

Chapter 5

Back from the Brink

As a result of steps of process re-engineering, resource mobilization, ensuring quality and variety in trainings and many good governance initiatives undertaken at the Institute, this organisation has more than proved that rigidities of rules, lackadaisical government functioning, inadequacies of budgetary support are no stumbling blocks for achieving the desired goals in any organisation. Determination, vision and open minds can overcome all hurdles to achieve tangible and measurable results. The fact sheet of the Institute for the past five years amply reveal changes that have occurred and innovations which have taken place in the management of the Institute. It is pertinent to mention here that these results are the outcome of the actions and sincere efforts of the officers and faculty and other staff of the Institute who were slowly and steadily steered, motivated and guided to reflect the spirit of ownership in the organisation which they are a part and parcel. There has been absolutely no reported resistance from any quarters to this positive shift in the functioning of the Institute. Each and every employee of the Institute now takes pride of being a part of the organisation. The all round improvement in functioning of the Institute is also reflected in the feedback given by trainees of various courses conducted in the Institute in the past.

Tangible Results

A few measurable results have been compiled and produced below to highlight the achievements in physical terms:-

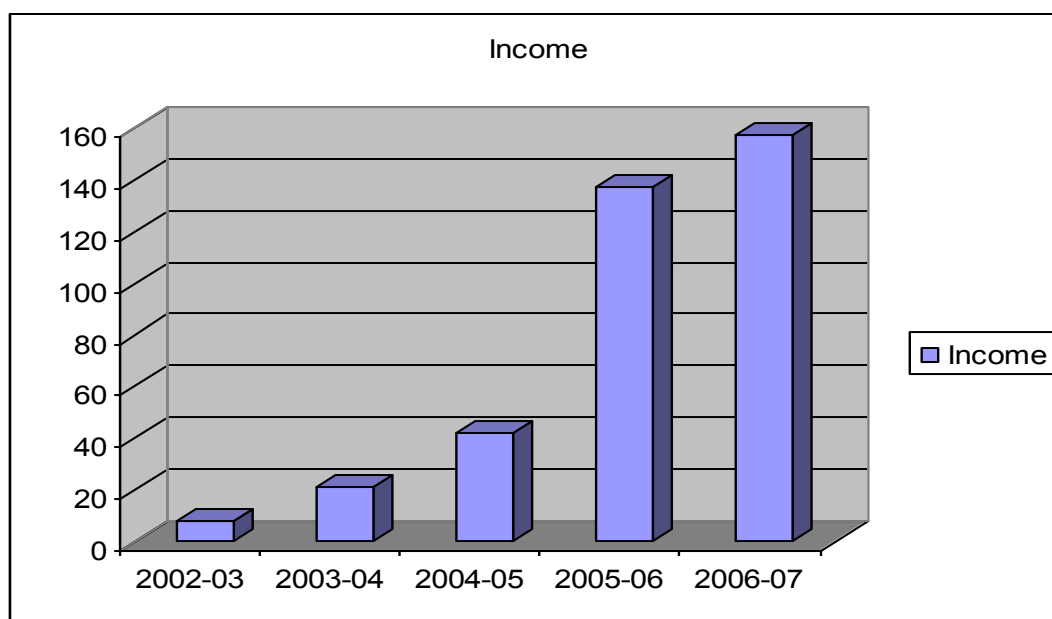
1. Income

(Rs. in lakh)

Sr. No.	Year	Income
1.	2002-03	8.21
2.	2003-04	21.08
3.	2004-05	42.37
4.	2005-06	137.30
5.	2006-07	157.30

The sea change witnessed over the years can be adjudged from the fact that there are no pending liabilities on any account at the close of the financial year 2006-07 contrary to the practices prevailing in the past. In addition to this, all past and current dues stand paid in full at the end of the each financial year which justifies positive efforts of income generation and self sufficiency by the Institute.

Bar Diagram: Income of the Institute from 2002-03 to 2006-07



The above bar diagram shows the income (in lakh Rs.) generated by the Institute over the period 2002-03 to 2006-07.

2. Training Programmes

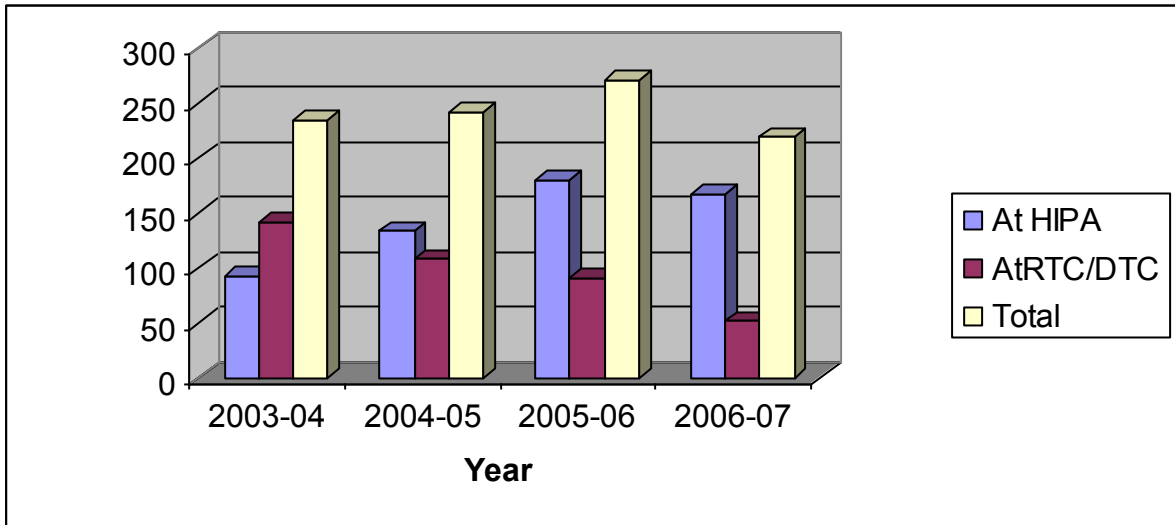
The below table illustrates the number of Training Programs organized by the Institute in different years:

(Training Programmes in numbers)

Venue	2003-04	2004-05	2005-06	2006-07
At HIPA	93	134	180	167
AT RTC/DTC	142	108	91	52
Total	235	242	271	219

The bar diagram produced here forth shows the increase in the number of training programmes organized by the Institute over the period 2002-03 to 2006-07.

Bar Diagram: Number of Training Programmes Organized by the Institute



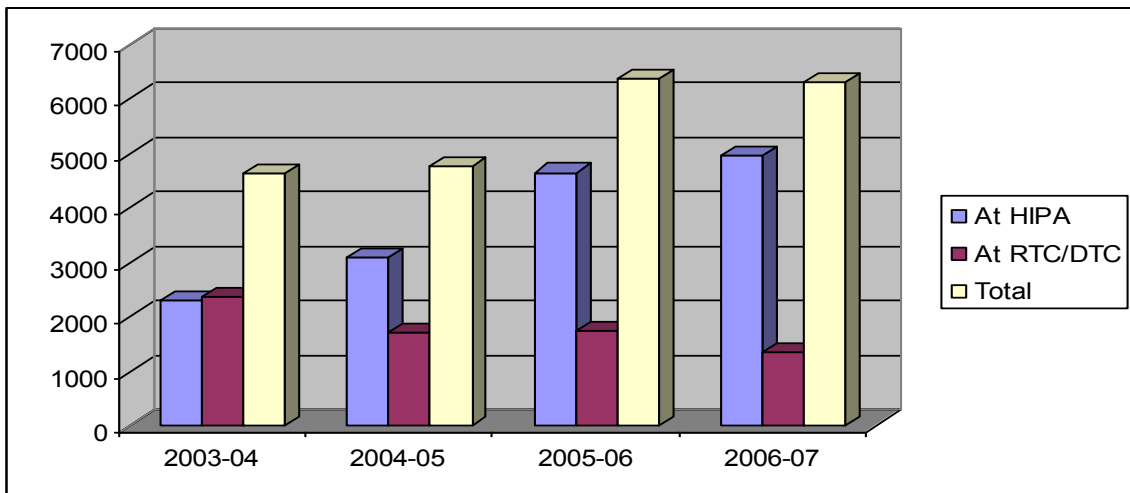
3. Number of Participants

The number of participants in the different training programmes has increased substantially which can be seen in table produced below:

(Participants in Numbers)

Venue	2003-04	2004-05	2005-06	2006-07
At HIPA	2288	3084	4647	4968
At RTC/DTC	2362	1696	1735	1338
Total	4640	4770	6372	6306

Bar Diagram: Number of Participants in Different Training Programmes



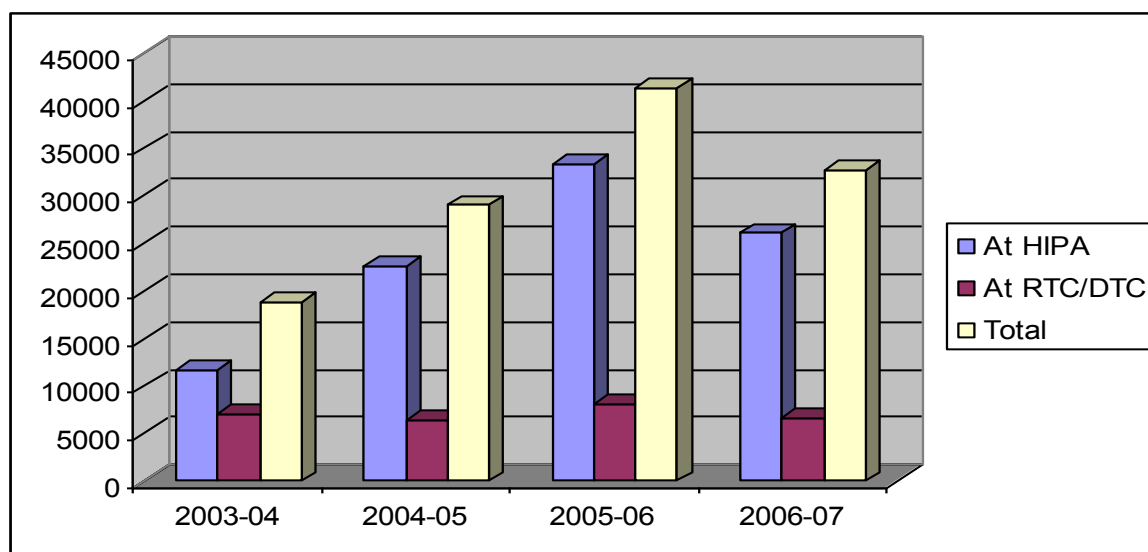
4. Number of Training Mandays Generated

The number of training mandays generated in the different training programmes organized at the Institute at its regional centers has been indicated in the table attempted below:

(Training mandays in Numbers)

Venue	2003-04	2004-05	2005-06	2006-07
At HIPA	11679	22590	33272	26054
At RTC/DTC	7086	6404	8054	6624
Total	18765	28994	41326	32678

Bar Diagram: Training Mandays Generated



5. Landmarks

In addition to physical achievement tabulated above, other landmarks architected in the rejuvenation era can be described as under:-

I. ACTIVITIES AND ACHIEVEMENTS RELATED TO CONDUCT OF TRAINING PROGRAMMES:

- Training Calendar for the year finalized published and circulated in advance.
- Arrangements for Computer Trainings at Mandi and Dharamshala put in place and training commenced during 2006-07. A new IT training Centre with facility for taking up to 30 trainees established at Chamba.

- An additional computer training lab was created in HIPA with 30 computers to accommodate more participants and to conduct more IT related training in the Institute. All old computers in the Institute replaced with latest machines.
- Old computers transferred to other government departments mainly to the Police Training College, Daroh where computer training commenced with the machines transferred from HIPA. 25 computers each were provided to Two Regional Training Centres at Mandi and Dharamshala.
- The specialized training program of the Institute on 'Double Entry System of accounting' recognized at national level. Consequently, the training activity in this particular area became a focal point and demands from different departments and other states started pouring in for imparting training on 'Double Entry System of Accounting.'
- National Institute of Rural Development, Hyderabad designated HIPA as 'Centre of Excellence on Financial Management'. Training programme for Chhatisgarh state officers on 'Double Entry System of accounting' organized at HIPA. Faculty Members from HIPA started receiving invitations as Resource Person on 'Double Entry System of accounting' from other states and were deputed to MP and Haryana for imparting training on 'Double Entry System of accounting'.
- HIPA's activities in the area of training in Double Entry System of Accounting awarded Bronze Icon by the Department of AR and PG, Government of India for Business Process Reengineering during the year 2007.
- New and relevant training programs were added from time to time to cover subjects like Human Rights, Human Development, Gender Issues, National Security, Consumer Protection, Democratic Decentralization, Good Governance, Right to Information, Desk Top Printing and Web Page Designing, etc.



- Customized training programs to cater to the needs of specific departments were started in consultation with the client departments. Highly technical training programs on Auto Cad and STAAD-Pro organized for engineers.
- International Workshop on 'Seismic Evaluation and Strengthening of Existing Structures' organized in association with NIT Hamirpur in 2007.
- Planning Commission, Government of India selected this Institute as Human Development Training Centre under UNDP sponsored Programme, 'Strengthening of State Plans for Human Development.
- UNDP and Planning Commission also agreed to set-up a Gender Resource Centre at HIPA under the Project 'Engendering the Human Development'.

II. STRENGTHENING OF INFRASTRUCTURE:

A journey to the facilities created/added and upgraded in the Campus gives an overview of the achievements of the Institute:-

- Campus wide network created in 2004-05 to extend Internet connectivity to all the Hostel rooms and in all the residential houses.
- Reception of the Institute set up and made functional.
- Telephone Exchange installed giving phone connectivity to all the rooms of the hostel, offices and residences.
- 12 new bathrooms constructed to make 12 DBRs usable.
- Purchase and maintenance of flower pots, lawns and gardens.
- Dining Hall/Kitchen modernized and given a facelift.
- Fencing of the campus got done.
- Exhaustive maintenance of all the BRs/toilets in the campus and the hostels.
- Rewiring of all buildings and repair of all electrical installations done.
- Additional water storage capacity of about 30 Kls created.
- Rainwater harvesting structure renovated and made functional.
- Energy efficient lighting fixtures installed in main buildings.
- All roofs extensively repaired (including wood works).
- All furniture (beds, tables, chairs) replaced in the main hostel.

- All curtains/furnishing/bed linen in both hostels replaced.
- For safe drinking water, 14 nos. Aqua-guards installed in Campus.
- Nearly 100 dustbins placed in the campus/hostels.
- A new Conference Hall (capacity 60) created and furnished.
- Existing Conference Hall renovated with new lighting, furniture and fixtures.
- Library given major facelift. Old unusable paper (6MTs approx) removed and given to an NGO for recycling. Physical verification of books got done. Extensive repairs carried out and fresh distempering and painting work done. Old and worn out flooring replaced. 12 computers with internet connectivity installed in library. Books worth nearly 10 lakhs added to library. Library catalogue digitized and is on internet. Library timing increased from 9 AM to 7 PM. Membership opened to all government servants.
- All class rooms/lecture halls/conference rooms now have their own dedicated AV equipment viz. Computers/LCD-OH Projectors etc.
- 3 PCOs installed for the use of participants/visitors.
- All stores physically verified and huge quantity of obsolete and unusable store/stock articles (some as old as 1974) disposed of in accordance with prescribed procedure. Usable material and equipment in large quantities transferred to other government organizations.
- Both the buses replaced with new ones. Old buses transferred to Home Guards organisation.
- New fuel efficient vehicles purchased and old ones transferred to GAD for use elsewhere.
- An amount of nearly Rs. 3.00 Crores invested in the Institute during 3 years in repairs and maintenance, equipment and machinery, vehicles, library, computers and teaching aids, furniture and furnishings etc. In addition an amount of Rs. 70 lakhs approx. deposited in government treasury on various accounts.

III. REVAMPING OFFICE PROCEDURES:

- A system of attending to complaints about the facilities developed and put in place which ensures immediate action on routine maintenance issues of the trainees.
- The system of Departmental Examinations completely overhauled. It is now ensured that these are held twice a year and the results declared promptly. In

fact the target for declaration of results is now fixed (and achieved) within 48 hrs. of the close of examination in respect of 80-90% of the examinees.

- All pending audit paras and PAC matters settled. On 16.7.2007 the Institute attained the status of being a completely audit free department (perhaps the only office in the State which has no audit para outstanding).
- Institute website www.himachal.gov.in/hipa was completely overhauled. It is ensured that the same is regularly updated also.
