

## **GOVERNOR'S SECRETARIAT**

### **1. History and Background**

In view of the establishment of Provincial Councils in terms of the 13<sup>th</sup> amendment to the Constitution and the Provincial Council Act No 42 of 1987, the Northern Eastern Provincial Council was constituted in 1988, Later on, according to the judgment of the Supreme Court of the Democratic Socialist Republic of Sri Lanka. Northern and Eastern Provincial administration have been separated into two Provincial administrations from 22/12/2006. The Northern Governor's Secretariat started functioning from this date, and Hon. Mohan Wijewickrama was appointed as acting Governor in addition to his duties of Governor Eastern Province. Consequently Hon G.A Chandrasiri was appointed as a Governor to Northern Province by the H.E The President.

1) Hon. Victor Perera from 03/7/2008 to 09/10/2008.

2) Hon. Dickson Sarathchanthra Dela from 10/10/2008 to 17.07.2009.

3) Hon. G.A.Chandrasiri from 17.07.2009 to date.

In the absence of an elected Provincial Council in the Northern Province; the administration has been brought under the Governor.

### **2. Vision**

Excellent system of Governance, which satisfies the aspirations of the people in the Province.

### **3. Mission**

Implementation of the Constitutional and other statutory requirements for the smooth functions of the Provincial administration.

#### **4. Thrust Areas**

1. Exercising powers vested in the Governor by the Provincial Councils Act No.42 of 1987 and amendment Act No.28 of 1990 and the 13<sup>th</sup> Amendment to the Constitution.
2. Ensure probity and propriety in administrative and Financial Management in compliance with laws and regulations, especially in disposition of funds.
3. Appraisal of activities of all Provincial Ministries and Departments under his purview to ensure economy, efficiency and effectiveness.
4. Advise Council on overall control measures that need to be installed / improved for better performance.
5. Operation of Five Ministerial activities.

#### **5. Strength and Weakness**

##### **5.1.Problems and Constraints**

The Secretariat needs competent staff to handle policy related matters and high-level coordination work in

English with Presidential Secretariat, Prime Minister's Office, Line Ministries, Foreign Funding sources, N.G.OO and others. The need is greater due to the non-existence of an elected Council and the ensuing peace process, which would eventually result in enormous rehabilitation and reconstruction activities with international aid and support

#### **6. Special Training given on capacity strengthening**

Though periodical training is imparted by the MDTD, written guidelines on office procedures would improve the systems and bring about uniformity. The office systems presently adapted need modification using computer technology to minimize paper workload

#### **7. Motivation given to Staff**

Staff are motivated through quality circles, by inviting suggestions and proposals from them and implementing acceptable suggestions and proposals.

Staff are also motivated through periodical staff meetings wherein their problems and constraints are sorted out as best as the administration could.

## **8. Research made and Publication released**

### **Progress on MIS**

Satisfactory progress has been achieved and the information available is being updated periodically.

## **PROVINCIAL PUBLIC SERVICE COMMISSION**

### **1. History and Background**

The Provincial Public Service Commission is an Institution established under the provisions of Provincial Councils Act No. 42 of 1987. As per Section 32(1) Appointment, Transfer, Dismissal and Disciplinary Control of officers of the North Provincial Public Service are vested in the Hon. Governor. The Hon. Governor, acting under the provisions of Section 32(2) has delegated his powers of Appointment, Transfer, Dismissal and Disciplinary Control of Officers to the Provincial Public Service Commission, reserving to himself the power of Appointment of Provincial Secretaries and Provincial Heads of Departments.

Section 32(2) of the Provincial Councils Act No. 42 of 1987 was amended by Provincial Councils (Amendment) Act No. 28 of 1990 introducing a new subsection 2 A empowering the Provincial Public Service Commission to delegate to Chief Secretary, Provincial Secretaries of Ministries and Provincial Heads of Departments the power of Appointment, Transfer

Dismissal and Disciplinary Control of Officers in the Non -Staff Grade and accordingly revised powers of delegation was circulated among all Secretaries and Heads of Departments in August, 1999 with the approval of the Hon. Governor retaining with the Provincial Public Service Commission the power of Appointment, Transfer, Dismissal and Disciplinary Control of Officers in the Staff Grade.

The Provincial Public Service Commission, Northern Province is a legal body constituted under section 33 (i) of Provincial Council Act 42 of 1987.

In 2011 the Commission consisted 4 members including Chairman and other three members.

Mr.S.Amirthalingam	Chairman
Mr.U.P.R.Piyasena	Member
Mr.R.Tharmakulasingam	Member
Mr.A.N.Amanullah	Member

The Commission has met every month and taken decisions on the matters delegated to it by the Hon. Governor.

## **2. Mission**

Ensure provision of effective and resourceful personnel for services in the Northern Province.

## **3. Objectives**

- Take action to provide an orderly efficient and disciplined Provincial Public Services.
- Ensure the proper exercise of delegated powers by the Hon Governor.

## **4. Functions**

- Exercise the Power of Appointment, Dismissal and Disciplinary control of Staff Grade Officers of the Provincial Public Service, which are delegated by the Hon Governor.

- Supervise the function delegated by Provincial Public Service Commission to Secretaries and Heads of Departments.
- Conduct all recruitment examinations, other Departmental and Efficiency Bar Examinations for the Officers of the Provincial Public Service.
- Co-ordinate with the Examination Department regarding examinations conducted by the Line Ministry.

## **5. Strength and Weakness**

- Inadequate space and office accommodation for staff specially for exam unit & stores.
- Shortage of experienced officers.
- Data Entry operator vacancy to filled
- Only one double cab is available for office use. It is insufficient for examination activities which are to be attached during and after office hours and at various centers situated throughout the province.

### **Special Training given on capacity strengthening**

- MDTD Training to young officers on work related areas.
- Training of officers on language and Information Technology Skills.

### **Motivation given to staff**

- To develop commitment in work through persuasion and rapport.
- Develop self-confidence through recognition and appreciation of individual's performance capability.
- Change attitude through discussions persuasion and common work programmes.

### **Innovative actions introduced/ experience gained**

Quick action was taken to advertise and appoint graduates to the Programme Assistant positions and staff positions. Action was taken to approve and amend service minutes.

## **CO-OPERATIVE EMPLOYEES**

### **COMMISSION**

#### **1. Institutional Set-up**

The Act (i) to establish and incorporate a commission known as the Co-operative Employees Commission (CEC), (ii) to make special provision in respect of employees of co-operative societies, and (iii) to provide for matters connected therewith or incidental thereto is the Co-operative Employees Commission Act No. 12 of 1972. The CEC is neither an administrative / an advisory nor a dispute settling body as far as disciplinary proceedings of the Co-operative Employees concerned. It is an appellate body and advisory committee.

The North East Provincial CEC was established on March 01, 1993. After the judgment made by the Supreme Court of Sri Lanka about the invalid merger of the North-East, two separate entities namely the Northern Provincial Council (NPC) and the Eastern Provincial Council (EPC) have been functioning since 22.12.2006. Accordingly, the CEC of the Northern Province has started its functions on the same

date. The Commission comprises the Chairman and two members who are appointed by the Honorable Governor of the Northern Province with the virtue of powers vested to him in terms of section 32 of the Provincial Councils Act No.42 of 1987. The period of office of the Commission is three years. Normally, the Commission meets once in a month. Cooperative is one of the devolved subjects which include in 1<sup>st</sup> (provincial list) and 3<sup>rd</sup> (central and provincial list) in the 13<sup>th</sup> amendment of the constitution.

#### **2. Mission**

Enabling the co-operative societies to recruit the best possible and qualified co-operative employees and providing them with suitable conditions of service and salary structure in order to ensure good employer-employee relationship and maximization of productivity in the Northern Province.

#### **3. Vision**

An Efficient, Effective and contented work force at co-operative societies in the Northern Province

#### **4. Thrust Areas**

1. Promoting professionalism in targeting and prioritizing
2. Improvement of service delivery
3. Promoting consistencies
4. Information development
5. Motivating officials
6. Reducing heterogeneity and vulnerability

#### **5. Strength and Weakness**

##### **5.1. Strength**

This is an independent commission Devolve subject

##### **5.2. Problem and constrains**

- Information are not enough to determine qualification and salary scale according to the need base analysis.  
This is a main problem
- Financial potential and attitude is changeable constrain to implement decision made by the commission.



## **CHIEF SECRETARY'S SECRETARIAT**

### **1. History and Background**

The Provincial Council has been established under the 13<sup>th</sup> Amendment to the Constitution and Provincial Council Act of 1987. The Chief Secretary is functioning as the Secretary to the Chief Minister and Holds responsibility as Head of Administration and Chief Accounting Officer. This office was established in 1988. The main function of the office is coordinating all the devolved functions and concurrent subjects in order to deliver services to the Provincial Public.

### **2. Mission**

Effective Provincial Administration by the exercise of powers vested in the Provincial Council in terms of 13<sup>th</sup> Amendment of the Constitution of Sri Lanka.

### **3. Thrust Areas**

1. Sustaining the human resources of service delivery system
2. Transformation of Provincial Public Sector
3. Capacity and Capability Building
4. Rehabilitation Development, IDPs Resettlement.

### **4. Strength and Weakness**

- Strength – Dedicated Staff  
Weakness – In experienced junior staff

### **5. Problems & constraints**

- Over loaded work  
Imbalance distribution of cadres

# **PROVINCIAL PUBLIC ADMINISTRATION**

## **SECRETARIAT**

### **1. History and Background**

At the inception of the North East Provincial Council in 1989, Ministry of Interior was established and it was in charge of a Secretary. Departments of Provincial Public Administration, Local Government, and Rural Development, were under this Ministry. In 1991, the Ministry of Interior was abolished and the Departments of Provincial Public Administration, Local Government and Rural Development were brought under the direct supervision of Chief Secretary. The post of Deputy Chief Secretary was created and the Department of Provincial Public Administration came under his purview.

The North East Provincial Ministries were regrouped in July, 1999 and a Ministry titled as “Ministry of Provincial Public Administration, Local Government, Co-operatives, Rural Development, Road Development, and Industries & Management Development & Training” was established to accelerate the development, devolution and decentralization

process introduced by the Government through the provincial council system. Accordingly, the Ministry is charged with the responsibility of co-coordinating and supervising the activities of the following:-

1. Provincial Public Administration
2. Local Government & Urban Development
3. Co-operatives
4. Rural Development
5. Road Development
6. Industrial Development
7. Management Development & Training

With the Establishment of this Ministry, action was taken to strengthen the administration and institutional systems to resolve then existed problems and enhance the capacity at District and Divisional levels. Action had also been taken to entrust more responsibilities to the Local Authorities and mobilize participation of village and divisional level institutions in the

development and devolution programme of the Provincial Council through effective people participation and support.

The Ministry of Provincial Public Administration provided guidance and policy direction and co-ordinated functions of the Provincial Public Administration and Management Development & Training in line with the national policy, and the provincial development directions. The policy adopted by the Ministry in respect of the Provincial Public Administration and Management Development & Training falls within the framework of the national policy and the subject and functions assigned under list i & iii of the 9th schedule of the 13th amendment to the Constitution of the Democratic Socialist Republic of Sri Lanka.

On 16.10.2006, the Supreme Court of Sri Lanka gave its judgment for a fundamental right infringement case about merger of the Northern and Eastern Provinces. As the judgment says that the merger was not a legitimate one, two separate entities i.e. the Northern Provincial Council and the Eastern Provincial Council have been established since 22.12.2006. Accordingly, the Ministry of Provincial Public Administration of the NPC also was established.

The Ministry held regular staff meetings with all the departments to review human resource development activities and to monitor and evaluate their sectoral performances. The Ministry had built up good relationships with relevant line ministries, departments, other provincial councils, district secretariats and divisional secretariats.

After series of debates on subjects allocated to various Provincial Ministries, the Honorable Governor has made a proclamation on re-allocation of subjects (Ref the Honorable Governor's memo No 09/2007). Consequently, the Public Administration Secretariat has been established under Chief Secretary's Cluster with effect from 01.01.2008. The Management Development and Training Unit of the NPC has started its functions under the purview of this secretariat.

## **2. Vision**

Excellence service delivery by the provincial administration.

### **3. Mission**

Develop and maintain human resources and institutional framework to contribute to good governance and promote responsive administrative culture.

### **4. Thrust areas**

1. Sustain the human resource
2. Improving mobility of men and material
3. Improving human and institutional resources for service delivery
4. Promoting conducive environments
5. Improvement of service delivery
6. Institutional development for delivery of specialized training
7. Providing incentives streamlining of government structure and institution
8. Motivating officials
9. Promoting consistencies

### **5. Strength and weakness**

#### **5.1. Problems and Constraints**

- Human Resource Development needs of the Northern Province should be catered locally.
- Delays in obtaining cadre approval from the Dept. of Management Services for Local Authorities in the Northern Province.
- Difficulties in obtaining approval for specific cadre based on necessity: e.g., Cadre for Centre for Information Resource Management and others institution established by management schemes.
- Present Performance Appraisal Form should be strengthened in order to reflect service delivery outputs.
- Absences of Provincial Statute relating to various activities such as Revenue Collection etc.

## **PROVINCIAL PLANNING SECRETARIAT**

### **1. Institutional Set-up**

In 1988, there was a full-fledged Ministry for Planning named “**Ministry of Planning, Youth Affairs, Human Resource Development and Women Affairs**” was established in the North East Province. In 1992, this was restructured and the planning function was brought under the newly formed “**Ministry of Finance and Planning.**” In 1994 the “**Planning Secretariat**” was formed under the direct purview of the Chief Secretary along with the other two institutions for Finance and Administration.

Consequence to the Supreme Court verdict in 2006, the North East Provincial Council was demerged into Northern and Eastern provincial Councils. On the 22nd December 2006 with the appointment of an Acting Governor, the Northern Provincial Council was established for the administration of Northern Province separately. Now the Northern Province is effectively functioning under the governance ship of the Hon. Governor G.A. Chandrasiri.

At present the Planning Secretariat of Northern Province is functioning under the purview of the Chief Secretary.

The Planning Secretariat is presently assigned with the responsibilities defined under the 13<sup>th</sup> Amendment to the Constitution and other relevant guidelines issued by the Government. The Secretariat is responsible for overall guidance, planning initiatives, coordination of planned development activities, monitoring and evaluation.

The Secretariat has developed better relationship with Line Ministries and Departments, Finance Commission, Other Provincial Councils, District and Divisional Secretariats.

### **2. Vision:**

A dynamic policy and planning environment with adequate capacity for self sustained economic growth and development of the Province in the light of the aspirations of the people.

### **3. Mission**

To establish and sustain a dynamic Provincial Planning Process in the Provincial Council

### **4. Thrust Areas**

1. Sustaining the human resource of service delivery system
2. Development of Human, Physical and Natural assets
3. Improving service delivery system
4. Capacity building programme
5. Restoring the Community infrastructures
6. Reducing vulnerability Information Development
7. Facilities for Good Governances Structure
8. Motivation Officials
9. Establishing Provincial Information System

**CENTRE FOR INFORMATION RESOURCE**  
**MANAGEMENT (CIRM)**

### **1. History and Background**

The Hon.Governor has appointed the Director for CIRM, NPC with effect from 23<sup>rd</sup> November 2009. The CIRM has started its activities from 18.01.2010 at a newly allocated office space in Varoethyanagar, Trincomalee as a unit of the Provincial Planning Secretariat, NPC. The inauguration ceremony was held with the participation of Mr.A.Sivaswamy Chief Secretary as Chief Guest, Mr.S.Rangarajah Secretary to the Hon.Governor and Mr.R.Umakanthan, Deputy Chief Secretary –Planning as Special Guests.

CIRM has shifted to Jaffna and functioning at Dutch Road, Kalviyankadu, Jaffna from 01<sup>st</sup> February 2011.

### **2. Mission Statement**

Our mission is to make Information and Communication Technology an asset for efficient decision making by delivering

timely information and technology services to Northern Provincial administration.

### **3. Key Results Areas of the of the sector**

1. Prepare and publish Planning tools (i.e. Resource Profiles, Sectoral Profiles) to support local level development planning activities
2. Prepare and publish maps by using GIS tools
3. Prepare and publish Attractive Places in the Northern Province by district wise
4. Develop and maintain Web based Management Information Systems for efficient decision making
5. Support to ILDP activities by prepare and publish Sectoral maps
6. Design and develop Web GIS solution for Education sector

#### **4. Strength and weakness**

1. Problems and constraints – Lack of staff and mobility
2. Special Training given on capacity strengthening – GIS training given to staff attached to NPC Ministries, CIRM and selected Local Authorities and Divisional Secretariats.
3. Motivation given to staff – Trainings provided
4. Research made and publication release – One publication released in 2011

Progress on MIS – One web based GIS system developed



## **PROVINCIAL TREASURY & DEPARTMENT OF REVENUE & TAXES**

### **1. History and Background**

The Northern Provincial Treasury was established on 22<sup>nd</sup> December 2006 in terms of 13<sup>th</sup> Amendment to the Constitution and Provincial Council Act No. 42 of 1987 after the bifurcation from North East Province. There was one Provincial Treasury for North East Province under the Ministry of Finance and Social Services at the inception. In 1991 with the re-organisation of Ministries, the Provincial Treasury was brought under the Ministry of Finance, Trade and Co-operatives. In 1992 the Ministries were re-organised again and the Provincial Treasury was brought under the Ministry of Finance and Planning. In 1994 the Provincial Treasury was brought directly under the purview of the Chief Secretary and continues since then.

### **2. Mission**

Mobilization and maximum utilization of financial resources towards productivity and objectivity and upgrade standard of living of the People.

### **3. Key Results Areas of the sector**

1. Sustaining the human resources of service delivery system
2. Mobilisation of financial resources
3. Improving human resources and institutional development
4. Policy review & promoting consistencies
5. Strengthening the accountability and responsibly  
Formulation of Financial Policy

### **4. Strength and Weakness**

#### **4.1. Problem and Constraints**

This Provincial Treasury has been established under the provisions of 13<sup>th</sup> Amendment to the constitution. Treasury is unable to exercise powers due to lack of statute passed by the council, especially collection of Revenue.

## **4.2. Imprest for Payment of Advances and Loans to Provincial Public Officers**

Due to lack of Imprest this Provincial Council is unable to pay Advances and Loans to the Provincial Public Officers. No Imprest is released by the General Treasury for this purpose. Advances and Loans are being paid out of a revolving funds created for this purpose. Only monthly recoveries of loans are credited to this fund. Treasury is able to manage only the payment of Festival Advance and Special Advance. There are several requests for the payment of Distress Loans.

Due to lack of statute passed by the Council, this council is not collecting revenue. The revenue collected by way of House rent and other miscellaneous receipts is credited to Provincial Fund.

This Council depends only on the Grant received from General Treasury as Block Grant, Criteria Based Grant , Provincial Specific Development Grant and central Government revenue. Those Grants also are not released in full.

Hence this Provincial Treasury is unable to plan and release the Imprest for the committed liabilities. Most of the works have to be carried forwarded to the following financial year.

## **4.3. Monitoring the Financial Matters**

Due to lack of Trained Accounting Technicians, Treasury is unable to monitor the financial matters, such as Bank Reconciliation, Advance to Public Officers Reconciliation and other Financial Reports. However this Treasury just manages with the available staff to monitor them.

## **4.4. Special Training given on capacity strengthening**

- CIGAS Training
- PAYROLL Training
- Assets Management Training
- STEPS Course
- Financial Management Training

## **6.5.Motivation given to staff**

- Welfare society was organized year end party and annual trip
- Welfare society assisted to see the exhibitions.

## **DEPARTMENT OF MOTOR TRAFFIC**

### **1. History and Background**

The Provincial Department of Motor Traffic was established in 1991 in the North East Provincial Council. This department was originally grouped under the Chief Secretary but with intermediary arrangement, from 2000 it has been grouped under the Provincial Treasury for clear direction and control having regard to the substantiate Revenue collections. Northern Provincial Department of Motor Traffic was established with effect from 22<sup>nd</sup> December 2006 after bifurcation of NEPC.

This department has two tiers in its hierarchy namely Provincial Treasury, which in turn comes under Chief Secretary. The main responsibility of the department is defined by the thirteenth amendment to the constitution, as per the mandate given by the Ninth schedule of the amendment in section 36:4 which states as follows:-

**“Motor vehicle Revenue license fees within such limits and subject to such Exemptions as may be prescribed by law made by Parliament”**

The structure of the Department and its resource allocation are provided according to the Provincial Council Act and other subsequent transitional Power Acts.

### **2. Mission**

Providing of save and secured road transport for both passengers and goods and ensure right usage of vehicles.

### **3. Thrust Areas**

1. Sustaining the Human Resources of Service delivery system
2. Public Safety
3. Environmental Protection  
Public Awareness
4. Operational and managerial efficiency  
Resource Development

## **4. Strength and Weakness**

### **4.1. Problems and Constraints**

- No proper Vehicle.

### **4.2. Special Training given on capacity strengthening**

- Language Development Singala, English.
- Computer Training

### **4.3. Motivation given to staff**

- 100hours overtime is given during January to March to issue of vehicle Licenses
- Loans & Advances
- Tea & refreshment is supplied during the peak period

## **DEPARTMENT OF PROVINCIAL AUDIT**

### **1. History and Background**

This Department had been established under the Indo-Sri Lanka pact of 1987 and similar to the Comptroller and Chief Auditor established in the State Government of India, under devolutionary powers. This Department was functioning under the 'Comptroller and Chief Auditor as Head of the Department up to 2000. This designation had been changed in order to grant status of a Provincial Secretary as Deputy Chief Secretary- Audit and it was in force up to September 2007. At present the Head of the Department is designated as 'Director of Provincial Audit'.

The Hon. Governor under the provisions in Section 32 of the Provincial Councils Act No.42 of 1987 appointed the Director of Provincial Audit the Head of the Department. The other Staff grade officers were appointed by the PPSC and all other staff by the PPA.

### **2. Vision**

High level of financial discipline, efficiency, accountability and proper Resource Management.

### **3. Mission**

Contribution to the development of the province by evaluating the efficiency and effectiveness by the economic transaction, safeguard the assets created and assessing the adequacy of the procedure, systems and compliance.

### **4. Thrust Areas**

1. Sustaining the human resources of service delivery
2. Management of staff who are involving in administrative functions & over all supervision work plan and feed back of information
3. Ensure the financial statements are prepared

4. Ascertaining the effectiveness of the system of internal control adopted in preventing as well as detecting waste, idel capacity and extravagance
5. Ensure the quality of the performance related to the resources expanded and evaluate accountability for management

## **5. Strength and Weakness**

### **5.1. Problems and Constraints**

#### **5.1.1. Institutional Issues**

- This department cover audit of the five ministries and departments under the Northern Provincial Council.
- The sub office of Kilinochchi and Vavuniya has to provide additional facilities.
- Head office and Jaffna sub office face lack of office space.

#### **5.1.2. Organizational Issues**

- Head office is to all districts related to cadre has to approved.
- No transport facilities to sub offices.

### **5.1.3. Performance Level**

- Building relationship among the staffs.
- Moralizing to enhance team work which should be maintained.

### **5.1.4. Issue related to Human Resources**

Required cadre more than the exiting to approved cadre that is too short.

### **5.2. Special Training given on capacity strengthening**

43 Officers attached to the Provincial Audit Department, Head Office at Jaffna had participated in the following training programmes were provided by Sri Lankan Institutions (Both Government & Private) to the Audit Department staff of the Northern Provincial council in 2011.

#### **5.2.1. Motivation given to staff**

Regularly, staff officers has been held advice them for the operational issues.



## **MANAGEMENT DEVELOPMENT TRAINING INSTITUTE**

### **1. History and Background**

By virtue of powers vested to the Hon. Governor under the provisions of Article 154 C of the Thirteenth Amendment to the Constitution of the Democratic Socialist Republic of Sri Lanka and by proclamation made by His Excellency the President under Article 154 T of the said constitution and published in the Government Extraordinary Gazette No 602/27 dated 24<sup>th</sup> March 1990, I, Dickson Sarathchandra Dela, the Governor of the Northern Province do hereby establish an institution under the name and style of “Management Development Training Institute” (MDTI) as an institute within the Provincial Administration of the Northern Province.

The mandate of Management Development and Training Institute (MDTI) is to meet the organizational and human resource development needs of the Northern Provincial Council.

### **Rational for a HRD Institute in the Northern Province**

The Northern Provincial Council is itself a huge organization covering five districts with district offices and having more than 24,000 officers in the cadre.

There is an absolute necessity for a HRD Institute with training, research and consultancy as major functions and with full fledged capacity that continuously addresses the role of public service in the context of good governance.

### **2. Mission**

“Facilitate development of the Northern Province through enhanced public sector competence by serving as premier and principal agent for human resource development and institutional development.”



### **3. Key Thrust Areas**

1. Improving human and institutional resources for service delivery
2. Providing incentives
3. Motivating officials
4. Strengthening of government structure and institution
5. Improvement of service delivery

### **4. Strength and Weakness**

#### **4.1. Strength**

- Well maintained Computer Laboratory
- Training programmes designed as per the request of the clients,
- Training is conducted in conducive environment.
- A pool of trainers trained under GIZ-PIP for soft skill management training.

#### **4.2. Weakness:**

- There are no in house trainers
- Hardly any training need analysis and impact assessment are undertaken.
- No residential facilities and district training centers.
- No facilities for mobility and hence district programmes are not conducted regularly.

Absence of database to be developed for installation of an effective MIS. Conduce