



IMPARD Newsletter

Vol. XXXIII

April – June 2021

No. 1



Dr. Jitendra Singh Rana, Hon'ble MoS for PMO, inaugurating the Regional Conference on Replication of Good Governance Practices at SKICC, Srinagar, on July



Shri Sanjay Kumar Singh, Secretary, DARPG, addressing the participants of the Conference



Shri Saurabh Bhagat, IAS, DG IMPARD and Shri V. Srinivas, IAS, Additional Secretary, DARPG, exchanging MoU on capacity building of officers of J&K

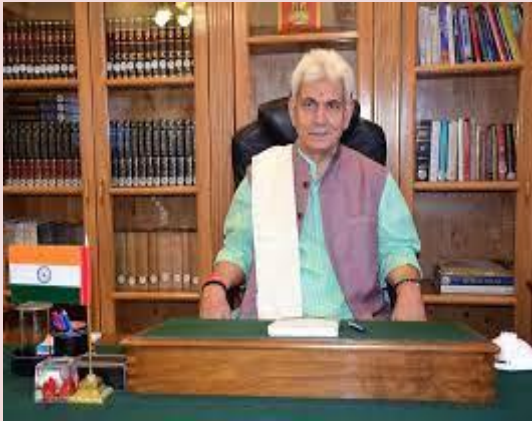


Shri Arun Kumar Mehta, IAS, Chief Secretary to J&K Government, addressing the Conference

In this Issue

- From the Desk of DG
- Special Training Events
- Golden Card Scheme
- Regional Conference on Replication of Good Governance Practices
- Interactive Session on RTI Act, 2005
- Condolence Meeting
- Photo Gallery
- Training Activities

J&K Institute of Management, Public Administration and Rural Development (IMPARD)
impapublication015@gmail.com
 (www.jkimpa.nic.in)

Chairman IMPARD Executive Council

His Excellency Shri Manoj Sinha, Lieutenant Governor of
Jammu and Kashmir

Vice-Chairman IMPARD Executive Council

Shri Arun Kumar Mehta, IAS, Chief
Secretary to Govt. of Jammu and Kashmir

From the Desk of DG

J&K IMPARD has emerged as the prestigious institute for IAS, KAS, KPS and all levels of administration. It gives me immense pleasure to present the IMPARD Newsletter for the quarter April – June, 2021. The quarter marked the achievements of hosting a national level conference on Good Governance in collaboration with Department of Administrative Reforms & Public Grievances (DARPG) and National Centre for Good Governance (NCGG) signing an MoU with DARPG on capacity Building of two thousand officers, development of Good Governance index (GGI) for all 20 Districts of J&K and development of Case Studies in collaboration with Administrative Staff College of India (ASCI) under Kashmir Aelamia Document. Additionally, the completion of construction of New Academic Block including Four Training Halls, Auditorium and Library marked a big achievement in the Main Campus of J&K IMPARD at Srinagar, Kashmir.

J&K IMPARD has been bringing out its News Letter with glimpses of its activities and training programmes undertaken. The present issue of J&K IMPARD News Letter will give you a glimpse of academic achievements, research and innovations, Collaborations and Alumni contributions. I welcome all readers to have a look at the activities undertaken by the Institute during the first quarter of the current financial year.

Happy Reading

Sd/-
Saurabh Bhagat, IAS,
Director General,
J&K IMPARD

Special Training Events

Ethics and Values in Public Governance

Human beings are rational beings. They cherish ethics and values that help them build good character and teach them to distinguish right from wrong, i.e., what they should or should not do. Religion, family, neighbourhood, the institutions of the society and the country at large inculcate sense of ethics and values in a person.

No value system is perfect in absolute terms. Every value system remains changing.

Some universal values include non-violence, humbleness, forgiveness, honesty, patience, caring for each other, etc. Deviation from ethics and values leads to conflict and war and often contributes against human development.

With a view to strengthen commitment among participants towards ethics and values, the Institute organised a three days' training course on "Ethics and Values in Public Governance" from April 05 – 07, 2021, at its Main Campus, Srinagar, under the coordinatorship of Dr. Jehan Ara Jabeen, Associate Professor, Centre for Social Justice.



Training Course on "Ethics & Values in Public Governance" held at IMPARD Main Campus, Srinagar w.e.f. April 05-07, 2021

Orientation Training on Gram Panchayat Development Plan (GPDP)

With a view to achieve uniform, inclusive and holistic development across the length and breadth of rural India, need has been felt for enthusiastic participation of Elected Representatives, Panchayat Functionaries, Government Departments, and the rural folk in general, in the formulation of Gram Panchayat Development Plans (GPDP) for implementation during a budget year.



Orientation Training on "Gram Panchayat Development Plan" held at IMPARD Main Campus, Srinagar w.e.f. April 05-08, 2021

GPDP has got to be a continuous and evolving process for achieving the set goals of rural development in the country. Therefore, in order to sensitize participants to the need on their part for wholehearted contribution towards GPDP, the Institute organized a four days' "Orientation Training Course on GPDP" from April 05 – 08, 2021, at its Main Campus, Srinagar, under the coordinatorship of Dr. Mohammad Ashraf Dar, Assistant Professor, Centre for Rural Development and Panchayati Raj.

Phase-I of Professional Training of JKAS Batch 2019—Village Stay Programme

The JKAS probationers of Batch 2019, who were undergoing first phase of professional training at IMPARD Jammu since February 2021, were relieved on 16th April, 2021 for one week village stay. All the officer trainees were deputed to different villages of both Jammu and Kashmir divisions. During their village stay, they studied the socio-economic profile of the village and the gap-analysis of different sectors in the village. After completion of the village stay, officer trainees gave online presentations and shared their experiences with the course coordinators (Dr. Reva Sharma, Professor and Dr. Ruchi Gupta, Assistant Professor). The detailed reports of the village stay have also been prepared by them. Earlier, their first examination on Financial Management was conducted on 15th April 2021 at IMPARD Regional Centre, Sidhra, Jammu.



Examination of Financial Management Module of JKAS Probationers of Batch 2020 in progress

Foundation Courses for Sr. and Jr. Assistants

The Institute has a well-established tradition of providing medium duration training to the frontline functionaries of various departments of J&K Government such as Senior and Junior Assistants to familiarize them with the provisions of Manual of Secretariat Procedure; Civil Services Regulations; Financial Code & GFR-2017; Conduct Rules; Classification, Control, & Appeal Rules; and demography and geography of Jammu and Kashmir. They are also imparted computer skills besides being taught basic ethics, values, attitudes, and teamwork.



Shri Saurabh Bhagat, IAS, Director General, distributing certificates to participants of Foundation Courses for Sr. and Jr. Assistants held at IMPARD Regional Centre, Jammu w.e.f. Febr. 15 to April 22, 2021

Continuing this tradition, the Institute organised two Foundation Courses, one for Senior Assistants and the other for Junior Assistants from February 15, 2021, at IMPARD Regional Centre, Jammu under the coordinatorship of Dr. Reva Sharma, Director Trainings, Ms. Manju Kapoor, and Dr. Jyoti Sadhu, Research Officer, IMPARD Jammu. Forty-two Sr. Assistants and Eighty-eight Junior Assistants of various Government departments of Jammu Division and Secretariat Services participated in the Course.

The Course was concluded on April 22, 2021. In his valedictory address Shri Saurabh Bhagat, IAS, Director General, J&K IMPARD, congratulated the participants on successful completion of their training. He impressed upon

them that the knowledge they received during the Course would not only equip them to qualify prescribed departmental examination but also help them in discharging their duties more efficiently. He also distributed certificates among them.

The Valedictory function ended with vote of thanks by Dr. Jyoti Sadhu, Course Coordinator.

Registration of IMPARD Employees with PMJAY Golden Card Scheme



Shri Saurabh Bhagat, IAS, DG IMPARD, launching PMJAY Golden Card Scheme for IMPARD Employees on June 02, 2021

On June 02, 2021 Shri Saurabh Bhagat, IAS, Director General, J&K IMPARD, inaugurated a campaign to register employees of the Institute with *Pradhan Mantri Jan Arogya Yojana* (PMJAY) popularly known as *Ayushman Bharat Yojana - Scheme*.

Ayushman Bharat is a health insurance scheme to cater to the lower sections of society. It offers financial protection up to Rs.5 lakh per family per year in case of hospitalization due to medical emergencies. People who register themselves under PMJAY are issued a registration card popularly known as Golden Card. Possession of this Card entitles the beneficiary to receive cost free treatment at any empanelled hospital.

Speaking on the occasion Shri Saurabh Bhagat, IAS, Director General, J&K IMPARD, expressed the view that possession of Golden Card by the employees of IMPARD had become the more important given the spread of Covid-19 pandemic that has made people more vulnerable to disease.

Regional Conference on “Replication of Good Governance Practices”

Good governance improves the overall performance of the Government and infuses trust among members of the public whom the Government serves.

Following best practices in governance includes running the Government in a way that meets its short- and long-term goals. When it comes to improving governance, technology is the best tool. Use of technology has enabled the Government to move towards cashless and paperless work which in turn has enabled it to curb financial corruption and bureaucratic red tape.

Governance best practices entail taking a critical look at the qualities and characteristics of Government functionaries, who they are as people, and how they approach governance in the capacity of being functionaries of the Government.

Some of the best practices include building a strong cadre of best functionaries, aligning strategies with goals, being accountable, having a high level of ethics and integrity, defining roles and responsibilities, and so on.

On July 01 - 02, 2021, the Government of Jammu and Kashmir, in collaboration with Department of Administrative Reforms & Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions, organised a two-day Semi-Virtual Regional Conference on “Replication of Good Governance Practices” at SKICC in Srinagar, Kashmir, in which 750 officers from 10 States and Union Territories participated. The objective of the Regional Conference was to familiarize officers with best governance practices.

J&K IMPARD, under the leadership of Shri Saurabh Bhagat, IAS, Director General, performed the role of Nodal Agency on behalf of Government of Jammu and Kashmir.

Shri Saurabh Bhagat, IAS, Director General, personally supervised the arrangements for the Conference well in advance. On June 30, 2021, he took stock of all the arrangements at SKICC, Srinagar. He impressed upon the representatives of concerned Departments like General Administration, Information, IT, NIC, Hospitality & Protocol, SKICC, and others present in the meeting to designate a nodal officer each for close coordination for smooth conduct of the Conference.

Dr. Jitendra Singh Rana, Hon'ble Union Minister of State for Prime Minister's Office (PMO), Personnel, Public Grievances and Pensions inaugurated the Conference in presence of His Excellency the Lieutenant Governor of J&K, Shri Manoj Sinha.

Speaking on good governance practices Union Minister Dr. Jitendra Singh Rana said that more than 800 Central laws had become applicable to Jammu and Kashmir after it got the Union Territory (UT) status. He said that P.M. Modi Government was committed to transparency and justice for all; and that people-friendly reforms taken in the last seven years (2014-21) had benefitted the entire nation including people of UTs of Jammu and Kashmir, and Ladakh. He cited several governance initiatives undertaken by the J&K administration including the long-pending cadre review, establishment of CAT (Central Administrative Tribunal) benches, extension of RTI (Right to Information) Act, 2005, and the conduct of CET (Common eligibility Test) through National Recruitment Agency at every district headquarter in the UT. He also said that capacity building of two thousand civil servants would be undertaken by NCGG (National Centre for Good Governance) in collaboration with J&K IMPARD. To this purpose a Memorandum of Understanding (MoU) was signed, in presence of His Excellency the Lieutenant Governor of J&K, between NCGG and J&K IMPARD for capacity building of two thousand civil servants.

The Hon'ble Union Minister said that under the leadership of Hon'ble Prime Minister, Shri Narendra Modi, India adopted the “Minimum Government Maximum Governance” paradigm which was commended all over the world with civil servants from across the world visiting India to pursue internships.

During the inaugural session of the Conference, the Hon'ble Union Minister released DARPG e-magazine titled “*Minimum Government Maximum Governance (MGMG)*”. The e-magazine contained write-ups on administrative innovations.

Other dignitaries who addressed the Conference included His Excellency Shri Manoj Sinha, Lieutenant Governor of J&K; Shri Sanjay Singh, IAS, Secretary, DARPG; Shri Arun Kumar Mehta, IAS, Chief Secretary, J&K Government; and Shri V. Srinivas, IAS, Additional Secretary, DARPG.



His Excellency Lieutenant Governor of UT of J&K, Shri Manoj Sinha, addressing the participants of Regional Conference on Replication of Good Governance Practices at SKICC, Srinagar

His Excellency the Lieutenant Governor, Shri Manoj Sinha, laid stress on the fact that a difference would be made only with responsive, morally correct and action-oriented policies. He said that he firmly believed that the speed of decision making is critical and that our effort should be to reduce delays in implementation process. He laid stress on the fact that behind every file, every single note, there are people. Human beings are not machines. Whatever they do or decide not to do in a particular moment impacts a large section of the public. So, one should put human touch in his working. This would, he said, help us to move towards building an egalitarian society. Government institutions, various schemes and programmes of social welfare can have the right impact only when the benefits reach the last person standing in the queue.

His Excellency advised that the functionaries of the Government should move away from process-based administration to performance-based administration which would bring more efficiency in the system.

His Excellency underlined the significance of creating a common platform by bringing together National and State level organisations and experts for sharing their experiences in the formulation and implementation of best practices in citizen-centric governance, administrative innovations, welfare programmes, digital governance, personnel management, and capacity building so as to achieve the goal of effective administration.

His Excellency congratulated J&K IMPARD and National Centre for Good Governance (NCGG) for signing Memorandum of Understanding (MoU) on capacity building programme to provide an opportunity to two thousand officers of Jammu and Kashmir administration to undergo mid-career training programme on various aspects of good governance on the training pattern of IAS officers.

His Excellency emphasized that good governance powered by digital intervention aims at making Government services available online, and that digital literacy mission reaches every village enabling disbursement of all subsidies directly into the accounts of the beneficiaries. He said that people sitting in Panchayats of the UT must be able to see as to how much money was allocated and utilized for the development of their village.

His Excellency said that e-Office was one of the reformative steps taken by the Government to put an end to the practice of *Darbar* Move in Jammu and Kashmir. This saved crores of rupees which were spent on transporting files in hundreds of trucks from Jammu to Srinagar and vice versa.

His Excellency remembered the statement made in 2016 from the ramparts of the Red Fort by Hon'ble Prime Minister that the country was moving from self-governance to good governance.

His Excellency also remembered Sardar Vallabhbhai Patel's vision and his firm belief in fairness, transparency, and accountability in governance for social and economic development and nation building.

His Excellency underlined that a strong foundation has been laid through innovative programmes like "Back to Village" for strengthening the concept of *Jan Bhagidari* (Peoples' Participation) by ensuring efficiency, transparency, and credibility in the governance process.

Shri Sanjay Kumar Singh, IAS, Secretary, DARPG, underscored the importance of providing all relevant information and services to the people through Digital Governance and Artificial Intelligence.



Hon'ble Advisor Shri Rajiv Rai Bhatnagar, releasing the Kashmir declaration title *Behtar Nizam-e-Hukumat*

The Conference concluded on July 02, 2021 with the adoption of a resolution on "*Behtar Nizam-e-Hukumat: Kashmir Aelamia*". It was read out by Shri V. Shrinivas, Additional Secretary, DARPG. Highlights of the Resolution were/are:

- The DARPG shall collaborate with the Government of Jammu and Kashmir: i) in developing a District Governance Index on the lines of the National Good Governance Index based on outcome and output indicators for improving the efficiency of governance across all districts; ii) to conduct capacity building programmes for two thousand civil servants in Governance Practice; and iii) to conduct one National Level Conference and one Regional Level Conference in the period 2021-22.
- The Government of Jammu and Kashmir shall: i) strengthen sustained efforts to develop the Union Territory as a model of administrative excellence using digital technology in implementation of welfare programmes; ii) continue sustained efforts for transparent, accountable, efficient, and people-centric administration by promoting *Jan Bhagidari* (peoples' participation); iii) refine, consolidate, and document the successful good governance initiatives like Back to Village Scheme and JK-IGRAMS (Jammu and Kashmir Integrated Grievance Redress and Monitoring System) for national dissemination; iv) replicate innovations and best practices in successful national governance so as to improve the ease of living and provide a clean and transparent people-centric government; v) continue efforts for promoting e-Governance by use of e-Office and adopt Version 7.0 and

move towards paperless Secretariat in the Union Territory; vi) continue efforts for capacity building and personnel administration by formulating mid-career training programmes and specific need based training programmes for its officials by collaborating with NCGG (National Centre for Good Governance), IMPARD, and the IIPA (Indian Institute of Public Administration); & vii) enable enhanced efficiency in decision making by "process re-engineering", improved skill base and using technology as a force multiplier.

Hon'ble Advisor, Shri Rajeev Rai Bhatnagar, released "*Behtar Nizam-e-Hukumat: Kashmir Aelamia* (Good Governance – Kashmir Declaration)". Other dignitaries present at the ceremony were Shri Sanjay Singh, Secretary DARPG, Shri V. Srinivas, Additional Secretary, DARPG, Shri N. B. S. Rajput, Joint Secretary, DARPG, and Shri Saurabh Bhagat, IAS, Director General, IMPARD.



Shri Atul Dulloo, Additional Chief Secretary, J&K Government, giving a presentation on PMJAY *Sehat* Scheme to the participants of Regional Conference on Replication of Good Governance Practices at SKICC

During the Conference Shri Atul Dulloo, IAS, Additional Chief Secretary, Health and Medical Education Department, gave a presentation on implementation of *Pradhan Mantri Jan Arogya Yojana* (PMJAY) popularly known as *Ayushman Bharat*. He said that through PMJAY *Sehat* (Health) Scheme and Covid-19 pandemic management in Jammu and Kashmir, universal health coverage was extended to the people of J&K free of cost in all the empanelled hospitals across the UT.

While talking about Covid-19 pandemic management in the UT, he presented data vis-à-vis infection rate, incidence of positive cases per million population, recovery rate, mortality rate, and positivity rate.

He informed the audience that the Epidemic Curve during the second coronavirus wave was three times higher than the first wave and added that the Jammu and Kashmir Government increased capacity in terms of hospital beds, supply of medical oxygen, ICU beds and other logistics arrangements.

He said that one crore (ten million) tests have been conducted to date in the UT during both the Covid-19 waves and assured the audience that the administration is making preparations to equip itself better to fight for the third Covid-19 wave if, God forbid, it strikes, in which case the administration would be ready with more innovative methods to manage Covid-19 pandemic.



Shri Rohit Kansal, IAS, Principal Secretary, J&K Government, giving a presentation on B2V

Shri Rohit Kansal, IAS, Principal Secretary Power Development Department, gave a presentation on Back to Village (B2V) flagship programme. He stated that B2V could be a role model for the rest of the country where this unique initiative of the Government of Jammu and Kashmir could be replicated across the country to strengthen grassroots democracy.

He added that the aim of B2V was to strengthen and facilitate Panchayats across J&K, besides getting the feedback from the public.

He also highlighted the contours of B2V saying that its Phase I was exploratory, Phase II was related to Panchayati Raj Institutions (PRIs), and Phase III was action driven.

He emphasised that B2V was unique in the sense that top level officers visited villages, spent one night and two days there, and interacted with the public on the developmental aspects of their areas.

Shri Rakesh Ranjan, Mission Director, Aspirational Districts Programme, of *Niti Aayog* (Policy Commission), chaired the second technical session of the Conference.

Shri Saurabh Bhagat, IAS, Director General, IMPARD, chaired the third technical session.

Shri B. K. Sinha, Joint Secretary, Department of Financial Services, chaired the post-lunch session.

Shri Arun Baroka, Additional Secretary, Ministry of Drinking Water and Sanitation, chaired and moderated the pre-valedictory session. In this session speakers gave presentations on *Swach Bharat* (Clean India) Mission.

Shri Sanjay Kumar Singh, Secretary DARPG, said that in this Conference unique, credible, and implementable principles and themes were touched by various speakers during the two days of the Conference. He maintained that these deliberations would be valuable in formulating policies and their implementation on ground.



Shri Rajiv Rai Bhatnagar, Hon'ble Advisor addressing the Conference

In his valedictory address Hon'ble Advisor Shri R. R. Bhatnagar said that the Conference would be setting an agenda for effective administration and good governance in J&K. He emphasized that a lot of good thoughts and practices are available, but the need is to adopt or replicate such practices for the larger good of the nation. He called on young officers to adopt problem solving approaches while dealing with day-to-day issues facing the people. He laid stress on efficient public service delivery and effective feedback mechanism which, he said, were the touchstones of good governance.



Dr. Ruchi Gupta, Assistant Professor, IMPARD, conducting the proceedings of inaugural session of the Conference

Shri Saurabh Bhagat, IAS, Director General, presented vote of thanks to the speakers and participants of the Conference; and the Conference ended on a bright note.

Interactive Session on RTI

The Institute organized an Interactive Session on Right to Information Act, 2005 for JKAS (Probationer) officers batch 2019, APIOS, PIOs, FAAs on July 27, 2021.

Shri Neeraj Kumar Gupta, IAS (Retd.), Central Information Commissioner was the Chief Guest on the occasion. Shri Saurabh Bhagat, IAS, Director General, IMPARD & Shri Narinder Singh Bali, Secretary to J&K Government, Forest Ecology & Environment Department, were also present.

Speaking on the occasion Shri Neeraj Kumar Gupta said that the RTI is a wonderful platform that can act as a feedback mechanism for all the Government Departments and other establishments of public importance. He added that RTI should be treated as a yardstick of effective governance and should be analysed for its efficient functioning and transparency.

While highlighting different provisions of RTI Act, 2005 through a Power Point presentation, Shri Neeraj Kumar underlined the importance of proper monitoring of RTI applications, functioning of PIOs and other appellate authorities. He further said that RTI is a tool for empowering the citizens of the country and making them aware of the progress and prospects of administration. He further said that RTI is an instrument of self-actualization and recognition with public authorities and they should not act as tools of obstruction of information and only claim exemptions in bona fide cases.

Shri Saurabh Bhagat, IAS, Director General IMPARD, while speaking on the occasion, highlighted the role of IMPARD in organizing training programmes and interactive sessions which are useful for the budding officers in the field. He also added that the Institute will keep on organizing such programmes which will act as tools for improving governance and administrative machinery in the Union Territory of Jammu and Kashmir.



Shri Neeraj Kumar Gupta, IAS (Retd.), Central Information Commissioner, inaugurating the Interactive Session on RTI Act, 2005

Condolence Meeting

On Tuesday June 01, 2021, officers of J&K IMPARD held a meeting to condole the demise on May 30, 2021, of their former Director General, Dr. R. K. Jeerath. The meeting was attended, among others, by Shri Saurabh Bhagat, IAS, Director General, Joint Director, Director Trainings (K), Faculty Members, etc.



Dr. R. K. Jeerath



Hakeem Altaf Hussain

A similar condolence meeting was held at IMPARD Jammu Office.

The participants in the meetings remembered Dr. R. K. Jeerath as a literary genius, a visionary, and a pious human being with a kind heart.

The meeting also remembered Hakeem Altaf Hussain, Administrative Officer, who succumbed to Covid-19 infection on April 27, 2021. Hakeem Altaf Hussain's death in harness was a great loss to IMPARD where he had served in various capacities for the last three decades. Hakeem Altaf was remembered as a kind hearted officer and a friend and guide to his colleagues.

The meeting observed a two-minute silence as a mark of respect and homage to the departed noble souls. They prayed to the Almighty God to bestow blessings and peace to the departed souls and courage to the bereaved families to bear the irreparable loss with fortitude.

Photo Gallery



Hon'ble Advisor, Shri R. R. Bhatnagar, being presented a memento by Shri V. Srinivas, IAS, Additional Secretary, DARPG



Shri Saurabh Bhagat, IAS, DG IMPARD presenting memento to a dignitary during the Conference



National Anthem being played at the beginning of the Conference



Officers and the faculty of J&K IMPARD at the Conference



Shri V. Srinivas, IAS, Additional Secretary, DARPG taking a meeting on Good Governance with Shri Saurabh Bhagat, IAS, DG IMPARD, on the sidelines of the Conference



JKAS Probationers Foundation Course Batch 2019 at IMPARD Regional Centre, Jammu

Training Activities

S.No.	Title of the Training Course	Date	Venue	No. of Participants	Course Coordinator	Mode of Conduct
1.	Ethics and Values in Public Governance	April 05-07, 2021	Srinagar	20	Dr. J. A. Jabeen, Associate Professor	
2.	Orientation Training on GPDP (Gram Panchayat Development Plan)	April 05-08, 2021	Srinagar	29	Dr. M. Ashraf Dar, Assistant Professor	
3.	Management of Agriculture Landscape and Forests for Sustainable Food Security in J&K	April 05-08, 2021	Srinagar	17	Dr. Bilal A Bhat, Assistant Professor	
4.	Financial Management for Higher Education	April 05-09, 2021	Jammu	18	Dr. Neena Bhalla, Associate Professor	
5.	Office Management and Financial Management	April 5-9, 2021	Jammu	23	Ms. Manju Kapoor, Assistant Professor	
6.	Phase-I of Professional Training of JKAS Batch 2019	February 01 – 16 April, 2021	Jammu	27	Dr. Reva Sharma, Professor & Dr. Ruchi Gupta, Assistant Professor	
7.	Service Rules and Regulations in Government	April 19-23, 2021	Srinagar	12	Dr. S. K. Islam, Associate Professor	
8.	ICT (Information and Communication Technology) Initiative in Revenue Department	April 19-22, 2021	Srinagar	13	En. S. N. Buchh, Computer Informatics Officer	
9.	Behavioural Modification for Sanitation Practices	April 19-22, 2021	Srinagar	08	Dr. Samia Jabeen, Assistant Professor	
10.	Formulation of Detailed Project Reports for City Development	April 19-22, 2021	Srinagar	20	Dr. Humera Yaqoob, Assistant Professor	
11.	Foundation Course for Sr. Assistants	February 15 – 22 April, 2021	Jammu	42	Dr. Reva Sharma, Professor & Ms. Manju Kapoor	
12.	Foundation Course for Jr. Assistants	February 15 – 22 April, 2021	Jammu	88	Dr. Reva Sharma, Professor; & Dr. Jyoti Sadhu, Research Officer	
13.	Gender and Child Budgeting for GPDP	April 19-22, 2021	Srinagar	29	Dr. Shafia Wani, Assistant Professor	
14.	School Safety Plan Aimed Covid-19 Pandemic	April 26-30, 2021	Srinagar	26	Dr. G. M. Dar, Associate Professor	
15.	Refresher/Orientation Course for <i>Gram Rozgar Sevaks</i>	April 26-30, 2021	Srinagar	20	Dr. B. A. Kumar, Associate Professor	
16.	Solid and Liquid Waste Management in Rural Areas	May 18-20, 2021	Jammu	36	Dr. Ruchi Gupta, Assistant Professor	
17.	Skilling Rural Youth under National Skill Development Mission	May 24-25, 2021	Srinagar	14	Dr. Mohammad Ashraf Dar, Assistant Professor	Online
18.	Management of Conflict in Organisations	May 24-25, 2021	Srinagar	23	Dr. Samia Jabeen, Assistant Professor	Online
19.	ToT (Training of Trainers) on Menstrual Hygiene Management	May 27-28, 2021	Srinagar	05	Dr. Shafia Wani, Assistant Professor	Online
20.	Post-Disaster Reconstruction and Rehabilitation	June 01-02, 2021	Srinagar	39	Dr. G. M. Dar, Associate Professor	Online
21.	Workshop on Personality Development & Life Skills	June 01-02, 2021	Srinagar	20	Dr. S. K. Islam, Associate Professor	Online
22.	Urban Solid Waste Management & Disposal	June 2-3, 2021	Jammu	11	Ms. Manju Kapoor, Assistant Professor	Online
23.	Gender & Gender Budgeting	June 03-04, 2021	Srinagar	26	Dr. J. A. Jabeen, Associate Professor	Online
24.	Combating Corruption in Administration	June 03-04, 2021	Srinagar	21	Dr. Humera Yaqoob, Assistant Professor	Online
25.	Management of Mental Wellbeing during Covid-19 Pandemic	June 07-08, 2021	Jammu	42	Dr. Ruchi Gupta, Assistant Professor	Online
26.	Innovative Approaches for Sustainable Livelihoods	June 07-08, 2021	Srinagar	08	Dr. B. A. Kumar, Associate Professor	Online
27.	e-Agriculture	June 07-08, 2021	Srinagar	10	Er. S. N. Buch, Computer Informatics Officer	Online
28.	Workshop on Children's Rights & Child Protection in J&K	June 09-10, 2021	Srinagar	35	Dr. Bilal Ahmad Bhat, Assistant Professor	Online
29.	Employees Conduct & Discipline as per Government Rules and Regulations	June 09-10, 2021	Srinagar	20	Ms. Nighat Amin, Research Officer	Online
30.	Workshop on Public Procurement & GFR-2017	June 10-11, 2021	Jammu	28	Dr. Neena Bhalla, Associate Professor	Online
31.	Orientation Workshop on 15 th Finance Commission and its Implementation	June 14-15, 2021	Srinagar	22	Dr. M. Ashraf Dar, Assistant Professor	Online
32.	Office Management & Service Issues	June 14-15, 2021	Srinagar	10	Dr. S. K. Islam, Associate Professor	Online
33.	Sensitization Programme on Recommendations of 2 nd ARC	June 16-17, 2021	Srinagar	20	Dr. Rukaya Amin, Associate Professor	Online
34.	Management of Adolescence Problems in Government Educational Institutions	June 16-17, 2021	Srinagar	13	Dr. Samia Jabeen, Assistant Professor	Online
35.	Communication Skills and Community Mobilization	June 16-18, 2021	Jammu	39	Dr. Jyoti Sadhu, Research Officer	Online
36.	COMMIT (Comprehensive Online Modified Modules for Induction Training)	June 21-22, 2021	Srinagar	14	Dr. Samia Jabeen, Assistant Professor	
37.	Best Practices in Implementation of RTI Act	June 22-24, 2021	Srinagar	25	Dr. J. A. Jabeen, Associate Professor	
38.	Gender and Child Budgeting for GPDP	June 22-24, 2021	Srinagar	13	Dr. Shafia Wani, Assistant Professor	
39.	Bio-Medical Waste Management	June 22-24, 2021	Srinagar	17	Dr. Humera Yaqoob, Assistant Professor	
40.	Purchase Management in Government & e-Tendering	June 23-24, 2021	Jammu	34	Dr. Neena Bhalla, Associate Professor	
41.	COMMIT	June 23-24, 2021	Srinagar	11	Dr. Samia Jabeen, Assistant Professor	
42.	Civil Service Rules	June 28-30, 2021	Srinagar		Ms. Nighat Amin, Research Officer	
43.	Disaster Preparedness with Special Reference to Flash Floods and Landslides	June 28-30, 2021	Srinagar	24	Dr. G. M. Dar, Associate Professor	
44.	Geo Spatial Technologies in Rural Development Programmes	June 28-30, 2021	Srinagar	09	Dr. B. A. Kumar, Associate Professor	
45.	Social Welfare Administration	June 28-30, 2021	Srinagar	11	Dr. Bilal Ahmad Bhat, Assistant Professor	
46.	Civil Service Rules	June 28-30, 2021	Srinagar	04	Ms. Nighat Amin, Research Officer	
47.	COMMIT	June 28-29, 2021	Srinagar	09	Dr. Samia Jabeen, Assistant Professor	
48.	COMMIT	June 30 - July 01, 2021	Srinagar	11	Dr. Samia Jabeen, Assistant Professor	
49.	Regional Conference on "Replication of Good Governance Practices"	June 30 & July 01-02, 2021	SKICC, Srinagar	750	Shri Saurabh Bhagat, IAS, Director General	Semi-Virtual