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**To whomsoever It May Concern**

I have been associated with the Parliamentary and Administrative Research Institute (PARI) as a faculty member and delivered lectures on Parliamentary Procedures in training programmes organised by it. PARI has been conducting capacity building programmes on parliamentary procedures, protocol and privileges of legislators, committee systems, legislative processes etc. since 2017. I am aware that many senior officers of Rajya Sabha and Lok Sabha Secretariats have been delivering lectures in various training courses organized by PARI regularly. The feedbacks received from these officers indicate that the training provided by PARI has helped them in carrying out their parliamentary responsibilities in a better manner. The course on Public Policy Management in parliamentary Democracy jointly organized by PARI in New Delhi and DODS, Westminster Explained, in London is a very useful course which gives the participants a chance to compare public policy management in India with the UK as both countries have similar system of governance i.e. parliamentary democracy. I myself happened to be a participant in the May Batch (6-15 May 2019) of the Joint Course organised by PARI & DODS. I feel that the courses organised by PARI are very useful for easy assimilation of Parliamentary procedures while dealing with Parliamentary work.

*Satya Prakash*  
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(Dr. Satya Prakash)