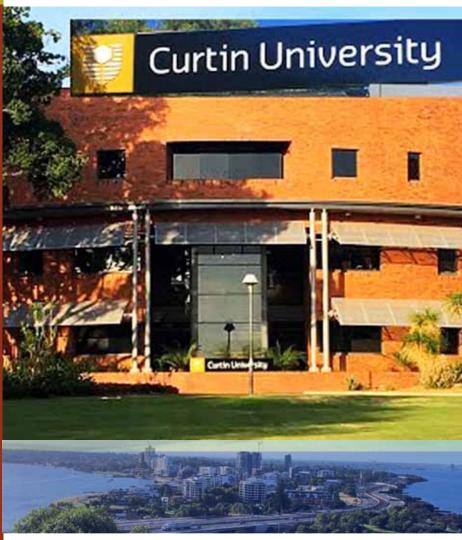
# PARLIAMENTARY & ADMINISTRATIVE RESEARCH INSTITUTE

# CUSTOMISED LEADERSHIP PROGRAMME ON PUBLIC POLICY MANAGEMENT IN PARLIAMENTARY DEMOCRACY

(NEW DELHI + PERTH, AUSTRALIA)

For Mid level Officers/Executives in Autonomous Bodies under Central Government and State Assembly/Council secretariats on *Turnkey Basis*.



## PERTH-AUSTRALIA

Jointly organised by



Parliamentary and Administrative Research Institute, New Delhi.



Perth, Australia





# Joint International Course on Public Policy Management in Parliamentary Democracy (New Delhi + Perth)

#### **JUSTIFICATION OF THE COURSE**

Joint International Course titled Public Policy Management in Parliamentary Democracy is designed to help officers responsible for designing and implementing Public Policy in the country. The two days course in New Delhi with PARI will enlighten the participants about the basics of Public Policy Management in India and 5 days in Perth, Australia will give them the exposure and chance to compare both the systems operating as the best examples of Parliamentary Democracy. Public Policy Management is purely a management course within a Parliamentary System with a view to provide Capacity Building to the officials working with the Government in order to analyse all aspects of various policies that help in the governance of India.

#### **ABOUT PARI, NEW DELHI, INDIA**

Parliamentary and Administrative Research Institute (PARI) was established with a view to undertake meaningful research on parliamentary and administrative issues in India and provide capacity building courses on Parliamentary procedure which enable the stakeholders to deal with governance efficiently. The capacity building courses are tailor-made for officers



working in Central Government Ministries/Departments, Autonomous Bodies, PSEs & State Assembly/Council secretariats and State Governments. We have recorded a successful execution of two international capacity building courses namely: i. The Leadership programme on Public Health Policy Administration in Parliamentary Democracy in collaboration with DODS Parliamentary Communication, London and, ii. The Leadership Programme on Mental Health Systems Development and Public Health Policy in collaboration with School of Population and Global Health, University of Melbourne, Australia. Further in order to understand the nuances of governance in Australia, PARI has brought out a Joint International course on Public Policy Management in Parliamentary Democracy in collaboration with The John Curtin Institute of Public Policy, Perth, Australia for officers working in Central Government Ministries/Departments, Autonomous Bodies, PSEs & State Assembly/Council secretariats and State Governments.

#### ABOUT THE JOHN CURTIN INSTITUTE OF PUBLIC POLICY, PERTH, AUSTRALIA

The John Curtin Institute of Public Policy (JCIPP) is a peak body for research, education and discussion in public policy and administration. It takes a multi-disciplinary approach to addressing challenges in this area reflecting their



complexity as well as the unique capacity of universities to play a key role in addressing them. The Institute's mission is: To undertake high quality research of national and international significance on current and emerging public policy and governance issues; To provide relevant, quality and contemporary education tailored to public sector professionals; and To promote public debate and discussion on a range of current and emerging public policy issues. The Institute engages with issues of particular significance to Western Australia within a national and international context. It draws on expertise from a wide variety of academic disciplines including political science, economics, sociology, anthropology and public management. It has particular expertise in federalism and intergovernmental relations; social policy and the welfare state; regional development; and public sector management. The JCIPP manages a higher degree by research program, offering an MPhil and PhD qualification for students undertaking research into public administration and policy. The Institute conducts a major program of public affairs, providing Western Australia with a major forum of ideas, discussion and debate in relation to all issues of public policy.

#### **LEARNING OUTCOMES**

Curtin will design and conduct a Leadership Programme on Public Policy Management in a Parliamentary Democracy for officers of the government of India. The contents of the program will be agreed to by mutual consent between Curtin and PARI.

At the completion of the program, students will be able to:

- Understand the System of Governance in Australia;
- Explain the role of the Executive and the Parliament in Public Policy Formulation;
- Identify effective ways to implement policies for the public good;
- Apply knowledge of how to promote accountability of government to the public at large;
- Understand Law Making Processes and the role of the Judiciary in upholding the Constitution;
- Demonstrate the role of Civil Society in Lawmaking;
- Explain the federal structure and Commonwealth-state relations

#### **ABOUT AUSTRALIAN TRADE & INVESTMENT COMMISSION**

The Australian Trade and Investment Commission - Austrade – promotes Australian trade, investment, tourism and education to the world. We deliver services to grow Australia's economic prosperity.

We help companies around the world to identify and take up investment opportunities in Australia as well as to source Australian goods and services. Our assistance includes:

- · providing insight on Australian capabilities;
- identifying potential investment projects and strategic alliance partners;
- helping you identify and contact Australian suppliers.

To discover how we can help you and your business, visit austrade.gov.au or contact us at india@austrade.gov.au Follow us: @AustradeIndia | #AIBX

### **UPCOMING BATCH**

#### Date to be announced

Course Fee INR 3,80,000 + 18% GST, (Per Participant), Subject to change.

#### Fees include the following:

- 1. Joint Course training fee for New Delhi and Perth.
- 2. Transfer from the Airport to the Hotel and from Hotel to the Airport in Perth.
- 3. 3/4 star single occupancy hotel accommodation in Perth for 8 nights with breakfast.
- 4. Visa application charges (PARI Team will apply and pay for Visa.)

Note: It does not include travel from New Delhi to Perth and return; domestic travel to Delhi and return; accommodation and local conveyance in New Delhi.

| Batch II : New Delhi Schedule |  |  |  |  |
|-------------------------------|--|--|--|--|
| (Monday)                      | Orientation Lectures at PARI, New Delhi<br>(Minute to minute programme will be shared one week before the start<br>of the course.) |  |  |  |
| (Tuesday)                     | Departure for Perth, Australia   |  |  |  |

| Perth, Australia Schedule                                     |   |   |   |  |  |  |
|---|---|---|---|--|--|--|
| Activity  |   | Facilitator   | Venue   |  |  |  |
| Guest arrival – met at Perth airport and bus to accommodation |   |   | To be advised   | Hotel to be advised  |  |  |
| Activity  |   |   | Facilitator   | Venue  |  |  |
| Arrival/tea/coffee  |   |   | Ms Leza Duplock   | Curtin University<br>Bldg. 104 Room 102<br>Bentley Campus  |  |  |
| Welcome and Introduction to the week's training, overview     |   |   | Professor Alan Fenna<br>and Professor John<br>Phillimore  |  |  |  |
| Module 1  |   |   | Professor Alan Fenna<br>and Professor John<br>Phillimore JCIPP  |  |  |  |
| Mornin  | g tea   |   |   |  |  |  |
| Module  | e 1 continues   |   |   |  |  |  |
| Lunch   |   |   | Student choice of<br>Curtin venues  |  |  |  |
| Special   | guest presentation with Q&A   | ١   | To be advised   |  |  |  |
| Afterno   | on tea  |   |   |  |  |  |
| Review and Conclusion   |   |   |   |  |  |  |
| Finish  |   |   |   |  |  |  |
| Activity  |   |   | Facilitator   | Venue  |  |  |
| Arrival/tea/coffee  |   |   | Ms Leza Duplock   | Curtin University  |  |  |
| Module 2  |   |   | Professor Alan Fenna<br>and Professor John<br>Phillimore  | Bldg. 104 Room 102<br>Bentley Campus   |  |  |
| Morning tea   |   |   |   |  |  |  |
| Special guest presentation with Q&A                           |   |   | To be advised   |  |  |  |
| Lunch   |   |   | Student choice of<br>Curtin venues  |  |  |  |
| Excursion   |   |   | Professor Alan Fenna  | Perth Zoo  |  |  |
| Return to Curtin  |   |   |   |  |  |  |
| Finish  |   |   |   |  |  |  |
| Activity  |   | Suggested Activities  |   |  |  |  |
| Student Free Time   |   | Visits to:<br>https://visit.museum.wa.gov.au/membership<br>https://visit.museum.wa.gov.au/maritime<br>https://www.bgpa.wa.gov.au/kings-park   |   |  |  |  |
|   | Activity  | Fac   | cilitator   | Venue  |  |  |
|   | Arrival/tea/coffee  |   |   | Curtin University<br>Bldg. 104 Room 102<br>Bentley Campus  |  |  |
|   | Module 3  | Professor Alan Fenna  |   |  |  |  |
|   | Morning tea   |   |   |  |  |  |
|   | Module 3 continues  |   |   |  |  |  |
|   | Lunch   |   |   |  |  |  |
|   | Special guest presentation with Q&A   |   |   |  |  |  |
|   | Guest a and bus Activity Arrival/ Welcomweek's Module Mornin Module Lunch Special Afterno Review Finish Activity Arrival/ Module  Mornin Special Lunch Excursi Return Finish Activity | Activity  Guest arrival - met at Perth airport and bus to accommodation  Activity  Arrival/tea/coffee  Welcome and Introduction to the week's training, overview  Module 1  Morning tea  Module 1 continues  Lunch  Special guest presentation with Q&/Afternoon tea  Review and Conclusion  Finish  Activity  Arrival/tea/coffee  Module 2  Morning tea  Special guest presentation with Q&/Afternoon  Return to Curtin  Finish  Activity  Student Free Time  Activity  Arrival/tea/coffee  Module 3  Morning tea  Module 3  Morning tea  Module 3 continues  Lunch  Special guest | Guest arrival – met at Perth airport and bus to accommodation  Activity  Arrival/tea/coffee  Welcome and Introduction to the week's training, overview  Module 1  Morning tea  Module 1 continues  Lunch  Special guest presentation with Q&A  Afternoon tea  Review and Conclusion  Finish  Activity  Arrival/tea/coffee  Module 2  Morning tea  Special guest presentation with Q&A  Lunch  Excursion  Return to Curtin  Finish  Activity  Student Free Time  Activity  Fan  Arrival/tea/coffee  Ms  Module 3  Module 3 | Activity Guest arrival – met at Perth airport and bus to accommodation  Activity Facilitator  Arrival/tea/coffee  Welcome and Introduction to the week's training, overview  Module 1  Module 1  Module 2  Special guest presentation with Q&A  Arrival/tea/coffee  Morning tea  Module 2  Arrival/tea/coffee  Morning tea  Special guest presentation with Q&A  Afternoon tea  Review and Conclusion  Finish  Activity Facilitator  Arrival/tea/coffee  Morning tea  Special guest presentation with Q&A  Afternoon tea  Review and Conclusion  Finish  Activity Facilitator  Arrival/tea/coffee  Module 2  Professor Alan Fenna and Professor John Phillimore  Morning tea  Special guest presentation with Q&A  To be advised  Lunch  Student choice of Curtin venues  Excursion  Professor Alan Fenna and Professor Alan Fenna  Activity  Suggested Activities  Student Free Time  Visits to: https://visit.museum https://wisit.museum https://wisit.museum https://wisit.museum https://wisit.museum https://wisit.museum https://www.bgpa.wa  Activity  Facilitator  Arrival/tea/coffee  Ms Leza Duplock  Module 3  Professor Alan Fenna  Morning tea  Module 3  Professor Alan Fenna |  |  |

| 3:15pm      | Afternoon tea                          |                                    |   |
|-------------|--|------------------------------------|---|
| 3:30pm      | <b>Review and Conclusion</b>           |                                    |   |
| 4:00pm      | Finish                                 |                                    |   |
| (Tuesday)   | Activity                               | Facilitator                        | Venue   |
| 8:30am      | Arrival/tea/coffee                     | Ms Leza Duplock                    | Curtin University<br>Bldg. 104 Room 102<br>Bentley Campus |
| 9:00am      | Module 4                               | Professor Alan Fenna               |   |
| 10:30am     | Morning tea                            |                                    |   |
| 11:00am     | Module 4 continues                     |                                    |   |
| 12:30pm     | Lunch                                  | Student choice of<br>Curtin venues |   |
| 1:30pm      | Excursion                              | Professor Alan Fenna               | Parliament of Western<br>Australia/Dumas House            |
| 3:30pm      | Return to Curtin                       |                                    |   |
| 4:00pm      | Finish                                 |                                    |   |
| (Wednesday) | Activity                               | Facilitator                        | Venue   |
| 8:30am      | Arrival/tea/coffee                     | Ms Leza Duplock                    | Curtin University<br>Bldg. 104 Room 102<br>Bentley Campus |
| 9:00am      | Module 5                               | Professor Alan Fenna               |   |
| 10:30am     | Morning tea                            |                                    |   |
| 11:00am     | Module 5 continues                     |                                    |   |
| 12:30pm     | Lunch                                  | Student choice of Curtin venues    |   |
| 1:30pm      | Special guest presentation with Q&A    | To be advised                      |   |
| 3:15pm      | Afternoon tea                          |                                    |   |
| 3:30pm      | Conclusion and<br>Certificates awarded | Head of School                     |   |
| 4:00pm      | Finish                                 |                                    |   |
| (Thursday)  | Return to India                        |                                    |   |

# **Module Description and Outline**

Module 1 (Professors Fenna and Phillimore)

The Australian System of Government

- The Federal System
- Parliamentary Democracy and Cabinet Government
- The Executive and the Public Service
- Accountability Agencies and Mechanisms

Module 2 (Professor Fenna and Phillimore)

The Purpose and Tools of Public Policy

- The role of Government in a market economy
- Market failure
- Redistribution
- Policy Instruments

#### Module 3 (Professor Fenna)

Policy Processes: initiation and development

• The policy cycle

- Problem definition
- Policy Analysis
- Role of expertise
- Evidence-based policy making
- Cost/benefit analysis

Module 4 (Professor Fenna)

**Shaping Public Policy** 

- Ideology and public policy
- Interest Groups
- Advocacy and Lobbying

#### Module 5 (Professor Fenna)

Policy Processes: delivery

- Challenges of implementation
- Program evaluation
- Policy evaluation-success and failure

#### **COURSE GUIDELINES**

#### **ACCOMMODATION**

i. In New Delhi: The outstation participants are requested to arrange accommodation in Delhi on their own. The fees quoted by PARI does not include accommodation and local conveyance during the training period in New Delhi.

ii. In Perth: The PARI in collaboration with the JCIPP will arrange standard and comfortable accommodation (3/4 Star hotel) for the participants for 8 nights. Breakfast will be provided by the Hotel on all days.

#### **MEDICAL INSURANCE**

The Participants are advised to get their Overseas Medical Insurance for the entire period of their stay in Australia done before leaving the country. The sponsoring organization is responsible to reimburse the premium amount paid for it.

#### TRAVEL ARRANGEMENT

Domestic & International: The Sponsoring/Nominating organisations/departments will bear the cost for the participants' domestic travel and local conveyance for attending training programme in New Delhi as well as for return air tickets for travelling to Australia as per the entitlement of the participant. The participants are requested to purchase Air ticket only after receiving the Visa.

#### **PASSPORT**

Passport should be valid for the next 6 months from the date of visa.

#### **VISA APPLICATION**

Once the nomination along with fee is received, PARI will seek the relevant documents to be attached while applying for visa. PARI will apply visa online and pay the visa charges.

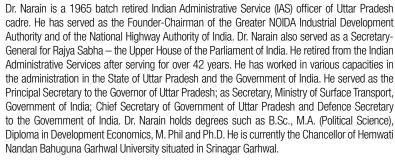
#### **CANCELLATION/REFUND POLICY**

Cancellation can be done 30 days before the start of the course @ 20% deduction. If the cancellation is done between 30 days and 15 days before the start of the course, then 50% of the fees will be refunded. If the cancellation is done within 15 days of the start of the course, no fee will be refunded. **NOTE:** Kindly transfer Fees along with nomination. A nomination without Fees will not be considered valid.

#### Guest Faculty in New Delhi



**Dr. Yogendra Narain** (IAS Retd.) Former Secretary General, Rajya Sabha





Shri D. S. Aswal Former Advisor, Minister of HRD and Minister of H& FW, Lok Sabha

Over three decades, he has serviced various prestigious Committees of Parliament and the House in various capacities and earned adulation from eminent parliamentarians. He was principal draftsman of Public Accounts Committee on subjects like 2G spectrum, Adarsh Housing Scam, Acquisition of Aircraft by Ministry of Civil Aviation, Defense Estate Management, Operation Vijay and many others. A prolific writer, his articles have been published in national dailies, magazines and journals. He is faculty member of the Bureau of Parliamentary Studies and Training, Institute of Constitutional and Parliamentary Studies, PRS Legislative Research and the Indian Corporate Law Services Academy. He has delivered numerous lectures on almost all aspects of the functioning of Indian Parliament and Constitution to the probationers of All India Services, senior executives of PSUs, University Teachers, Journalists and Members of Parliament from many countries. As Secretary to Parliamentary Delegations, he has visited many countries and studied their Parliamentary Systems. He has authored two books on different aspects of the functioning of our Parliament and a travelogue. The publication Division, Ministry of I&B is bringing hindi version of his book on The Indian Parliament. Currently, he is a practicing Advocate and also writes on contemporary constitutional and public policy matters.



Shri J. Sundriyal Former Joint Secretary, Rajya Sabha Secretariat, Rajya Sabha

Sh. Jagmohan Sundriyal, Former Joint Secretary in Rajya Sabha, Parliament of India is an expert in Parliamentary and Constitutional matters, legislation, finance and budget, public policy analysis and public administration with more than 36 years of experience in Parliament (both Houses), Government of India and State Government of Uttarakhand. He has worked with distinction in all functional areas of Parliament administration. He has been associated with all formats of Parliamentary Committees and contributed immensely in the domain of education, health, industry, transport, tourism, culture, environment & forests and commerce by preparing more than 150 reports of different Parliamentary Committees on financial, legislation and policy issues of different Ministries/Departments of Govt. of India. He has worked as J.S. In-charge of the Department related Committee on Health and Family Welfare for almost five years and has been instrumental in scrutinizing landmark legislations and examining subjects of public importance relating to health sector. He has remained engaged as faculty to different training programmes conducted by Parliament of India and the Parliamentary Administrative and Research Institute.



**Shri S. K. Tripathi**Former Joint Secretary,
Rajya Sabha

Shri S. K. Tripathi is former Joint Secretary and Chief Vigilance Officer in the Rajya Sabha Secretariat, Parliament of India. He joined the Rajya Sabha Secretariat in the year 1985. Over the span of three decades he has been associated with legislative business as well as non-legislative business pertaining to the Council of States. He has been overseeing the work of three Parliamentary Committees namely; Committee of Privileges, Committee on Rules and Committee on Government Assurances. Also, he has been Faculty member in various courses/

programme conducted by Institute of Constitutional & Parliamentary Studies and Rajya Sabha Secretariat on subjects of Legislative Drafting, Law making process, raising matters of urgent public importance, matters of breach of privileges etc.

## PARI Management, New Delhi



Chief Course Director Shri S. Bal Shekar Former Secretary General, Lok Sabha, Parliament of India Shri S. Bal Shekar has a rich experience of 33 years in the Administrative/ Executive/ Legislative/ Committee services in the Indian Parliament including being Chief of Protocol and Conference Branch involving event management and visits to various countries on conference duty as Secretary to Parliamentary delegations. He has rendered advice on various matters of Parliamentary practice and procedure to the Hon'ble Speaker and to the Lok Sabha. Being the head of the Lok Sabha Secretariat, he has handled all aspects of administrative work of the Secretariat consisting of about 3000 employees. He has been a permanent faculty member of the Bureau of Parliamentary Studies and Training, which is an institution under the Lok Sabha imparting training to members of parliament, speakers and officers of parliament from various countries all over the world. He has organized several international and national level conferences on parliamentary matters, apart from organizing various ceremonies and functions in the Central Hall of Parliament including arrangements for addresses by international dignitaries such as the U.S. President, etc.



Director, PARI

Dr. Narmadeshwar

Prasad

Former Addl. Director,

Rajya Sabha, Parliament

of India

Dr. Prasad is the founder Director of Parliamentary and Administrative Research Institute (PARI) in New Delhi. He has worked in different capacities in Rajya Sabha Secretariat for over 23 years. He has a vast experience in parliamentary procedures. He took VRS from his service in 2017 and founded PARI with a view to impart training on various aspects of Parliamentary Procedures to officers of the government, PSEs and Autonomous bodies under the central government. He has done M.A., M Phil and Ph.D. from the School of International Studies, Centre for International Politics, Organisation and Disarmament, Jawaharlal Nehru University, New Delhi.

#### JCIPP Management, Perth



Professor John
Phillimore
Executive Director,
John Curtin Institute
of Public Policy, Curtin
University, Perth

Since 2007, Professor John Phillimore has been Executive Director of The John Curtin Institute of Public Policy (JCIPP) at Curtin University. Prior to that, he was Director of Intergovernmental Relations in the Western Australian government, providing advice to the Premier and Cabinet on Commonwealth-State issues. John worked as Chief of Staff to Government ministers in the mid-1980s and in the early 2000s, and also spent a decade as an academic at Murdoch University. He has published on Australian public policy, politics, public administration, political economy, health regulation, and social policy. He is a regular commentator on Australian and Western Australian politics and public policy.



Professor Alan Fenna Professor of Politics, John Curtin Institute of Public Policy, Curtin University, Perth

Professor Fenna researches and supervises postgraduate students in the areas of Australian government and politics, Australian public policy, and Australian and comparative federalism in JCIPP. He is co-author of Comparative Federalism: a systematic inquiry, 2nd edn (2015) and Interrogating Public Policy Theory: a political values perspective (2019); co-editor of Australian Government and Politics (2021); and author or co-author of a range of journal articles and book chapters.

#### **Guest Speakers in Perth, Australia include:**

- 1. Ms Catherine Spencer
- 2. Ms Catherine Fletcher
- 3. Hon Eric Ripper
- 4. Professor Michael Schaper



#### **PARI TRAINING INSTITUTE**

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#### **Fee Payment**

Draft/Cheque/NEFT/RTGS in favour of PARI TRAINING INSTITUTE LLP, should be paid to bank mentioned below:

Agency Name as per Bank: PARI TRAINING INSTITUTE LLP

Name of the Bank: HDFC Bank

Branch Address: Ansal Chamber-1, Bhikaji Cama Place,

New Delhi-110066

Account Number: 50200046748750

IFSC Code: HDFC0000678 MICR Code: 110240104 PAN No.: AAYFP0495N GSTIN: 07AAYFP0495N1Z9

# **International Trainings Organised by PARI**

In all 20 international training programmes have been completed by PARI:

- London | October 2018 | November 2018 | January 2019 | February 2019 | March 2019 | May 2019 | Oct 2019 | Dec 2019 | Feb 2020 | Public Policy Management in Parliamentary Democracy.
- London | April 2019 | June-July 2019 | Aug-Sep 2019 | Nov-Dec 2019 | July 2022 | Oct 2022 | Public Health Policy Administration in Parliamentary Democracy.
- London | Feb 2020 | Anti-Corruption in a Parliamentary Democracy.
- Melbourne | Feb 2020 | June 2022 | November 2022 |
   Leadership for Mental Health System Development.
- Perth | October-November 2023 | Public Policy Management in Parliamentary Democracy.

# **National Training Organised by PARI**

About 50 national training programmes have been completed by PARI:

- New Delhi | November 2017 | Jan 2018 | Feb 2018 |
   May 2018 | Aug 2020 | April 2022 | Basic Course on
   Parliamentary Procedures
- New Delhi | Feb 2018 | May 2018 | Advanced Course on Parliamentary Procedures
- New Delhi | March 2018 | April 2018 | July 2018 | Oct 2018 |
   Sep 2019 | Nov 2019 | Customised Training Programme on Parliamentary Procedures
- New Delhi | July 2018 | Customised Course on Parliamentary Administration for Officers of State Assemblies/UTs
- New Delhi | July 2018 | Customised Training Programme for Protocol Officers dealing with Parliament/Visiting Parliamentary Committees in Chief Secretary Office.
- Mumbai | Sep 2019 | Parliamentary Procedure in collaboration with National Institute of Securities Markets (NISM)
- New Delhi | Sep 2020 | March 2021 | Sep 2021 | Nov 2021 |
   Online workshop on Parliamentary Questions and
   Assurances
- New Delhi | Sep 2020 | Jan 2021 | Feb 2021 | Sep 2021 |
   Online workshop on Parliamentary Committee System

- New Delhi | Sep 2020 | Online course on Hospital Procurement Vigilance
- New Delhi | Dec 2020 | July 2023 | Online and Offline
   Customised Training Programme for the PAs attached
   to Hon'ble Members of Parliament
- New Delhi | Feb 2021 | March 2021 | May 2021 | June
   2021 | July 2021 | Sep 2021 | Jan-Feb 2022 | Feb 2022 |
   Sep 2022 | Oct 2023 | Online Training Course on
   Preventive Vigilance
- New Delhi | March 2021 | Online Course on Gender Sensitisation
- New Delhi | May 2021 | June 2021 | Aug 2021 | Nov 2021 |
   Feb 2023 | Sep 2023 | Online Course on 'Vigilance Management' for Vigilance Officers
- New Delhi | Oct 2021 | Online Course on VIP Protocols
- Duliajan | Aug 2022 | Training on 'What every manager should know about disciplinary proceedings'
- Kolkata | Sept 2022 | Jan 2023 | Training on Preventive Vigilance
- Gurugram | Sept 2023 | Customised Two Days
   Programme on Vigilance, Public Procurement and
   Ethics & Good Governance for the officers working in
   RITES Limited

