LEARN TO GOVERN

IN PURSUIT OF EXCELLENCE

HARYANA INSTITUTE OF PUBLIC ADMINISTRATION

Honorable CM's vision of faceless, paperless, and cashless governance is the beacon for all government functionaries of Haryana. I am confident that the Haryana Institute of Public Administration will translate this vision into the new age governing practices. Also, the environment in which such learning will flourish will be made available and functionaries will be trained to make services easily accessible and most importantly governance effective, for the citizens of Haryana.

Shri Vijay Vardhan, IAS
Chief Secretary, Haryana

To serve the citizens well is the hallmark of democracy in action. Government functionaries need to commit themselves to make the life of citizens easy through the three-fold mantra of Integrity, Involvement, and Innovation.

This commitment needs to be anchored in deep understanding of the various dimensions of governance. It is thus desirable that their training and development at the Haryana Institute of Public Administration institutionalizes their learning capabilities and capacities for the good and effective governance in the state of Haryana.

Shri Manohar Lal Khattar
Chief Minister, Haryana

Excellence is an attitude in pursuit of achieving the best

All it takes is measured steps to expand capacity to learn big enough for pushing the limits and deepen the learning curve

inside

FOSTERING A
CULTURE OF LEARNING

FOR
CITIZEN-CENTRIC
GOVERNANCE

foreword

The Government of Haryana prides itself on sowing the seeds for transparency and citizen-centric reforms to establish good governance in the state. Haryana is one of the most progressive states of India, predominantly owing to its sustained efforts to promote the growth of its citizens.

As the essence and complexity of governance undergoes rapid transformation, **'Learn to Govern'** will be the new mantra for all the functionaries, at all levels. This new shift ordains that a lot needs to be unlearned and more importantly more sizeable needs to be re-learned. A new momentum for learning has to be put in place.

We at Haryana Institute of Public Administration (HIPA) are welcoming this new thrust upon learning today, for effective governance in future. HIPA has consistently worked for augmenting the potential of Haryana officers and employees who indeed are the pillars of good governance.

Technology continues to take center stage in nearly all facets of life including service delivery to citizens. Synergizing conventional best practices with contemporary insights from public administration, HIPA now leverages cutting-edge technology, interdisciplinary research, and hands-on training curricula to meet the demands of citizen-centric governance.

With an overall mandate granted by the State Training Policy 2020 for building capacities of the state machinery, the Institute has prepared itself well to deliver on the goals set in the policy. Our regular research studies, which collect concurrent feedback on government schemes and programmes, go a long way in building positive policy and work environment to enhance productivity of the officials and good governance in the state.

Surina Rajan
Director General, HIPA

STEADY STEPS
TO
BIG OUTCOMES

MAPPING
THE
LEARNING SOLUTIONS

blazing the trail

Established in 1983, HIPA has carved a niche for itself in training civil servants for serving the state of Haryana and improving the lives of its citizens. Over the time, HIPA has transcended constraints of technology and human resources within the government machinery through innovative measures and proactive means to reach out to government officials, offering customized training programmes.

HIPA has steadily stepped forward, with a resolve to serve the State of Haryana as the hub of training and research in governance to bring a positive difference to the lives of its citizens. Consequently, it is one of the finest training institutes in the country.

HIPA's journey reflects its ability to innovate and highlights its focus on benchmarking the standards of professionalism in the public administration of Haryana state.

The State Training Policy 2020 has transformed the role of HIPA by making it responsible to steer the functioning of all state training institutes and implement the policy to achieve its laid down goals.

LEARNING TO CONTEXTUALIZE GOVERNANCE

CALIBRATING COGNITIVE AND DEMONSTRATIVE IMPACT

training methodology

At HIPA, we believe in employing a multi-stakeholder approach for creating an interdisciplinary curricula and hands-on skill development. The programmes are aligned to organisational needs with innovative training matrices in pedagogical and didactic models.

LEARNING CURVE

Embracing conceptual, theoretical and methodological inputs focused on governance systems, strategies, processes and culture. It converges at stimulating learning, knowledge and relevance to impact.

TRANSLATING GOALS INTO OUTCOMES

A multitude of long and short training programmes enable public administrators to innovate and solve problems. HIPA aspires to harness the power of technology to employ optimal delivery methods and a blended learning approach that exceeds physical barriers of classroom.

HIPA is currently conducting over
450
training programmes annually,
and training over
15,000
officers
from various government
departments and agencies.

As the nodal agency to execute
the Haryana State
Training Policy, 2020, HIPA will
facilitate the training of over
100,000
government employees
every year

FLAGSHIP PROGRAMMES

Foundation and Induction Training Courses and programmes for Haryana Civil Service officers, IAS probationers, senior officers from all departments of Haryana Government, Class I/II Officers of Government of India and Civil Servants from other countries.

CUSTOMISED PROGRAMMES

Programmes curated as preferred training partner to address specific requirements for various government departments and other agencies.

SPECIALISED PROGRAMMES

Specialised courses aim at building capacities in the areas germane to entrepreneurship, disaster management, development administration, public finance, ethical and responsive governance, etc.

SOFT SKILLS DEVELOPMENT

Virtual and physical training programmes that help participants acquire skills for greater success in personal and professional lives and develop a more rounded and empathetic worldview.

SPONSORED COURSES AND SEMINARS

High impact state-of-the-art collaborative programmes suited to training needs and desired outcomes of sponsoring organisations.

For more information on HIPA programmes, please visit our website www.hipaco.in
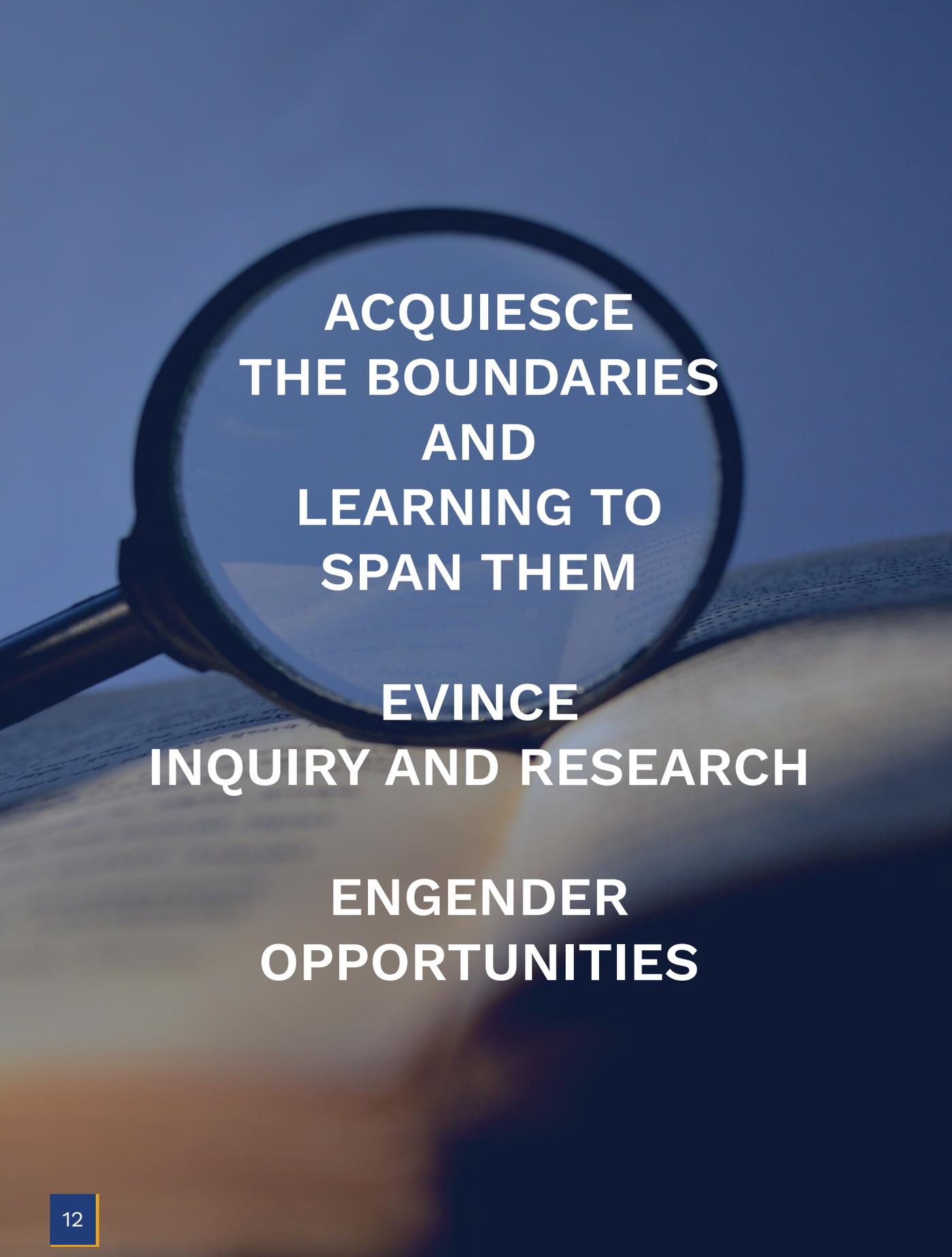
**ACQUIESCE
THE BOUNDARIES
AND
LEARNING TO
SPAN THEM**

**EVINCE
INQUIRY AND RESEARCH**

**ENGENDER
OPPORTUNITIES**

evidence & research

HIPA aspires to train proactive change makers motivated to innovate at services and processes, and use a sequential approach to generate, experiment and cultivate new ideas.
The course curricula are grounded in and supported by the insights gained through years of research, programme and policy evaluations and impact studies of newly designed and rolled out initiatives.

Our 'data-driven learning model' is a stride towards governance reform, innovative solutions and furthering sustainable development goals by enhancing capacities at policy and implementation levels.
We seek to support social initiatives and streamline policy planning processes. Be it brick-and-mortar instruction or virtual symposiums, our trainees and probationers are encouraged to build upon on their learning experiences and ideate path-breaking solutions that boost societal wellbeing.

Scope of our research and consultancy services *inter alia* includes: monitoring and evaluation, survey research, organisational change, strategic economic planning, social sector remodeling, healthcare reforms, gender equality, and education.

AN ENABLING ENVIRONMENT

FOSTERING DEVELOPMENT

infrastructure & facilities

HIPA endeavours to live up to its mandate of training all the officers and employees of the state government, and strengthening e-Governance in the State.

State-of-the-art amenities, smart offices, digital training interfaces, and a synergy between technology and ingenuity at HIPA ensures that all stakeholders enjoy a setting conducive to active learning and capacity building.

HIPA aspires to train proactive change makers by incubating new ideas, documenting best practices, and collaborating with eminent stakeholders, HIPA is assisting government in strengthening state level policies and ensuring optimum socioeconomic outcomes.

The learning is focused on sparking ideas, generating debate and converting the experiences into strategies. The curricula transcend the confines of current knowledge and inspire to explore and employ learnt approaches to find the best solution. We offer capacity building across the full spectrum of training prerequisites, the major areas being:strategic economic planning, social sector remodeling, healthcare reforms, gender equality, and education.

GOVERNANCE

- **Structure and functions**
- **Transparency and accountability**
- **ICT and e-governance**
- **Service delivery**

DEVELOPMENT ADMINISTRATION

- **Urban and Rural Development**
- **Development Problems and Potentials**
- **Local Government**
- **Environment**

MANAGEMENT DEVELOPMENT

- **Organisational Development and Strategic Management**
- **Project management**
- **Financial Management**
- **Public Finance**

SOCIAL IMPACT

- **Social Policy Development**
- **Gender policy and Planning**
- **Livelihoods and self-employment**
- **Empowerment and Community welfare**
- **Micro-finance: Institutions and Mechanisms**

DISASTER MANAGEMENT

- **Proactive Strategies**
- **Risk Mitigation**

INFORMATION TECHNOLOGY

- **Applications in Governance**

THE INSTITUTE

The institute sprawls across a verdant plot of seven acres. The administrative block is a four storied building, and comprises five smart classrooms, two computer labs, a GIS Lab, a spacious auditorium and two conference halls.

Our spacious library has a collection of over 30,000 serials and monographs on public administration, management, law, economics, sociology, current affairs and other social sciences in addition to priceless District Gazetteers.

SMART CLASSROOMS

Built to promote the transition from traditional teaching to interactive learning, our classrooms are equipped with modern training facilities, to offer the trainees a supportive and relaxed ambiance.

E-LEARNING

HIPA perceives technology as a universal enabler that unlocks access to our full potential and bridges the resources and spatial divide. The "convergence of digital, biological, and physical innovations"—the Fourth Industrial Revolution—has transformed how knowledge percolates within communities. Therefore, through e-Learning, HIPA aspires to connect with all employees of the state government and support them along their learning curves.

beyond the classrooms

Information centre with over
30,000 books

resource bank with
100 training modules

two computer labs, each with
40 terminals

hostel accommodation with
40 rooms

well-equipped
GIS training labs

adequate infrastructure
to conduct several
training courses simultaneously

EXPANDING THE PERSPECTIVE

TRANSLATING KNOWLEDGE INTO COMPETENCE AND PERFORMANCE

HARMONIZING INDIVIDUAL AND INSTITUTIONAL CAPACITIES

our centres

CENTRE FOR ETHICAL AND RESPONSIVE GOVERNANCE

"We behold what we are, and we are what we behold." The depth of inner governance determines the quality of outer governance. There exists an inextricable link between one's moral standards, ethical reasoning and one's general conduct. Thus, an administrative setup that comprises virtuous leaders, critical thinkers and righteous workers is bound to be citizen-centric and efficient. The 'Centre for Ethical and Responsive Governance' at HIPA aims to design and execute training programmes that would help individuals as well as government organizations a more responsive and ethical system of governance.

CENTRE FOR E-GOVERNANCE

The Fourth Industrial Revolution — the "convergence of digital, biological, and physical innovations" — and the large-scale disruptions caused by the ongoing socio-economic crises have transformed the way we live, work, and consume. HIPA perceives technology with custom made training programmes as enablers to bridge the gap between the policy and its implementation. The 'Centre for e-Governance' at HIPA is committed to enable all officers and employees of the Government of Haryana to leverage, cutting-edge technologies to enhance their productivity and nurture ownership in the e-Governance projects.

CENTRE FOR REVENUE ADMINISTRATION AND DISASTER MANAGEMENT

Knowledge of Revenue Law is fundamental for efficient land and revenue management. Accordingly the Centre for Revenue Administration and Disaster Management' at HIPA acquaints public administrators with the fundamentals of revenue law, procedures and record keeping for efficient land and revenue management. The Centre also imparts relevant skills to administrators and stakeholders for effective disaster preparedness and timely rehabilitation mechanisms. We strive to secure communities by producing scholarship that acquaints public administrators with the most effective practices to streamline land and revenue management through applications of latest technology and help in building safe and resilient society.

CENTRE FOR ENTREPRENEURSHIP DEVELOPMENT

"Entrepreneurship is about turning what excites you in life into capital so that you can do more of it and move forward with it." Sir Richard Branson's quote, (founder of Virgin Galactic) aptly captures the essence of entrepreneurship as any pursuit which enables individuals to transform passion, ingenuity, and novel ideas into a value addition for society. The credo of the 'Centre for Entrepreneurship Development' at HIPA is to support development of an inclusive forum that incubates youthful exuberance and guides budding innovators toward excellence. Promoting flexibility through our capacity building and research activities, we envision a policy environment in the state where creators collaborate to tackle the pressing challenges to ease the lives of the citizens of Haryana.

CENTRE FOR URBAN GOVERNANCE

The World Bank estimates that more than 80% of the world's GDP is generated in cities. Effective leadership, involved community and efficient management form the bedrock of equal, clean, and green cities. The Centre for Urban Governance examines the systems to administer cities and towns; develop a strategy and help citizens and administrators combat urban challenges related to provision of urban basic services, climate change, migration, income inequity; and resource and waste management. The 'Centre for Urban Governance' at HIPA promotes policy, frameworks and builds capacities of elected representatives, urban planners and managers to enable communities to reap the benefits of planned urbanization.

CENTRE FOR GENDER AND JUVENILES

Gender inequality and social injustice are two of the most prevalent issues of our time. In order to overcome them, the challenges need to be examined, analyzed and addressed through effective implementation of legal provisions, supportive policy framework and appropriate knowledge, skills and attitudes of personnel. The 'Centre for Gender and Juveniles' at HIPA focuses on empowering women, girls, and minors to access growth opportunities through training and public outreach programmes for them so that they can live healthy and dignified lives. The Centre envisages that the necessary administrative reforms coupled with sensitization of implementers, leading to social restructuring will usher in a fair and just society.

CENTRE FOR RESEARCH AND DOCUMENTATION

Synthesizing concepts from disciplines across the gamut of academia, the 'Centre for Research, Documentation, and Dissemination' at HIPA conducts interdisciplinary research for Haryana's public administration setup. Scholars and Academics at this centre bridge the gap between the needs of citizens and the state's policy making processes through action research and concurrent evaluations. The Centre also stimulates dialogues between stakeholders and policy makers and enables government institutions to identify and remove the barriers in the path toward realizing the Sustainable Development Goals across all districts of the state.

CENTRE FOR POLICY STUDIES

Centre for Policy Studies at HIPA will examine in depth the government policy frameworks and policies, with the objective to provide research-based recommendations for enhancing their effective implementation in the state. This is a critical area as any Policy is as good as its impact on the ground, at the last mile for the welfare of the citizens of the state. The gap between "Thinking" and "Action" will be addressed by design at the Centre of Policy Studies. The key areas of focus are be e-Governance, Health, Education, Infrastructure and Gender Issuesr.

CENTRE FOR LAW AND REGULATORY AFFAIRS

Robust legal frameworks and objective decision-making are the cornerstones of egalitarian societies. The 'Centre for Law and Regulatory Affairs' at HIPA prepares human resources which improve the functioning of legal and regulatory instruments that are used by the government to address challenges in public administration and serve the citizens. This Centre also provides training to managers from government, boards and corporations for efficiency enhancement in the public sector, effective project management techniques and the quintessence of public private partnerships.

CENTER FOR SOCIAL JUSTICE AND EMPOWERMENT

The Centre has focus on making governance sensitive and responsive towards needs and provisions for the senior citizens, persons with special needs and other marginalized groups. The Center will undertake a range of initiatives from advocacy to capacity building of relevant actors in government and outside on the basis of evidence gathered from facts and systematic need analysis. It will thereby promote usage of legal provisions to facilitate mainstream existence for those who suffer from drug abuse, mental illnesses, etc. HIPA will build expertise in research, training, outreach and support mechanisms for building an inclusive and sensitive state and society known for social justice and equality for all citizens.

CENTRE FOR EXCISE AND TAXATION

The Excise and Taxation School at HIPA helps employees and officers of the state government, to acquire knowledge and skills to implement financial statutes and legislations in Haryana for optimal recovery of tax revenues and to plug leakages. It delivers induction and in-service training through customized modules.

CENTRE FOR MANAGEMENT DEVELOPMENT

Harnessing the fruits of disruptive innovation and hands-on learning, the 'Centre for Management Development at HIPA, focuses on Public Management System, Personality Development, and Behavioral Science'. It studies the models and processes which foster efficient management. These studies are then used to enhance the performance of individuals and institutions. The Centre also imparts actionable insights to learners and empower them to deal with challenges associated with modern and hybrid workplaces.

SEVOTTAM CELL

The 'Sevottam' framework is an ISO-9001 plus mechanism, to enhance organizational efficiency for public institutions and reform the channels through which public services are delivered with a focus on accountability and transparency. The framework utilizes the Citizen's Charter as a reference benchmark to develop guidelines for public service delivery. Sevottam's Public Grievance Redressal Mechanism overcomes the obstacles faced by citizens by putting in plea system audits to enable them to receive full benefits of government grants and welfare schemes.
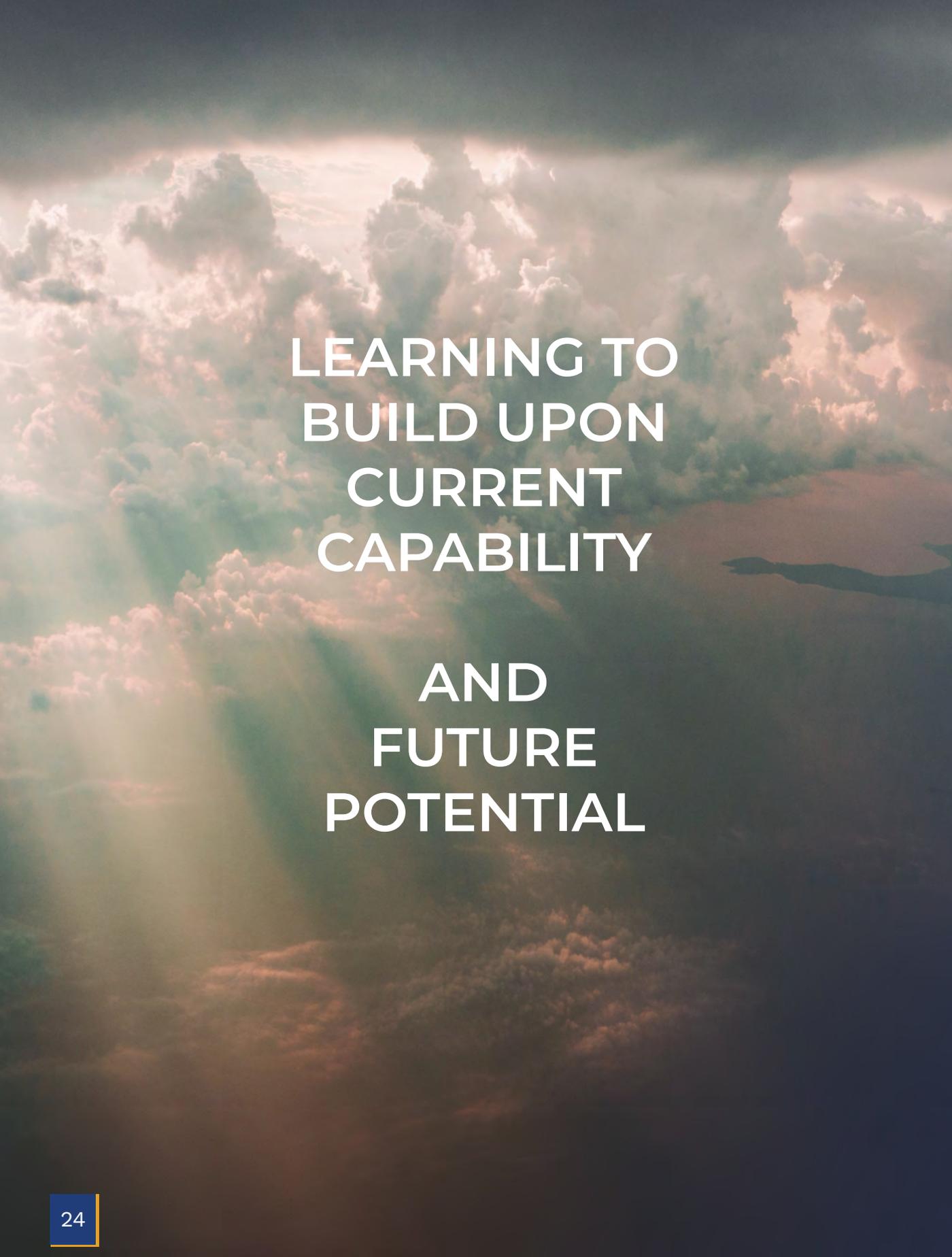
LEARNING TO
BUILD UPON
CURRENT
CAPABILITY

AND
FUTURE
POTENTIAL

the way forward

In a world that is more interconnected and globalised than ever before, the very connotation of governance continues to change. As technologies open new avenues and opportunities, it is of paramount importance that regulatory frameworks adapt to meet the challenges of tomorrow. HIPA aspires to reform policy making and implementation processes, and promote the good governance goals across the state and eventually throughout India. Leveraging interdisciplinary research and the expertise of academics and scholars from various branches of knowledge, HIPA identifies the most effective global practices in public administration and imparts these insights to civil servants and all government employees through 'hands on' learning modules.

However, it is of paramount importance that we expand the ambit of our endeavors and work towards creating an egalitarian world for all. To that end, we look forward to collaborating with change makers who supercharge our core assets and orchestrate the creation of new ones for the greater good. We look back to where we started, with pride, and look forward to where we want to be, with hope and élan.

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