



Centre for Innovations in Public Systems

(An Autonomous Centre of Administrative Staff College of India
Established by the Government of India)

Concept Note and Guidelines

[Revised in 2021 as per the Recommendations of Review Committee]

Concept Note and Guidelines for Setting Up of the Centre for Innovations in Public Systems (CIPS)

Annex 12.13
(Para 12.93)

Introduction

The responses to the Finance Commission's queries on innovation practices received from various State Governments were analysed.

Some of the innovations or better practices introduced in recent years by some states include:

- i. Distribution of one lakh bulletins in different languages on Right to Information to create widespread awareness among common people, with a particular thrust on creating awareness among the students.
- ii. Amendment of the prevention of corruption Act to provide for attachment of the properties of indicted people resulting in a strong message to bureaucracy.
- iii. Involvement of, and licensing to private surveyors to update land records and facilitating speedy issue of computerised copies of records of ownership to farmers at very low cost.
- iv. Establishment of legal aid clinics, facilitating the provision of free legal aid to citizens. Further, establishment of a dedicated Lok Adalat for redressal of grievances or disputes relating to public utility services.
- v. Launch of an initiative to encourage innovations by public officials using available resources in a time-bound manner.
- vi. Development of a new land use policy for checking shifting cultivation.
- vii. Communitisation of management of education, health and power services.
- viii. Delegation of powers for issue of driving licenses to private sector.

The review of data received from various states about innovations, attempts for business process of re-engineering and incentives for innovations also reveals that there is no dearth of ideas being tried in different states for improving the quality of governance. However, there are a few areas that need systematic attention:

- i. There is not enough effort to isolate the conceptual and operational lessons from different experiments and successful policies across the state.
- ii. There is no data base on innovative best practices in different sectors and at different levels in the state.
- iii. Cross-fertilisation of ideas is not taking place at a sufficient rate and scale.
- iv. Many good ideas attempted once are aborted, and given short public memory, are not recalled very often.
- v. Incentives for innovations in public systems are not enough and sufficient visibility is not given to change agents.

- vi. The systems of training and education in various public administration institutions have not incorporated the lessons of various innovations adequately and systematically.
- vii. The need for synergy between public, private and civil society organisations is being realised almost all over the country, but sufficient mechanisms for achieving this synergy do not exist.
- viii. Sufficient attention is not being paid to build leadership that spots innovations, sustains them, and where necessary, spawns new innovations.

In the light of the above, a Centre for Innovations in Public Systems (CIPS) is proposed to catalyse innovative changes in both the culture as well as structure of governance in various states. The Centre would address the various gaps identified above and contribute towards sustainable outcomes in meeting rising social aspirations. The Centre would also provide assistance to the State Governments in developing policies for promoting an innovative culture for transforming creative ideas into sustainable practices at the local level.

The following sections set out its proposed mission and objectives, functions, its location, governance processes and other aspects related to its establishment.

CIPS: Mission & Objectives

The mission of the Centre for Innovations and Good Practices in Public Systems (CIPS) is to help create a climate and nurture a culture for accelerating and diffusing innovation in public systems.

The objectives of setting up CIPS as an autonomous body are to:

- i. Identify, recognise and promote innovations in public systems in the area of management of people, process (cost and quality), systems (technology) and services, across various states to improve the well-being of the common people.
- ii. Catalyse and trigger lateral learning for initiating action research projects, macro level changes and innovations in the policies and practices across states.
- iii. Provide a range of learning opportunities and services to various stakeholders for building capacity through training programmes, conferences, seminars, surveys, publications and development of a national catalogue/database of innovations in public systems for improving public services.
- iv. Facilitate sharing of international experiences and exposure to best practices in governance of public systems.

Functions of CIPS

The functions of the Centre are to:

- i. Scout, scan and track different innovations at the state as well as at the national level that have positively impacted public service delivery, increased efficiency and led to cost reduction.
- ii. Create a public domain inventory of innovations in public systems, government departments for the purpose of knowledge management and diffusion of innovations.

- iii. Facilitate emergence of eco-systems that are hospitable to cost-effective innovative ideas, provide empowerment and freedom, and encourage risk-taking experiments for promoting innovations.
- iv. Act as a platform for sharing and disseminating knowledge of new ventures and best practices in administration.
- v. Help in developing policies for incentives (reward & recognition) to accelerate the process of innovation and cross-fertilization of ideas for opening up new lines of inquiry for sustainable change and transformation in public systems.
- vi. Design relevant training programmes in partnership with the State Governments for developing an innovative mindset for creating new solutions on an ongoing basis.
- vii. Facilitate pursuit of diagnostic studies to identify possible barriers that block innovation and also factors that facilitate innovations in public systems.
- viii. Facilitate provision of social venture capital/innovation promotion fund and crucial balancing investment for new ideas and last mile investments in the administration.
- ix. Organise annual retreats of top leaders (chief ministers, ministers, principal secretaries, secretaries, etc.) in a conducive setting for encouraging constructive debate, introspection and reflection for developing inclusive policy solutions and operational mechanisms. This will also help in building leadership traits that facilitate learning from below, around and from people at the grassroots level.
- x. Honour outstanding innovations in public systems through a scheme of annual awards so as to incentivise the innovators in public systems/state departments.
- xi. Develop a body of knowledge including research based case studies, comparative analyses of innovations and experience of their diffusion within and across the states using multimedia and multi-language learning materials for becoming more innovative in the delivery of public services.

CIPS: Its Location at ASCI

The Centre for Innovations in Public Systems (CIPS) will be located at the Administrative Staff College of India (ASCI), Hyderabad, an autonomous institution, established under the initiative of government and industry in 1956. The college has a record of promoting good practice and innovations in public administration. ASCI has also been involved in supporting the Department of Administrative Reforms and the Prime Minister's Office in recognising innovative change agents in public systems.

CIPS: Governance Structure

The governance arrangements for CIPS, which will be located in ASCI, would be as under:

a. The Advisory Council

Since, CIPS has completed 10 years of its journey, a high-level Review Committee under the Chairmanship of Shri Sumit Bose, IAS (Retd) with three others was constituted on 24th November 2020 in pursuance to the decision taken by the Court of Governors in its meeting held on 28th October 2020 [Annexure-I - pg. 9]. This committee recommended certain modifications to the existing Advisory Council and Steering Committee.

Persuant to modifications suggested by the Review Committee the Advisory Council is reconstituted as under: (*vide Order No.: DG ASCI/49-2021 dated September 13, 2021*) - [Annexure-II - pg.12]

- i. The Chairman, Court of Governors (CoG) of Administrative Staff College of India (ASCI) shall chair meetings of the Advisory Council.
- ii. Instead of all Chief Secretaries, only five Chief Secretaries or their nominees (not below the rank of Principal Secretary) should be included in the Advisory Council by rotation, every two years. Presently the following states are being included (Maharashtra, Madhya Pradesh, Punjab, Arunachal Pradesh, Tamil Nadu)
- iii. Instead of three representatives of the Union Government, only Secretary/Additional Secretary Department of Administrative Reforms and Public Grievances (DARPG) should continue as a member. Shri V Srinivas, Additional Secretary, DARPG, GoI is appointed.
- iv. Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA) or a nominee to represent in the meeting.
- v. Chairman, National Innovation Foundation
- vi. The following independent experts are being nominated :
 - a. Shri U K Sinha, IAS (Retd.), Former Chairman, Securities and Exchange Board of India (SEBI)
 - b. Dr. P V Ramesh, IAS (Retd.), Former Additional Chief Secretary to Chief Minister, Government of Andhra Pradesh
 - c. Shri Jayesh Ranjan, IAS, Principal Secretary to Government, Information Technology, Electronics & Communications Department, Government of Telangana
 - d. Prof M H Bala Subrahmanya, Department of Management Studies, Indian Institute of Science (IISc), Bangalore, Karnataka
 - e. Ms. Anjali Hazarika, Independent Expert
- vii. Director General, ASCI as Member
- viii. Director, CIPS, shall act as the Convener/Secretary

The Advisory Council will:

- i. Comment and make suggestions on the Center's work programme and monitor its implementation
- ii. Review and comment upon the annual budget of the CIPS and receive an audit report
- iii. Meet twice a year in Hyderabad, subject to a minimum quorum of 25 per cent of its membership

b. Steering Committee

A Steering Committee headed by the Director General of ASCI, was established to provide space for the representation of the insights of State Governments in giving shape and driving the work programme of the Centre.

It was suggested by the Review Committee to continue Steering Committee with the following modifications : (*vide Order No.: DG ASCI/48-2021 dated September 13, 2021*) - [Annexure-III - pg.14]

- i. Director General, ASCI as Chairman
- ii. Two of the five Chief Secretaries or their nominees who are nominated to the Advisory Council should be included in the Steering Committee, as nominated by the Chairman, CoG, ASCI. Presently, Chief Secretary, Tamil Nadu and Chief Secretary, Punjab are nominated.
- iii. Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA) or a nominee to represent in the meeting
- iv. Two independent experts (of the four in the Advisory Council) will be nominated to the Steering Committee by the Chairman, CoG, ASCI. The following experts are being included :
 - a. Shri Jayesh Ranjan, IAS, Principal Secretary to Government, Information Technology, Electronics & Communications Department, Government of Telangana
 - b. Ms. Anjali Hazarika, Independent Expert
- v. The Director, CIPS (Convener/Secretary), to be appointed by ASCI
- vi. Centre Director, Centre for Innovation & Technology (CIT), ASCI

The Steering Committee will meet every quarter, with a quorum of one-third of its membership. It will report to the Advisory Council of CIPS and, through it, to the Court of Governors of ASCI, on its work programme twice a year.

Financing

- i. On the basis of Finance Commission grant, a one-time grant of Rs. 20 crore will be vested with ASCI through the government of Andhra Pradesh during 2010-11.
- ii. The funds will be held and managed by ASCI and will be subject to the auditing procedures that apply to ASCI's funding and activities.
- iii. CIPS can generate further funding from other sources, including State Governments, private sector and other funding agencies, such as multilateral and bilateral agencies like the United Nations (UN), World Bank, Asian Development Bank (ADB) and Department for International Development (DfID), subject to the condition that neither the objectives of the CIPS nor its governance structure will be diluted in any manner whatsoever.

Operational Issues

The grant provided by the Thirteenth Finance Commission will not be applied, either wholly or partially, for the purchase of land or for the construction or purchase of buildings. Any moveable assets such as furniture, computers, books, etc., will become the property of ASCI if the mandate of CIPS concludes at the end of five years.

The audit framework in place for ASCI will be made applicable to CIPS and the accounts of CIPS will be audited annually. The audit report will be placed annually before the Advisory Council of CIPS, which will, in turn, forward it to the Court of Governors of ASCI for its approval.

Staff and Establishment of CIPS

The Centre will work on the principle of a core plus project based staff, with the complement of administrative and clerical staff kept to the minimum. As the funding is guaranteed for a period of five years, no staff earmarked on a whole time basis for CIPS will be recruited for a tenure longer than five years.

Unless specified otherwise, the staff rules and regulations governing ASCI, will apply to CIPS.

For any administration, faculty and other services, such as the use of the infrastructure rendered by ASCI, an appropriate charge, as proposed by the Executive Council of CIPS and approved by the Standing Committee of Governors of ASCI, will be made on the budget of CIPS.

The Director-General of ASCI will be responsible for the good functioning of CIPS within the framework of ASCI's larger governance processes and the specific mandate of CIPS.

Report to the Fourteenth Finance Commission

On 31 March 2014, the Steering Committee will, in discussion with the Advisory Council and with the approval of the Court of Governors of ASCI, furnish to the Fourteenth Finance Commission a review of all the work CIPS has undertaken, including the work undertaken using the grant provided by the Thirteenth Finance Commission.

Excerpts from Thirteenth Finance Commission Report - Chapter 12

Promoting Innovation

12.91 The President of India, in her address to Parliament in June 2009, committed the nation to a path of promoting innovation and unleashing the creativity of a billion people. She announced that the next ten years would be dedicated as the 'Decade of Innovation'. Innovation can play an important role in providing better alternatives, reducing costs, improving service levels and filling in availability deficits. The task is, therefore, not only to foster innovation, but also to promote it zealously. A number of appropriate, low cost and people oriented innovations already introduced in various states have been documented by the National Innovation Foundation (NIF) and are being disseminated by them. These innovations relate mostly to individual initiatives in the private sector. The Commission feels that a number of equally relevant innovations exist in the government sector which need to be recognised, documented and promoted amongst all State Governments. We note that a number of national programmes, like the mid-day meal scheme, were rooted in innovative schemes initially adopted at the state level. We, therefore, obtained from State Governments a description of the major innovations they have introduced in different sectors to improve service levels and reduce costs. These innovations are in a variety of sectors like health, education, tourism and natural resource management and are aimed at improving service delivery. They also cover improvement of governance and supply of justice. Based upon an analysis of the data received and suggestions of NIF, we have recommended a two-pronged initiative.

Centre for Innovations in Public Systems (CIPS)

12.92 The first initiative is embodied in the request of the Andhra Pradesh Government for assistance to set up the Centre for Innovations in Public Systems (CIPS) at ASCI, Hyderabad. The CIPS will actively promote and disseminate among states practices which have enhanced service delivery, increased efficiency and led to cost reduction in public systems. It will also continuously scan the environment for new practices which it will add to its data base, which will then be made available across states. It will conduct training programmes and enable experience sharing.

12.93 The functioning of CIPS will be guided by an advisory council with all the chief secretaries of State Governments as its members, apart from Central Government representatives and independent experts. The grant of Rs. 20 crore will be utilised for running the CIPS for a five-year period, after which it is expected to become selfsufficient. The grant will be released in one instalment during 2010-11. The modalities of the grant are further detailed in Annex 12.13. This provision is included under the state specific grants for Andhra Pradesh (Para 12.127).

District Innovation Fund (DIF)

12.94 The second initiative is the creation of a District Innovation Fund (DIF) aimed at making cutting edge levels of governance responsive to felt needs and innovations. This fund of Rs. 1 crore, to be made available to every district in the country, aims at increasing the efficiency of capital assets already created. This investment will be used to fill in vital gaps in public infrastructure already available in the district,

which is not being fully utilised for want of a relatively small investment. Examples include a government hospital with non-functional diagnostic equipment; a minor irrigation tank with sizeable command and leaking sluice gates; an area with poor agricultural productivity without soil testing facilities. The object will be to renew or better utilise an existing capital asset and provide immediate benefits. We accept that the examples listed above can and, ideally should, be funded by the states' budget. However, with the increasing pressure on establishment costs, we also recognise that a number of critical gaps in public infrastructure are yet to be filled and it may take time before all such needs are recognised and addressed at the state level. Such projects with immediate welfare returns for comparatively low investment are best identified at the district level. There is also tremendous scope to innovate at the district level and even a relatively small allocation per district can be effectively leveraged as a force multiplier.

State-specific Grants

Andhra Pradesh

Establishment of a Centre for Innovations in Public Systems

12.127 In order to create a climate for accelerating and diffusing innovation in public systems through sharing of experiences across states and to facilitate the establishment of institutional and human capacities for innovation through knowledge sharing and mobilisation of practical help, we recommend an amount of Rs. 20 crore to establish a Centre for Innovations in Public System (CIPS) at the Administrative Staff College of India (ASCI), Hyderabad. The Centre will be governed through an advisory council, with representation from all states. A Steering Committee will assist states to transform creative ideas into sustainable practices. (refer to Para 12.92)

(Excerpts from Thirteenth Finance Commission Report - Chapter 12

Pages 222, 223, 229)

Annexure - I

ADMINISTRATIVE STAFF COLLEGE OF INDIA

Bella Vista : Hyd'bad

November 24, 2020

Sub : Constitution of a Committee to review the functioning of CIPS and suggest future Road-Map

The Court of Governors in its meeting held on October 28, 2020 has proposed to constitute a highlevel committee comprising the following members:

1. Sri Sumit Bose, IAS (Retd) : Chairman
2. Sri U K Sinha, IAS (Retd), Member-CoG : Member
3. Sri BVR Mohan Reddy, Member-CoG : Member
4. Dr. Harsh Sharma, Director (I/c), CIPS : Member Secretary

The terms of reference of the committee will be as follows:

1. To examine, review, and recommend changes that are desirable and feasible regarding the principles that should govern the CIPS functioning,
2. To decide on a framework to attract the most suitable talent to the CIPS to promote efficiency, accountability and responsibility,
3. To examine the existing system of financial management and suggest changes including generation of additional funds to achieve CIPS mandate,
4. To review that current ecosystem to promote innovations in public systems in India and the role of the CIPS therein,
5. To examine and evolve parameters for better integration of CIPS in overall ASCI structure and mandate,
6. To make the recommendations on the above, keeping in view
 1. The financial resources available
 2. The need to ensure that maximum resources are spent on core activities of the CIPS
 3. The best practices in similar organizations and their adaptability and relevance in the context of CIPS

The Committee will meet at ASCI/CIPS/Online as per the requirements and will submit its report within two months of the constitution.

Director, CIPS will provide necessary documents and administrative support as required by the Committee.

Dr. Nirmalya Bagchi

Constitution of a committee to review the functioning of CIPS and suggest future Road – Map

CIPS was set up as a national level body in ASCI, as a centre with operational autonomy to promote innovations in public systems. The scope and objectives of CIPS were briefly spelt out in the main recommendations of the 13th Finance Commission.

CIPS has contributed to the efforts to create a conducive environment for innovations in public systems in the country. Over the last 9-10 years, CIPS has done well in documenting innovations in public systems carried out by various State Governments and civil servants.

Over these years, CIPS focussed on four core areas, viz. Health, Education, e-Governance and Urban Governance. Since its inception, CIPS has been able to come up as a Knowledge Bank with a repository of 494 databases and 53 publications. However CIPs While CIPS encountered formidable challenges in efforts to replicate these innovations in other States. It could hardly do the replication in less than ten cases.

As the HR and Organizational structure of CIPS were designed for a temporary organization, attracting the right kind of people have been difficult. Further, stakeholders especially Government officials' reluctance to adopt and replicate innovations is also a major impediment. Innovation is mostly seen as a one-off or isolated event and lack of eco-system to scaleup, non-availability of platforms to bring innovators and public officials together and challenges in follow-up and hand-holding hurt sustainable replication efforts. Further both the activities of (1) finding and documenting worthwhile innovations, and (2) canvassing for adoption of some of the relevant ones in iother States, are not revenue/income generating activities. As a matter of fact, these activitiesinvolved only expenditure on part of CIPS. To balance this situation, CIPS management, a few years ago, divided its activities into two groups: namely (a) Core activities of documenting innovations in public systems and replicating those wherever possible, and (b) Revenue earning activities of traditional research and consultancy .

As CIPS has completed 10 years of journey, it is appropriate to conduct a high-level review of its structure and functioning and build a road map to make it more efficient and financially sustainable to achieve its institutional mandate.

Given the above, the Court of Governors- ASCI has decided to constitute a high-level committee comprising of the following:

1. Sri. Sumit Bose, IAS (Retd.) - Chairman
2. Sri. U.K. Sinha, IAS (Retd.), Member of Court of Governors, ASCI, as Member.
3. Sri. B.V.R. Mohan Reddy, Member of Court of Governors, ASCI, as Member.

Director, CIPS will act as the member secretary to the committee.

The terms of reference of the committee will be as follows:

1. To examine, review, and recommend changes that are desirable and feasible regarding the principles that should govern the CIPS functioning,
2. To decide on a framework to attract the most suitable talent to the CIPS to promote efficiency, accountability and responsibility,

3. To examine the existing system of financial management and suggest changes including generation of additional funds to achieve CIPS mandate,
4. To review that current eco-system to promote innovations in public systems in India and the role of the CIPS therein,
5. To examine and evolve parameters for better integration of CIPS in overall ASCI structure and mandate,
6. To make the recommendations on the above, keeping in view
 - a. The financial resources available
 - b. The need to ensure that maximum resources are spent on core activities of the CIPS
 - c. The best practices in similar organizations and their adaptability and relevance in the context of CIPS.

The committee will meet at ASCI/CIPS/Online as per the requirements and will submit its report within two months of the constitution. Director, CIPS will provide necessary documents and administrative support as required by the committee.

Sd/

Dr. Nirmalya Bagchi

Director General (I/C)

Annexure - II

ADMINISTRATIVE STAFF COLLEGE OF INDIA

Bella Vista : Hyd'bad

DG ASCI/49-2021

September 13, 2021

Sub : CIPS – Restructuring of Advisory Council – Reg.

As recommended by the Thirteenth Finance Commission in its report on CIPS, an Advisory Council with all the Chief Secretaries of State Governments as its members, apart from Central Government representatives and independent experts, was constituted.

It also recommended that the Advisory Council may be chaired by the Chief Secretary, Andhra Pradesh State Government, who is also a member of the Court of Governors of ASCI, or a person nominated by the Chairman of ASCI Court of Governors. However, after bifurcation, the Chief Secretary Telangana has been chairing the Advisory Council.

Since, CIPS has completed 10 years of its journey, a high-level Review Committee under the Chairmanship of Shri Sumit Bose, IAS (Retd) with three others was constituted on 24th November 2020 in pursuance to the decision taken by the Court of Governors in its meeting held on 28th October 2020.

1. (a) During its study the review committee observed that the maximum number of Chief Secretaries attending the Council Meetings was four (for the first meeting) and the number had fallen to 1 or 2 in recent times.
 - (b) Neither the Chief Secretaries nor the Secretaries to Government of India are able to participate effectively in the Council Meetings probably due to official preoccupations.
 - (c) It is also observed in recent times that the Chief Secretary of Telangana is not able to give adequate time to chair the meetings of Advisory Council.
2. In view of the above, the Committee has recommended that the Advisory Council should continue with the following modifications. Therefore, the Advisory Council is reconstituted as under:
 - i. The Chairman, Court of Governors of ASCI shall chair meetings of the Advisory Council.
 - ii. Instead of all Chief Secretaries, only five Chief Secretaries or their nominees (not below the rank of Principal Secretary) should be included in the Advisory Council by rotation, every two years. Presently the following states are being included (Maharashtra, Madhya Pradesh, Punjab, Arunachal Pradesh, Tamil Nadu)

- iii. Instead of three representatives of the Union Government, only Secretary/Additional Secretary DARPG should continue as a member. Shri V Srinivas, Additional Secretary, DARPG, GoI is appointed.
 - iv. Director, LBSNAA or a nominee to represent in the meeting.
 - v. Chairman, National Innovation Foundation
 - vi. The following independent experts are being nominated :
 - a. Shri U K Sinha
 - c. Dr. P V Ramesh
 - d. Shri Jayesh Ranjan
 - e. Prof M H Bala Subrahmanya, IISc, Bangalore
 - f. Ms. Anjali Hazarika
 - vii. DG, ASCI as Member
 - viii. Director CIPS, shall act as the Convener/Secretary
3. It is also recommended that - in the event, Chairman, ASCI do not find this change feasible to implement, he may appoint another member of court of governors to Chair the Advisory Council.

Sd/-

(Dr. Nirmalya Bagchi)
Director General (I/C)
Administrative Staff College of India
& Head, Steering Committee, CIPS

To:

The Director (Convener/Secretary, Steering Committee)
Centre for Innovations in Public Systems (CIPS)

Copy to:

The Director General, ASCI, Bella Vista

Copy Submitted to:

The Chairman, Court of Governors, ASCI

Annexure - III

ADMINISTRATIVE STAFF COLLEGE OF INDIA

Bella Vista : Hyd'bad

DG ASCI/48-2021

September 13, 2021

Sub : CIPS – Reconstitution of the Steering Committee – Reg.

As recommended by the Thirteenth Finance Commission in its report on CIPS, a Steering Committee was constituted.

It recommended that the Steering Committee may be chaired by DG, ASCI.

Since, CIPS has completed 10 years of its journey, a high-level Review Committee under the Chairmanship of Shri Sumit Bose, IAS (Retd) with three others was constituted on 24th November 2020 in pursuance to the decision taken by the Court of Governors in its meeting held on 28th October 2020.

The Review Committee suggested that the Steering Committee should continue with the following modifications :

- i. Director General, ASCI as Chairman
- ii. Two of the five Chief Secretaries or their nominees who are nominated to the Advisory Council should be included in the Steering Committee, as nominated by the Chairman CoG, ASCI. Presently, Chief Secretary, Tamil Nadu and Chief Secretary, Punjab are nominated.
- iii. Director, LBSNAA or a nominee to represent in the meeting
- iv. Two independent experts (of the four in the Advisory Council) will be nominated to the Steering Committee by the Chairman, CoG, ASCI. The following experts are being included :
 - a. Shri Jayesh Ranjan
 - b. Ms. Anjali Hazarika

-
- v. The Director CIPS (Convener/Secretary), to be appointed by ASCI
 - vi. Centre Director, Centre for Innovation & Technology (CIT), ASCI

Sd/-

(Dr. Nirmalya Bagchi)
Director General (I/C)
Administrative Staff College of India
& Head, Steering Committee, CIPS

To:

The Director (Convener/Secretary, Steering Committee)
Centre for Innovations in Public Systems (CIPS)

Copy to:

The Director General, ASCI, Bella Vista
Centre Director, CIT

Copy Submitted to:

The Chairman, Court of Governors, ASCI



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