performance enhancement. Haryana would adopt a three pronged approach aimed at upgradation of knowledge and skills of the personal as well as inculcating the right Attitude. Organizational motivation and morale, as reflected in the attitudes and administrative culture, are rendered relevant and sharply focused through effective training programmes. Sensitivity to emerging political and social concerns, modernity in thinking and re-orientation of administrative system would require specific training programmes to enable their diffusion throughout the administrative structure.

HIPA organises specialised as well as generic training programmes for Class I and Class II officers of the State as well as the Central Government. These training programmes include service-entry training in the form of foundation courses as well as in-service training programmes of short and long-term duration. In addition to this, HIPA also organises courses for secretarial and ministerial staff through the Divisional Training Centre, Panchkula, Hisar & Rohtak and Secretarial Management School, Gurgaon. HIPA also has a specialised training centre catering to the training needs of Excise and Taxation Officers of the Government of Haryana. A brief outline of training programmes is given as under:

(i) INSTITUTIONAL TRAINING PROGRAMMES

For IAS probationers allotted to Haryana cadre and also for Haryana Civil Service (Executive Branch) probationers.

(ii) FOUNDATIONAL TRAINING PROGRAMMES

For category 'A' & 'B' officers of all Government Departments recruited through Haryana Public Service Commission.

(iii) IN SERVICE TRAINING FOR HCS

The Institute organises compulsory inservice training programmes for the HCS (Executive Branch) Officers.

(iv) SUBJECT SPECIFIC SHORT-TERM IN-SERVICE TRAINING PROGRAMMES

The Institute organises subject-specific in-service training programmes for officers of different departments of the State Government on various areas.

(v) NEED-BASED TRAINING PROGRAMMES

These are organised for various Corporations/Boards and other autonomous bodies of the State Government and Central Government.

(vi) TRAINING COURSES FOR MINISTERIAL STAFF

To improve the efficiency of officials right at the cutting edge level, the Institute also conducts training for supervisory level and class III employees of the State Government through its Secretarial Management School (SMS) Gurgaon and Divisional Centre (DTC), Panchkula, Hisar and Rohtak.

(vii) DEPARTMENT OF PERSONNEL AND TRAINING (GOI) HIPA

HIPA conducts various training programmes sponsored by DOPT, Government of India such as 1-week/3-weeks in-service training programmes for IAS officers. In addition, some training programmes on subjects sponsored by various other National and International Agencies are also conducted.

I. DURING THE PERIOD 01.04.2010 TO 31.03.2011 THE INSTITUTE CONDUCTED 490 PROGRAMMES.

Training Courses (as given in Table IV below).

Table IV

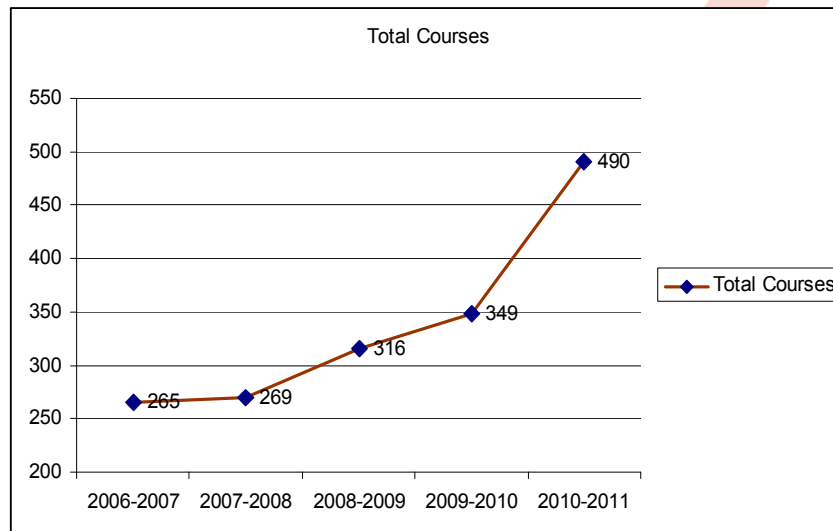
Training Courses, Trainees and Training Days						
Sr. NO	Type of Courses	Number	Conducted By	No. of Trainees	Training Days	Trainee's Days
1.	Long Duration Courses including Induction Courses	16	HIPA	285	352	5884
2.	Short Duration Courses - HIPA	104	HIPA	2341	482	10812
3.	Seminars/Workshops	8	HIPA	227	10	265
4.	Excise and Taxation School	1	ETC	29	31	899

5.	Secretarial Management School, Gurgaon	3	SMS	82	15	410
6.	Divisional Training Centre, Panchkula	76	DTC, PKL	2284	221	6260
7.	Divisional Training Centre, Hisar	67	DTC, Hisar	3449	167	7893
8.	Divisional Training Centre, Rohtak	72	DTC, Rohtak	4786	213	11334
9.	CBSP	50	HIPA	1640	154	4908
10.	CBPR	17	HIPA	582	35	1194
11.	PRI	59	HIPA	4169	118	8338
12.	REVENUE	17	RTI	301	34	602
	Total	490		20175	1832	58799

(For details of different types of courses, please refer to Tables at the Appendix A to L.)

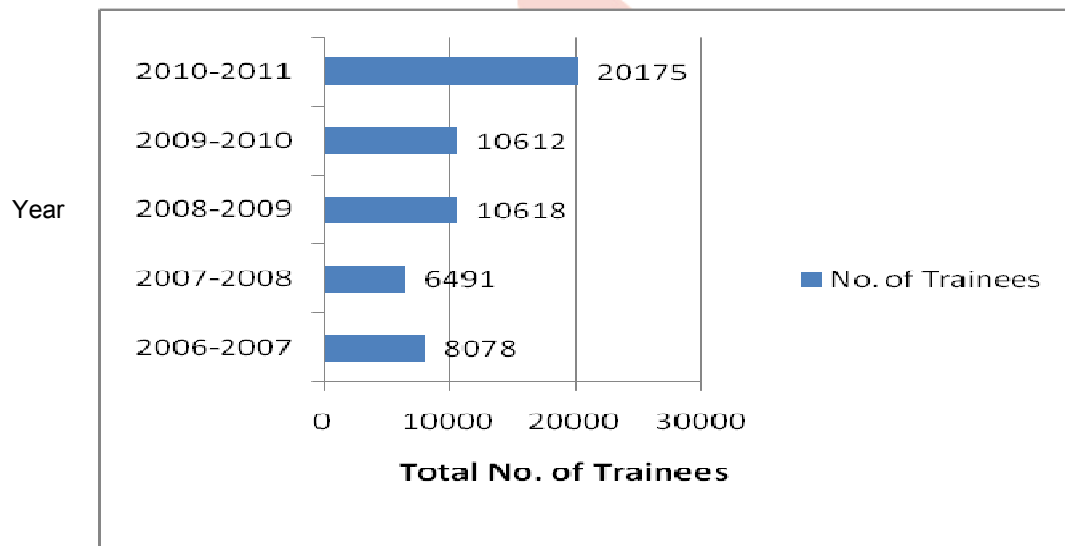
On a comparative plan, it is pointed-out that the Haryana Institute of Public Administration organized **490** Training courses during 2010-2011 through which training was imparted to **20175** officers/officials of various Government Departments/ Organisations, as compared to **349** courses during 2009-2010 in which **10612** trainees participated which can be seen from the graph given below:

Graph showing the comparative statement of the courses conducted by HIPA during 2006-07 to 2010-2011



S.No.	year's	No. of Courses
1	2006-2007	265
2	2007-2008	269
3	2008-2009	316
4	2009-2010	349
5	2010-2011	490

Graph showing the comparative statement of the trainees attended training programmes during 2006-07 to 2010-2011



S.No.	year's	No. of Trainees
1	2006-2007	8078
2	2007-2008	6491
3	2008-2009	10618
4	2009-2010	10612
5	2010-2011	20175

During the financial year 2010-2011, the Institute conducted 8 long duration courses, 104 short duration courses, 8 workshops/seminars. In addition, Divisional Training Centre, Panchkula conducted 76, Divisional

Training Centre, Hisar conducted 67 and Divisional Training Centre Rohtak conducted 72 short duration courses and seminars/ workshops. The Excise & Taxation School conducted 1 course. The Secretarial Management School, Gurgaon conducted 3 short duration courses. Under the Capacity Building for Service Provider project sponsored by Government of India 50 Short duration and seminars/ workshops were organised. Under the project on 'Capacity Building for Poverty Reduction' sponsored by DOPT-DFID 17 training courses were organized in Sonapat and Mewat District. 59 Training Programmes were organized under the project "Elected Representatives of 'Panchayati Raj Institutions'" sponsored by Department of Panchayat and Development, Government of Haryana. Under the Revenue Training Institute which has been merged with HIPA 17 training programmes were organized.

II. SEMINARS AND WORKSHOPS

In view of growing multidisciplinary approaches, the Institute conducts seminars and workshops so as to facilitate frequent interaction among the administrators, academicians and professionals on various subjects of interest. During the year 2010-2011 HIPA conducted the following Seminars/workshops including National Level:

- Half day workshop on the Basis of First Aid for the Faculty – April 13, 2010
- Workshop on " Strengthen Indian Economy" – April 15, 2010
- Workshop for Disaster Management IGNOU-NDMA – July 22-23, 2010
- National Level Workshop on e-Governance in Collaboration with NISG, Hyderabad – July 28-29, 2010

- National Workshop on Adverse Sex Ratio – August 31, 2010



- Workshop on Revenue for District Officers of Rohtak Division – October 13, 2010
- Workshop on Law of Administration, Partition Cases and Kharsa Gridwari of Gurgaon and Rohtak Division – December 09, 2010 under RTI
- Workshop on Labour Laws for DDOs – March 21, 2011



III. RESEARCH ACTIVITIES AT HIPA

Research and Consultancy

The Institute undertakes, promotes and coordinates research and analytical studies on its own and in collaboration with other Government and Non-government organizations. The research and consultancy services offered by the Institute basically aim at problem diagnosis, preparation of

action plans and redesigning and restructuring systems. The institute offers research and consultancy in the following areas :

- Monitoring and Evaluation.
- Survey Research.
- Organizational Change.
- Strategic Economic Planning (Power Sector, Local Institutions etc.)
- Social Sector Re-engineering: (Health, Gender Issues and Education.)
- System Study, Design and Development.
- Library Organization & Automation.

STATUS OF PROJECTS UNDERTAKEN BY HIPA

At Present HIPA has undertaken following projects:

- (ii) Declining Sex Ratio in Haryana– Funded by DOPT **(Draft report is submitted)**
- (III) Capacity Building for Poverty Reduction (CBPR) Funded by DOPT – DFID **(Completed and report submitted to DOPT/DFID)**
- (IV) Access to information - Project on RTI. Funded By DOPT –UNDP. Domestic Violence Act in Haryana – Funded by DOPT **(on going)**
- (V) Project on Capacity Building for Service providers (CBSP) through training intervention sponsored by Ministry & Tourism, Govt. India **(Completed)**
- (VI) Domestic Violence Act in Haryana – Funded by DOPT **(Report is under process)**
- (VII) Impact Evaluation of ICDS Scheme in four districts of Haryana funded by Department of Women and Child, Government of Haryana **(completed and Report is under process)**

(i) Project on “**Domestic Violence Act**” and “**Declining Sex Ratio in Haryana**” funded by DOPT. This study on Declining Sex Ratio is to ascertain the socio cultural factor contributing to the declining sex ratio with the following objectives:

(ii) “To study the perception of stakeholders about the status of the girls Child, gender discrimination girl, women empowerment and adverse child sex ratio etc”.

The study on Domestic Violence Act highlights the details of D.V Act, which provides for an effective and efficacious relief against domestic violence to women and children in a household.

(iii) Capacity Building for poverty Reduction (CBPR)

DOPT has prepared an elaborate plan for Capacity Building for Poverty Reduction (CBPR) to be launched in the entire country. The capacity Building for poverty reduction Programme seeks to address issues pertaining to the institutional, organizational and individual aspects of service delivery. It envisages that it is necessary, therefore to build up the capacity of Public Administration organization and system for improving the poverty reduction efforts. The elements of the training components are so chosen that the sector specific knowledge skill levels, and motivation of human resources are explicitly addressed based on their ‘critical importance in the service delivery chain.

HIPA has been assigned the project on CBPR sponsored by DOPT-DFID. In the second phase of CBPR, two districts namely Sonapat and Mewat are selected. HIPA developed a training module for the front line service delivery personnel in the specific areas like Education, Power and Health for Sonapat district. HIPA, under the CBPR has conducted training programmes for Education, Power and Health(Details can be seen at Appendix ‘I’)



Modules were developed in the following areas:

Time Management, Role of an Employee, Total Quality Management, Ethics in Administration, Right to Information Act, Communication Skills and

Positive Attitude. Later on two more areas were included Disaster Management and Water and Sanitation under the Health. People on front line were trained in both the districts i.e. Sonapat and Mewat and in this regard 2366 trainees and 94 Master Trainers till date were trained.

(iv) Project on Capacity Building for Access to Information

HIPA has been selected as the State Implementing Agency (SIA) by DOPT, Govt. of India under the UNDP Project "Capacity Building for Access to Information". The project inter-alia aims at strengthening the mechanism **for improved Government-Citizen interface to enable capacity building for access to information through training initiatives.**

The project is being implemented in two districts of the State. The objective is to demonstrate improved performance and responsiveness to citizens demands for information. This would serve as a model of best practices and motivate other districts to replicate the efforts.

(v) CAPACITY BUILDING FOR SERVICES PROVIDER THROUGH TRAINING Intervention Sponsored by Ministry & Tourism Govt. & India

The 19th commonwealth game 2010 Delhi were a National Prestige Event which aimed to be citizen friendly. All Service Providers had to play an important role in making the national prestige event a success. The extensive human interface involved in the Service Sector was geared up to provide quality service delivery. This calls for interventions targeted at enabling the Service Provider to give the best –whether she/he is a Taxi Driver at Airport who is the first point of contact for foreign tourists or a Hotel Attendant, Security Staff, Police, Constabulary, Auto rickshaw Driver, Volunteers and other Service Provider, that a visitors to Delhi during the Games is likely to interact with.

Before the commencement of the Commonwealth Games 2010, Bus Drivers, Taxi Drivers/conductors/Volunteers/Guides/Supervisors in the NCR region were trained with a view to enhance relevant knowledge, acquire skills and bring about attitudinal change.



The Ministry of Tourism formulated a Scheme wherein service providers were given inputs to upgrade their behavior and skill called “**Capacity Building for Service Providers**” Under this Scheme, the Haryana Institute of Public Administration has trained Service Providers for Tourist Transport vehicle operators since May 2009. A programme to train Auto Rickshaw Driver and DTC driver was also started.

1552 Taxi Drivers, 835 Auto Drivers and 2261 DTC Drivers/Supervisors have been trained by HIPA under this scheme.



The courses were designed to build up the capacity of the Service Providers in their life space, to provide work space empowerment and attitude change specially targeted at a citizen friendly approach, which incorporates gender sensitization and ability to cope with disabled clients.

ACTIVITIES OF HIPA

I ATI Attachment of Entire batch of IAS Probationers

As part of the Institutional Training Programme of IAS Probationers, LBSNAA has incorporated one State ATI Attachment at HIPA (for the first time) of entire batch of IAS Probationers (Phase-I) for the year 2009-2010 and 2010-2011.

These officers visited HIPA. HIPA organized five days training programme for them.

II Training Programme for Judicial Officers:

The 58 newly recruited Judicial Officers were trained in Revenue Law and Administrative functioning and Skills which will be an on going process.

III Workshop to Finalizing the Syllabus for Training for HCS Probationers and A Class Tehsildars

The objectives of training for civil services have been laid down by the National Training Policy 1996. Training also stimulates and motivates trainees to widen their mental horizon, promote innovation and creativity, develop scientific temper imbued with professional ethics.

HIPA as a nodal agency is involved in designing intensive/detailed training schedule for HCS Probationers, Tehsildars and DFSc and DFSOs, etc.

Besides offering stimuli for expansion of mental horizon and attainment of professional excellence, HIPA conducted one day workshop to finalize the syllabi for the training of HCS Probationers to give an insight on administrative and financial procedures of the State, State Specific Laws, etc. Syllabus was revamped. Course Design and Course Content were prepared for on going long term programme for new entrants to the HCS, AC(UT) cadre, A Class Tehsildars, Food and Supply officers, etc.

IV VISITS AT HIPA

A number of people and delegations visit Institute every year. This is a mutual learning exercise, and the visitors as well as the Institute benefit from such interactions.



Sh. Wajahat Habbibulah addressing the HIPA Faculty as well as participants.

V HIPA conducts SAS/LAD Exams

HIPA has been assigned the job of conduction SAS, LAD and other Departmental Examinations. Other examinations like examinations for PWD Irrigation were also conducted by HIPA. HIPA conducted 869 examinees of Treasury and Accounts, 251 examinees for Irrigation Department for JEs, DDOs and Draftsman, 33 examinees of Urban Local Bodies.

VI HIPA goes International

As a part of the professional development –pogramme, participants from 20 South African countries participated in two weeks training programme on Disaster Management. Short term Workshop were also conducted for the participants of Vietnam and Korea.



VII New Partnership by Signing MoU with other Organizations/ Institutions.

For enhancing the quality of the training programmes, Faculty Development and improving the functioning of the Govt. functionaries, HIPA has signed MoUs with various leading Training Institutes and Organizations. HIPA has signed MoU with RIPA, NIFM, LBSNAA and ATI Bhopal, IIPA and DEA, NISG, Ministry of Finance, Government of India under the National PPP Capacity Building programme supported by World Bank. Indian School of Business, Hyderabad and Deloitte has also approached HIPA for the collaboration.

With this kind of collaboration, HIPA would be able to reap the benefits of mutual interaction like exchange of faculty, exchange of course designs and pedagogical skills and tools.

Signing MoU between Director , HIPA and Director, NIFM



VIII HIPA's Achievement as leading Capacity Building Nodal Agency:

HIPA has been recognized in the last three years and has come up to a level that it is looked upon in Training Circles as one amongst the Leading Institutes in Capacity Building identified as Nodal Agency Capacity Building by the following Ministries/Organizations:

- (a) One of the four Regional Centre in the country (others include ASCI, IIPA) for Capacity Building in the area of Urban Development by Ministry of Housing and Urban Poverty Alleviation, GOI.
- (b) Consulted on TOR for the working group on Capacity Building for 12th five year plan and on the issues of Capacity Building by Ministry of Housing and Urban Poverty Alleviation, Government of India.
- (c) The Ministry of Environment and Forest, GOI identified HIPA as one of the premier Institute of Capacity Building of senior officers of Indian Forest Services (15-30 years of service).
- (d) HIPA has been identified as Nodal Agency in the area of Public Private Partnership – an Initiative of World Bank by the Department of Economic Affairs.
- (e) HIPA has also developed Modules for Mid-career training of Armed Forces and Civil Service Officers which was asked by Department of Personnel and Training, Government of India.
- (f) Number of DoPT sponsored programmes - has increased three fold in the past three years from 20-25 training programmes to 55-60 training programmes in a financial year.

IX Activities under Faculty Disaster Management

Following activities were undertaken by the faculty of Disaster Management:

(a) Gurgaon Disaster Management Plan

Considering the high disaster vulnerability of Gurgaon district, a need was felt by district & state administration to prepare the Disaster Management Plan. To support the administration, Faculty of Disaster Management (FDM), HIPA has prepared the Gurgaon Disaster Management Plan. In the plan both natural and man-made disasters are covered and

accountability of different departments is also fixed. Complete Incident Response System of Gurgaon is also prepared to minimize the response time in case of any disaster.

(b) Haryana Crisis Management Plan

The Home Department, Government of Haryana has constituted a committee consisting Sh. P.R. Deo, IPS, IG, Haryana Police, Dr. Abhay Shrivastava, Head, FDM, HIPA and Dr.Sanjay Narula from Haryana Health Services to prepare Crisis Management Plan. The FDM has prepared the first draft of Crisis Management Plan and submitted to Sh. P.R.Deo, IPS, IG, Haryana Police. The Plan covered all crisis including CBRN and its operation to handle the situation.

(c) Gurgaon Fire Management Plan for Fire Services

Gurgaon is a part of NCR region and is now developing as a metropolitan city. With lots of high-rise buildings and both national and international companies, the district focus fire accidents very often. To prepare Gurgaon to dealing with any fire accident and self dependent, a separate Gurgaon Fire Management Plan was prepare by FDM, HIPA with the support of District Fire Office and submitted to Urban Department Haryana.

(d) Disaster Management Plan for MC Faridabad

Faridabad is industrial district of Haryana State. The Disaster Management Plan of Faridabad district was also initiated in the financial year 2010-11. The plan talks about different resources available in the M.C. area of the district along with man-power and its coping system in case of any disaster including Fire, Chemical & Industrial disaster.

(e) Internship Programme for Disaster Management Students

The Punjab University, Chandigarh has recently selected HIPA as one of the leading organization in the area of disaster management. Their board of control in geography has identified HIPA for the purpose of internship of their students. The second batch is currently doing internship with HIPA. This is a new beginning.

X Faculty Development Programme

Faculty members have undergone foreign and domestic training as part of professional development programme. Faculty members are trained as Master Trainers under PPP Project (a World Bank supported initiative of Department of Economic Affairs). Shri Baij Nath and Dr. Rajvir Dhaka also were sent to foreign training for Professional Development Programmes. A Workshop on Inclusive Education was organized at HIPA for the Faculty. Faculty members are being sent to other ATIs, XLRI, NIDM and NDMA for attending the training programmes.

XI HIPA Receives Award

HIPA received award for excellence for successfully hosting and implementing the training program for Common Wealth Games-2010 under Capacity Building for Service Providers Scheme sponsored by Ministry of Tourism, Govt. of India.

(XII) Outsourcing Experiment in HIPA

Since early November HIPA has consciously introduced an experiment in outsourcing the kitchen activities and the canteen facility. The Landscaping and Watch & Ward activities have also been outsourced. This has helped HIPA faculty and staff to concentrate more on the training aspects leaving much of the non-training activities to experts in the respective areas.

Why TNA Important:-

TNA is a process to conduct to answer three training related question of which are:

- Where training is required / where the Capacity Building is required.
- Who should attend the training
- What is required to be taught

Training programme to satisfy both organizational and human resource the training must be based on organizational, operational and individual analysis.

Identification of the training needs of various cadre of the client groups i.e. different departments of Haryana Government. So that there is congruence between employee performance and organizational objectives. The following departments have come up with their specific needs

HSIIDC

Education (Higher /Secondary)

Engineering Department i.e. Public Health, Irrigation , PWD (B&R),

Local Bodies

Panchayat and Development

- Strategic Training Need Analysis was conducted to ensure that capacity building is need based and Demand-Driven with the involvement of the Client Departments.
- Maximum No. of Training Courses (490 Courses – 20175 Trainees) were conducted during the period. Personal attention was paid towards designing courses to ensure quality training.
- Training courses were conducted for of all levels of officers and officials in Haryana to enhance their knowledge, upgrade their skills and

attitudes towards better service delivery to the citizens of the State. The training courses were carefully designed keeping in view the TNA for each respective group – both fresh recruits and mid-career trainees.

Networking with Institute:-

In order to enhance the Capacity for Training and Research within HIPA, the institute needs to network with the Institutions of repute belonging to Government and Private Domains for building Capacity with sphere of Training, Research, Project Management. Survey Evaluations in the spirit of Capacity Building for Good Governance through efficient service delivery in the state of Haryana were invited to collaborate on the HIPA's website.

For enhancing the quality of the training programmes, Faculty Development and improving the functioning of the Government functionaries, HIPA has signed MoUs with reputed Institutes and Organizations like LBSNAA, RIPA, ASCI, NIFM, IIPA, Deptt. of Economic Affairs, Ministry of Finance, Government of India and NISG.

With this kind of collaboration, HIPA would be able to reap the benefits of mutual interaction, exchange of faculty, course designs and pedagogical skills and tools.

Guest Faculty/Experts of HIPA:-

In order to give an input on specialized issues HIPA invites guest speakers/experts of repute to deliver the talk. Few of the eminent and distinguished speakers of HIPA are:

GUEST FACULTY (REPRESENTATIVE)

Sr. No.	List of Faculty	Designation	Area of Interest
1	Sh. S.Y. Quraishi, IAS	Chief Election Commissioner of India	Water Management, Conduct of Election and Electoral Reforms
2	Dr. M. Ramachandran, IAS	Secretary, Urban Development, Government of India,	PPP, Urban Development

3	Dr. A. Narender	Centre for Energy, Environment, Administrative Staff College,	PPP, Energy
4	Sh. Yogesh Aggarwal,	Chairman, IDBI	Economics, Infrastructure
5	Mrs. Kawaljit Deol, IPS	DGP, Arunachal Pradesh	Gender and Policing, Transparency in Govt. Functioning
6	Dr. H.S.Anand, IAS	Ex. Secy. Ministry of Housing & Urban Dev.	Urban Development, Urban Poverty
7	Sh. Vrinda Grover,	Executive Director, MARG	D.V. and issues related women
8	Ms. Maja Daruwala,	Director, Common Wealth (CWHR), Human Rights Commission	Human Rights
9	Sh. Sanjay Kothari, IAS	Secretary, Tourism	Tourism; Ethics in Administration
10	Prof. D. Banerjea,	Ex- Head of Law Deptt., LBSNAA, NPA and HIPA	Law - Substantive and Procedural
11	Ms. Firoza Mehrotra, IAS	Advisor, Planning Commission	Gender Issues, Implementative of Issues - Social Audit
12	Sh. Harsh Mander,	Member NAC, Social Worker & Writer	Transparency
13	Dr. Sunila Garg,	Professor & HoD, Maulana Azad Medical College, New Delhi	HIV and AIDs
14	Sh. B.S. Baswan, IAS	IIPA, New Delhi	Effective Administration, Human Right and Transparency
15	Prof. Shekhar Singh,	Social Activist	Human Rights
16	Sh. Naseem Ahmad, IAS	Retd. Financial Commissioner & Principal Secretary to Government of Haryana	Law - Ststantive, Administrative; Ethics in Administration, Minorities Welfare
17	Sh. B.M. Jha,	Chairman, Central Ground Water Board, GOI	Ground Water Management
18	Smt. Kamla Chaudhary, IAS	Retd. Financial Commissioner & Principal Secretary to Government of Haryana	Gender, Haryana Culture and Ethics

19	Sh. Prityush Sinha	Ex-Chief Vigilance Commissioner	Transparency
20	Sh.N.C. Saxena, IAS	Member NAC	Food Security
21	Mr. Habibullah	Chairman, Minorities	RTI, Minorities Welfare
22	Sh. M.D. Asthana, IAS	Retd. Financial Commissioner & Principal Secretary to Government of Haryana	Agriculture/Rural Dev. PNDT Act & Adverse Sex Ratio, Administrative Laws
23	Dr. Ajay Kumar	Member, Parliament & CEO , MAX	Leadership
24	Sh. S.P. Sharma, IAS	Retd. Financial Commissioner & Principal Secretary to Government of Haryana	Revenue Administration, CSR Rules of Haryana Govt., Office Management, Administrative & Financial Procedure of Haryana Govt.
25	Air Marshal M.L. Sethi	PVSM – AVS Air Officer	Leadership and Motivation
26	Sh. G.V. Gupta, IAS	Retd. Financial Commissioner & Principal Secretary to Government of Haryana	Revenue
27	Sh. Gurpal Singh	Major Gen. (Retd.) SMVSM	Team Building, Leadership
28	Sh. M.C. Gupta, IAS	Former Chief Secretary to GoH	Economic and Infrastructure Development
29	Justice P.V. Reddy,	Chairman, Law Commission of India	Law
30	Sh. Anuraj Rastogi, IAS	Commissioner, Excise & Taxation	Excise & Taxation
31	Dr. Sameer Pareekh	HoD, Max Hospital, Delhi	Anger Management, Cathersis & Stress Management
32	Sh. S.S. Deswal, IPS	Commissioner of Police, Gurgaon	Police Public Interface
33	Sh. Vishnu Bhagwan, IAS	Retd. Financial Commissioner & Principal Secretary to Government of Haryana	Agriculture, Administrative & Financial Procedure of Haryana Govt.

34	Sh. A.P. Bhatnagar, IPS	Retd. DGP, Punjab	Personality Development
35	Shri G.P. Gupta,	Director, NIFM	Finance
36	Sh. P. Raghuvendra Rao, IAS	Financial Commissioner & Principal Secy. To GOH Deptt. of Panchayat & Development	Rural Development, Functioning of PRIs
37	Mrs. Rasika Choubey,	Financial Advisor, PM Office	Finance
38	Shr. Dharamvir , IAS	Former Chief Secretary to GoH	Administrative Law
39	Sh. K.K. Chopra	Additional District and Session Judget (Retd.)	LAW
40	Dr. Manjula Chakravarty,	Ex-Advisor, Planning, Commission, New Delhi	Issues related with women & Child
41	Sh. K.K. Jalan, IAS	Financial Commissioner & Principal Secy. To GOH Deptt. of Irrigation	Irrigation
42	Professor S.P. Chauhan	FORE School of Management, Delhi	Organizational Behaviour
43	Dr. B.L. Kantroo,	Ex-Member, Juvenile Welfare Board, New Delhi	JJ Act
44	Sh. Alok Mittal, IPS	Joint Commissioner, Police, Gurgaon	Effective Police Public Relation, Effective Administration
45	Sh. Rudra Gangadharan, IAS	Secretary, Animal Husbandry, Government of India	Animal Husbandry, Dairy Development
46	Ms. Santosh Yadav	Everest Climber	Motivation and Team Building
47	Sh. R.H. Khawaja, IAS	Secretary, Ministry of Tourism, Government of India	Effective Administration & Tourism
48	Sh. Deepak Misra, IPS	Special Commissioner, Delhi	Police Public Relation
49	Sh. V.K. Kapoor, IPS	Retd. DGP, Haryana	Stress Management
50	Dr. Onkar Mal	Faculty MDI, Gurgaon	Stress Management, Human Resource Management
51	Dr. Daisy Chauhan	Faculty MDI, Gurgaon	Organizational Behaviour

CENTRES AT HIPA

HIPA has the following centres for its effective functioning:

(I) REVENUE TRAINING INSTITUTE

With the efforts of Mrs. Rajni Sekhri Sibal, Director General HIPA, Revenue Training Institute was made functional from September 2009. Mr. G.V. Gupta, IAS joined HIPA as consultant and conducted various training programmes workshops on Revenue matters.

Initially it was decided to start a program of four two days workshops every month, one for every division, in Revenue matters. Subject chosen was "Zamabandi and Mutations". Each workshop was to have about 20 participants and 4 to 5 five workshops for each division were conducted. Necessary training staff was recruited and first workshop was held in Oct.2009



- Four workshops were held. Soon response became enthusiastic.
- HIPA held 9 weeks training program for HCS (Judicial) probationers. Feedback was excellent as acknowledged by the then FCR.
- HIPA also held 6 weeks training program for Naib-Tahsildars. Mr. G.V. Gupta Designed the training program and supervised the training.



- Divisional level Revenue Training Program on Zamabandi and Mutations 2010 was conducted. and workshops on ‘ Partition and Girdavari’ were also conducted.
- Institutional Training of IAS probationers batch of 2010 for six weeks. The training was imparted on the following:
 - Revenue Law and Administration
 - Urbanization and Town Planning
 - Finance, Planning, Budget & Economy
 - Gen.Adm, Governance & Social Change
- Appreciation of training was conveyed by Director LBSNAA to HIPA with the remarks that the probationers felt that they learnt more at HIPA than at LBSNAA.
- Training of HCS (Exec) probationers Effectiveness of training will be soon seen in the field performance of these Officers.
- Revenue Training of HCS (Judicial) probationers on Revenue Law.
- Revenue Training of HPS Officers on Revenue Law
- Institutional Training of IAS Probationers of 2011 batch on Revenue and Urban affairs

(II) DIVISIONAL TRAINING CENTRES OF HIPA

In order to further streamline the training programmes, a State Training Plan was approved by the Executive Council during 1987-88 for implementation during 1990-91 and onwards. According to this State Training Plan, the objectives of the Institute are career development (Higher

Group/Lower Group). Supporting level (Higher Group/Lower Group) and Assistance level of the administrative hierarchy.

Accordingly, as per provisions contained in the State Training Plan, the Haryana Secretarial Management School was set up for providing in-service training facilities to ministerial establishment, as an integral part of this Institute. During the year 1993-94, a Divisional Training Centre was set up at Panchkula. Accordingly two more Divisional Training Centres at Hisar and Rohtak were started functioning in March, 2007 and March, 2009 respectively. It is worth mentioning here that training programmes organized by DTCs are highly appreciated by the client departments.

(III) CENTRE FOR ENTREPRENEURSHIP DEVELOPMENT

In the process of economic development of our country there is a zeal for everyone to grow. For this purpose a little orientation and zeal of growth can be induced among the aspiring entrepreneurs. Appropriate entrepreneurship (EDP) Development programmes and proper training orientations can be extended to first generation entrepreneurs. This key element of EDP for required growth in view and small enterprises can produce fruitful results.

Keeping the goal in view the "Centre for Entrepreneurship Development at HIPA" a joint venture of MSMF Govt. of India and Govt. of Haryana in working for last few years in the Institute and organizing EDP's on regular Basis to achieve the desired Development goals of the state.

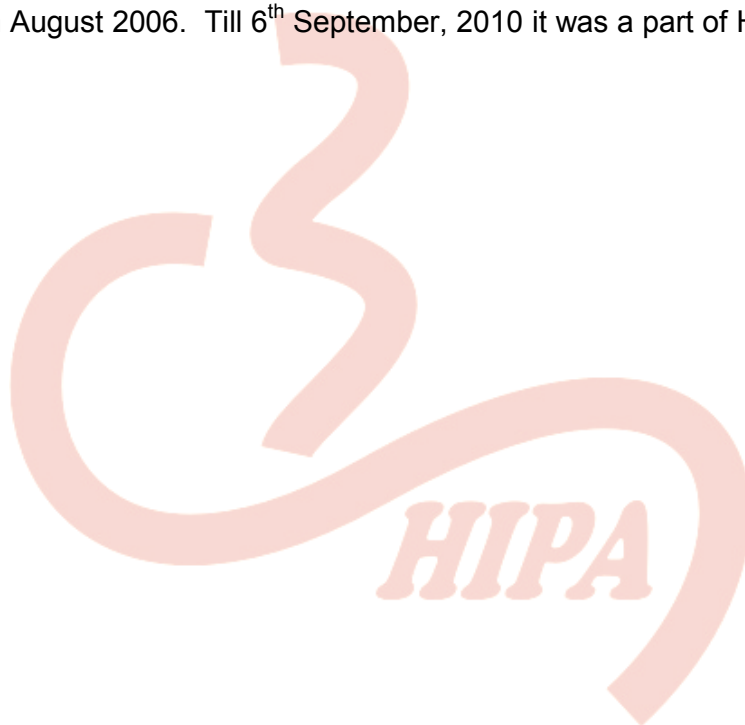
(IV) CENTRE FOR EXCISE & TAXATION

The Excise & Taxation Training School was merged with HIPA w.e.f. 1997. Since then it has been functioning and imparting training to the officers of the Department of Excise & Taxation. Presently it is headed by AETC under the overall direction of Director, HIPA. Courses conducted under this centre are annexed at Appendix 'D'

(V) CENTRE FOR HARYANA HISTORY, CULTURE AND SOCIAL DEVELOPMENT:

The Centre for Study of Haryana History, Culture and Social Development was set up, under the directions of the Hon'ble Chief Minister of Haryana in June, 2006 with a grant of Rs. 50 lakhs as 'start-up provision during 2007-08 and Rs.30 Lakhs per annum as recurring grant in subsequent years.

The Centre was placed under the over all charge and control of the HIPA, Gurgaon, and it started functioning after Dr. K.C. Yadav joined as Professor in August 2006. Till 6th September, 2010 it was a part of HIPA.



FACILITIES AT HIPA

HIPA Building attracts visitors, participants alike. The present campus is spread over 7.5 acres with a lush green cover. The campus has the following:

- Administrative Block
- Hostel
- Director's residence
- Residential Flats for Faculty and other staff
- Academic area, comprising of Seminar room, Auditorium, Class rooms and Computer labs, etc.

(i) Infrastructure

The HIPA Complex provides round the clock service. The Institute has well furnished and work friendly rooms, halls, working place as well as residential facilities for participants. The complex provides boarding and lodging to the participants.

The staff from various disciplines are engaged in different tasks and functions to translate the goals into reality. Commitment, competency and a spirit of teamwork are fostered to realize the mission of the Institute. Infrastructure at HIPA has been upgraded during the last 2-3 years HIPA has the following facilities:

a) TEACHING BLOCK AT HIPA

Satya Sadan, Seminar Room, Bathrooms, New Class room, Sealing of Gandhi Hall, Toilets (Ladies and Gents of ground and third floor), Class rooms of 2nd floor, Flooring of rooms of Faculty members and officers Tiling of Road in HIPA and bus sheds have been renovated.

b) HIPA'S HOSTEL BLOCK

In HIPA hostel all Hostel Rooms alongwith bathrooms have been upgraded and renovated.

(ii) Auditorium

The spacious Auditorium, called 'Gandhi Hall' in the HIPA's main building provides facilities for holding conferences, training programmes, seminars. These facilities are also availed of by outside voluntary and corporate sector who regularly use the conference hall and avail the facilities. 'Gandhi Hall' is well furnished and provides all the equipments.

(iii) Library

The Institute library is equipped with excellent infrastructural facilities. Library is fully computerized. Display systems of journals and arrival of new publications are very well – arranged. Over a period of time, library has developed a well - balanced and up-to date collection of large number of documents including books, periodicals, technical and research reports, modules and other non - book materials

Air conditioned reading hall of the library provide conducive environment for study and research catering to the needs of the research scholars, faculty and participants of various training courses.

(iv) Hostel

There are around 85 beds for accommodation. The kitchen/mess is fully equipped to prepare meals for the participants who come to the Institute for trainings, workshops, conference and seminars. Mess is equipped to provide facilities. The Institute's hostel provides well furnished, comfortable accommodation for more than eighty trainees at a time. It has spacious dining hall, with sitting arrangements for smaller groups. The hostel has 41 A/C rooms, alongwith 2 VIP suites. High standards of hygiene, overall cleanliness and good food quality are being emphasized upon in keeping with the improved ambience. Apart from this there has been regular testing of portability of water filters which has been installed in the mess area. In addition to this, house keeping of rooms of officer trainees, catering and mess services has been going on for better supervision and control.

The trainees are encouraged to lead a rich and varied life at campus to give expression to their creative potential. To achieve this they are provided with the facilities of a well equipped gymnasium in hostel. It provides outdoor and indoor games facilities to the participants of various courses. The outdoor facilities include Tennis, Basket Ball, volley ball, football, cricket etc. The indoor games facilities include billiards, carom, table tennis, chess, squash and badminton.

Yoga classes are held regularly so as to provide the participants with the opportunities of all round development. Trained instructors conduct weekly classes.

(v) Sports Facility

Excellent sports and fitness facilities are available on the campus to ensure that participants and faculty on campus, remain fit and healthy. It has a spacious place for indoor games like Table Tennis, Billiards, Squash Court. The outdoor facilities include:- Yoga, P.T., Aerobics, Tennis, Badminton, Football, Basket ball, etc.

(vi) Upgradation and Maintenance of HIPA

The Haryana Institute of Public Administration is a premier Institute engaged in the field of training. Besides providing the training to the officers of the state. It also provides training to the officers/members of other institutes/organizations on demand for which it also receives substantial funds.

Experts and other employees of the state as well as members of the State/ Centre owned and private institutes visit HIPA frequently to stay and use the services, Regular use of infrastructure, need repair, improvement and maintenance on regular basis. As approved by the Executive Council, the following works have been completed and details can be seen from the table given below:

TABLE
STATUS OF INFRASTRUCTURE- UPGRADATION AND MAINTENANCE OF
HIPA COMPLEX

Sr. No.	Construction/Renovation through PWD	Amount	Approved
	<p>a) HIPA TEACHING BLOCK: As approved Renovation was done of the following:</p> <ul style="list-style-type: none"> * Ceiling & Interior of Seminar Room * New Class room GroundFloor = (1) * Ceiling and Interior of Room No. 008 (Ground Floor) * Ceiling and Interior of Gandhi Hall * Toilets (Ladies and Gents of ground and third floor) = 4 (2 at each floor) * Class rooms of 2nd floor = 2 (201 & 219) * Flooring of rooms of Faculty members and officers=104,109,110,202,203,204,205,206, 207,208,209,211,213,218,221,301,304, 314,322 * Renovation and Interior of Library 	<p>Rs. 5254099/- (2294208+2459940+ 499951) +829984 for flooring of faculty members and officers) = Rs.6084083/-</p>	<p>Approved by Executive Council of HIPA</p>
	<p>b) HIPA'S HOSTEL BLOCK</p> <ul style="list-style-type: none"> * All Hostel Rooms = 45 - PoP - Flooring - Repairing of Doors - White wash, etc. * All Bathrooms of Hostel's rooms = 45 		

	* Renovation of Hostel's Kitchen * Renovation & Interior of Dining Hall = 1 * Renovation & Interior of Guest House= 1 at HIPA Campus		
	C) TILING OF ROAD IN HIPA	Rs.14,64,410/-	
	D) BUS SHED	Rs.90,000/-	

*** ACs for the Hostel Rooms were purchased from approved source at a cost of Rs.638088/- and installed in the remaining 27 rooms of Hostel. Entire Hostel is now Air conditioned.

(vii) Environment Awareness

HIPA believes in conserving energy and leaving behind soft carbon foot.

- HIPA is no smoking zone.
- HIPA has been using Recycled paper.
- HIPA is moving towards paperless office.
- HIPA promotes solar heating & light system.

SUMMING UP

HIPA has consistently endeavoured to make significant positive contributions for upgrading and refining the knowledge, skills and attitudes of civil servants functioning at different levels of the State Government. The Institute is always striving forward towards building a more transparent, responsive, efficient and accountable governance system through the medium of training. We realize that the State Government attaches considerable importance to training and hence, HIPA will continue to promote initiatives and improvements in the space of public policy and practice.