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Editorial

AGENDA FOR GOVERNANCE FOR THE FUTURE OF INDIA

After the General Elections 2019, the people of India will know who will govern them for the next five years. Every five years, the citizens of the country vote with the hope of electing representatives who will serve the country and its people. However, the experience of the people of India in the last few years has been disappointing as promises made in the last elections are not kept and yet the citizens of the country are called upon to vote after five years for another set of promises made by political parties and their candidates, not knowing whether they will be kept and fulfilled by the next elections. There is a growing awareness among large sections of the people of the country that as a responsible citizen, one cannot surrender the future of the nation to the politicians, who are largely corrupt and have a criminal record. Enlightened and responsible citizens of our country need to draw up a new agenda for governance for the future of India keeping in mind the changing national and global scenario. At the national level, the broad framework of the agenda for governance is the strengthening of the Constitution by bringing in legislations and policies that

adapts the Constitution to modern times and makes the constitutional ideals of justice, equality, liberty and fraternity a lived reality for every citizen of the country. At the global level, the broad agenda for governance needs to adhere to the commitments of the country to the United Nations, the many covenants signed and ratified by India, the UN human rights framework and the sustainable development goals to be achieved by 2030. In the last few months, several civil society organisations have come forward with their agenda for governance and have presented them to political parties to be included in their election manifestoes. There are some of crucial issues that are important for the future of India. Firstly, the economy must focus on inclusive growth, where there is a growth in income of all sections of society in a way that poverty is eradicated. Secondly, the government needs to promote decent jobs in all sectors of the economy in order to absorb the millions of young people entering the labour market every year. In particular, greater investment is needed in agriculture to ensure that it becomes a productive and sustainable livelihood for nearly

half of the population in India that depend on agriculture. Thirdly, the government needs to invest more in a comprehensive social security system that provides for all citizens at all stages in the human lifecycle, which implies in a greater investment in education, health, skill upgradation, insurance, pensions, etc.. Fourthly, the development paradigm adopted by the government needs to be people-centred so that people affected by development projects become shareholders and primary beneficiaries of development projects rather than the present paradigm of merely compensating, resettling and rehabilitating project affected people. Fifthly, there needs to be a comprehensive system of affirmative action to ensure the protection and representation of dalits, tribals, minorities and women in all areas of economic activity. Finally, the country needs to keep pace with the technological advancement in the world to deal with emerging challenges of modern times including climate change. The people of India eagerly awaits a new government that will fulfill its hopes and aspirations for a bright future.

Denzil Fernandes

In a mature democracy, elections are contested on issues of national importance and challenges that people face on a daily basis, underpinned by the requirements to ensure the economic stability and prosperity of the nation. In the Indian context, both these factors are only of peripheral interest and the elections are almost always contested on narrow and sectarian issues. From 2014 general election, it has taken a 'U' turn and became a pseudo nationalistic, pseudo patriotic and communalistic agenda of the election. Even the present general election 2019 is of communal nature, which is very clear from the election speeches of national leaders of the ruling party.

There can be many agendas of governance for the future of India. Some of them could be

1. Safeguard and implement the constitutional provisions

The Constitution of India was drafted with the vision to promote justice, liberty, equality and fraternity to every individual but democracy and constitution is under constant threat. The opposition to the Constitution and secularism arose right from the beginning of independence but it has intensified after the radical Hindu party came into power at the Centre. The case of mob lynching in the name of protecting cows and attacks on Christians are always on rise. Most of the time the perpetrators go unpunished. The central government controls autonomous bodies such as judiciary, Central Bureau of Investigation, National Investigation Agency, press and TV channels, etc. which are supposed to act independently without being under the control of the government. Any one questioning the functioning of the central government is labelled as an anti-national.

India needs to establish an

egalitarian democracy. This can only be achieved if the socio-economic challenges to the nation can be addressed and ameliorated—a tall order in an internally divided nation that does not as yet subscribe to the notion of a national identity. The journey is bound to be long and hard. While there is light at the end of the tunnel, there is no accepted goal towards which the nation needs to travel as and when the darkness of the tunnel gives way to light and sunshine. India continues to be its own worst adversary.

2. Skill development and employment for the future workforce

India is a relatively young nation with regard to working age compared to other countries with a median age of 31 years (compared to 42 in China and 40 in the United States) and will have added more working age citizens to the world than any other country. India will gain nearly 10-12 million working age people every year over the next decade, leading to a "working age majority". Therefore, to ensure the country's envisioned income growth, and hence consumption growth, massive efforts will be required to provide the right skills and gainful employment, with leadership needed from all stakeholders, including corporates, academia, not-for-profit organizations and government leaders.

To tackle the scale of the challenge, interventions on both the national, state and local levels, including public-private partnerships, will be required to right-skill and re-skill both the current and the future workforce. The task force will bring together leaders from business, government, civil society and the education and training sectors to develop an action plan to address skills gaps in India,

by ensuring that education and training systems keep pace with the new demands of labour markets.

3. Socioeconomic inclusion of rural India

There is fast urbanization of rural India but we still lack basic facilities such as good roads, electricity, educational institutions, health care centres, etc. among large population of rural areas mainly in tribal dominated areas. While incomes may have begun to rise in rural India, this may not translate into commensurate growth of productivity and inclusion, unless the urban-rural divides are reduced. A high priority is infrastructure development, both physical and digital, to enable rural dwellers to access the products and services matching their incomes, needs and aspirations.

4. A healthy and sustainable future

India is still lagging behind in health and sustainable living. All the good health care centres and hospitals are private, which are very expensive and out of reach of poor people. Cities grappling with alarming rates of congestion and pollution, together with an unhealthy population, could significantly dampen the benefits of India's demographic dividend and urban growth, and lead to a fast deterioration in the quality of life of its citizens.

Policy efforts will be needed at the highest levels to control air & water pollution and harmonize India's growing need for housing, roads, transport services and packaged goods with the resulting impact on the environment.

As the country is in the general election period, citizens must rise above caste and communal politics and elect good leaders who will think of the development of the country and take the nation forward.

India is at a turning point, both in terms of economic growth and in human development of its more than one billion people including women. India needs to keep pace with the transformation taking place in the world and the new policies of the government that are going to decide the destiny of its people in the future and women are a part of it. The new concept of good governance and women empowerment are to be taken into consideration for sustainable development in India. The country is the sixth largest economy in the world, and it continues to contribute to global economic growth. Good governance would mean securing justice, empowerment, employment and efficient delivery of services. According to World Economic Forum, more than half of Indian workers will require re-skilling by 2022 to meet the demands of new skills in the future. The challenge of employment skills, would comprise, the education system that focuses on gaining conceptual knowledge, rather than just some physical skills which would provide some employment opportunities as there are more jobs in the informal economy than in the formal economy. There are state-level and regional disparities within India in terms of employment opportunities and India has one of the lowest participation rates of working age women in the labour force. Therefore, to ensure the country's envisioned income growth, and consumption growth, massive efforts will be required to provide the right skills and gainful employment, with headship coming from all stakeholders, including organizations and government leaders.

Challenge for India now and Calls for action

The Constitution of India

has guaranteed its citizens social, economic, political justice. In this growing economy there is a need to sustain the real essence of gender equality for prosperous and sustainable development. To tackle the scale of the challenge, interventions on both the national, state and local levels, including public-private partnerships, will be required for skilling both the current and the future workforce. The poor will also benefit greatly from the improved delivery of government services, and more effective provision of education, health and infrastructure. It can be argued that the reforms of the 1980s and that those of the 1990s enabled the private sector to be more productive. More remains to be done in these areas, of course. The 1991 reforms started in earnest the process of liberalizing the economy. They did much to free up the private sector-though much more needs to be done to reap the full benefits of competition. More careful targeting of government services will also guarantee that the poor benefit more than they have in the past. More efficient and effective provision of government services will deliver the social and economic benefits so far lacking in some areas. There are clear opportunities for a rapid improvement in the provision of help to the poor that do not put macroeconomic stability at risk-indeed, as the two aims can be mutually reinforcing. Many of the problems of poor delivery of social services and inadequate infrastructure lie with the states, not with the central government. There are good political reasons for focusing on needed improvements in the public sector. But further reforms are needed in the private sector, too-perhaps above all in

the labor market. Around 40 million people are already looking for a job in India, while 35 million are likely to join them, within three years.

India needs to identify its essential features and shortcomings in its economy and emphasize the need for innovative development approaches. Further, it needs to be understood in the context of time and history. It must aim at expansion of social opportunities. These are important objectives. They cannot be achieved by the central government acting alone. The issue of center-state relations has to be tackled as well, since that by itself would unlock many of the reform bottlenecks. This is a time of opportunity for the Indian economy. There is a real chance to build on the successes already achieved, which are significant, especially when compared with India's historical experience. It is also clear at this stage in the reform process that the economic policy priorities that would bring most long-term economic benefit are those that would also benefit the poor, both directly and indirectly. More rapid economic growth is essential for rising living standards and poverty reduction. But it is not enough by itself. We know what works and we have clear empirical evidences where, India has already taken important steps in the right direction. However, bigger steps, taken more boldly, would bring likewise greater rewards. For the growth of GDP in a developing country like India participation of women in every aspect of life is very important as they are also an important part of the Indian population and collectively contribute to the development of a democratic country.

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On February 13th, 2019, the Supreme Court of India gave a decision to evict Tribals and Other Traditional Forests Dwellers (OTFD) from the forests based on the case filed by Wildlife Organization and retired forest officers in 2008, which have challenged the constitutional validity of the Forest Rights Act 2006 and argued that it encourages encroachment of forestland. This decision could affect around 11.3 lakh families living in the forests as estimated by the Forest department. However according to the Ministry of Tribal Affairs (MOTA) this judgment could impact around 20 lakh tribals and forest-dwelling households. As on November 30, 2018, 19.39 lakh claims had been rejected across the country. Therefore according to this data more than 10 million tribals and OTFD would get affected from this judgement.

What is Forest Rights Act 2006? Forest Rights Act gives the individual and the community the rights to hold and live in the forest land under the individual or common occupation for habitation. It gives the individual and the community to manage and use the forest and its resource (Minor Forest Produce) for their livelihood and income generation. *Gram Sabha* shall be the authority to initiate the process for determining on individual or community forest rights given to the tribals or OTFD. It will maintain the register that will contain forest land records. Aggrieved person (within 60 days) shall put a petition to the *Sub-Divisional committee* and it shall not be disposed unless he has been given a reasonable opportunity to present his case. *Sub-Divisional committee* shall examine the resolution passed by the *Gram-Sabha* and prepare the record of forest rights and forward it to District Level Committee through Sub-Divisional Officer.

Aggrieved person (within 60 days) shall put a petition to the District-Level Committee, provided it has gone through the consideration of *Sub-Divisional committee* and it shall not be disposed unless he has been given a reasonable opportunity to present his case. If the District-Level Committee is rejecting or modifying any claims put by *Gram Sabha* or Claimant then it should provide it in writing to *Gram Sabha* and claimant with the detailed reasons. Ultimately it will be *Gram Sabha* who will verify and ratify the changes made by District Level Committee and will authorize the District Level Committee to either give or reject patta (authorised letter over land).

The judgement by the Supreme Court was challenged by the MOTA which is the nodal agency to protect the FRA. Based on the petition filed by MOTA stay order was issued on 28th February 2019. According to FRA "Section 4(5) no member of a forest dwelling ST or other TFD shall be evicted or removed from forest land under his occupation till the recognition and verification procedure is complete." In the affidavits filed by the 20 states based on rejection or acceptance of the claims, the Supreme Court asked the proofs whether the due process for the recognition and verification procedure was followed on the claims, to which the state did not have any answer. Here question arises as to how the 20 states without following any due process can file affidavits on rejecting or accepting any claim? As per the FRA, those OTFD who have primarily resided in and depend on the forest or forest land for bona fide livelihood needs for three generations prior or for more than 75 years before 13th December 2005 shall be given the rights to hold and live in the forest

land. Forest bureaucrats find it difficult to determine the duration of the stay of OTFD and therefore they fear that this could be leveraged by forest encroachers to capture forest areas. Based on this the second question that arises is that how do OTFDs (other traditional forest-dwellers) prove continuous residence or dependence in the areas being claimed for three generations, that is, 75 years? It is noticed that the oral histories and testimonials from village elders are legally acceptable forms of evidence but the bureaucratic takeover of the claim process has resulted in this provision being largely ignored. The only solution to this lies in the formation of 'Forest Management Committee' provision given in Section 4(e) of FRA, which will be managed and controlled by the *Gram Sabha*.

The rejection of claims over forest land and the due process not followed to reject it is basically a clear example of not recognizing *Gram Sabha* at the village level by the forest bureaucrats. In some cases the claims were rejected based on the satellite picture and not based on ground surveys. There are village areas which do not even have *Gram Sabha* which makes the process even more complicated. It is the responsibility of the forest bureaucrats to form *Gram Sabha* where they do not exist. And if in these years they are not formed then the intentions of the bureaucrats should be questioned. Ultimately it is seen that transparency and distributive justice is not kept in this whole exercise. The need of the hour is to regularize and formalize *Gram Sabha* decisions and follow the rules given in FRA in all the decisions related matters over forest land and resources. Unless it is done this problem will continue. □



On the occasion of the 150th Birth Anniversary of Mahatma Gandhi, Indian Social Institute organised two programmes on the Gandhian theme of "Hind Swaraj". The first programme was the Seventh Paul de la Gueriviere Memorial Lecture, which was held on 1st February, 2019. The lecture on "Hind Swaraj: Then and Now" was delivered by Dr. Tridip Suhrud, an eminent political scientist and currently Professor and Director at the Centre for Environmental Planning and Technology (CEPT) University Archive, Ahmedabad

and the Chairman of Governing Council of Mudra Institute of Communications (MICA), Ahmedabad. Dr. Neera Chandhoke, a retired professor from the Department of Political Science, University of Delhi, was the chairperson for the programme. The programme began with the rendition of Gandhiji's favourite hymn "Vaishnav Jana To" by the students of Mater Dei High School, Delhi. Dr. Denzil Fernandes, the Executive Director of ISI, welcomed the speaker and the guests by stressing on the need for reflecting on the life, thought and writings of Mahatma Gandhi in these turbulent times in the country. In his hour long lecture, Dr. Suhrud traced the historical context of the journey of Mahatma Gandhi from London to

South Africa in 1909, during which he articulated his political thought in nine days that resulted in the book "Hind Swaraj". The emphasis on self-rule and non-violence in political struggles is relevant even today in India and throughout the world. The programme concluded with a vote of thanks by Mr. Rajeev Kapoor.

The second programme was a two day workshop on "Hind Swaraj Today" by Dr. Tridip Suhrud on 2-3 February, 2019. The workshop was a serious attempt to understand the life and thought of Mohandas Karamchand Gandhi. It involved an in-depth reading of the text to comprehend its philosophical, cultural and political assumptions and cover a gamut of meanings that have been read into the text in the last three decades and their resonance for our times. Fourteen participants from different parts of the country participated in the workshop and were enriched with the insights gained from it.

Denzil Fernandes

National Workshop – "Looking towards Future: A Way out for the Communities Engaged in "Unclean" Occupations"

Department of Dalit Studies organized a two-day national workshop "Looking towards future: A Way out for the Communities Engaged in "Unclean" Occupations" on 29th & 30th March 2019. A total of forty participants were present in this workshop from over ten states, including Delhi, Haryana, Uttar Pradesh, Bihar, Madhya Pradesh, Chhattisgarh, Gujarat, Andhra Pradesh, Tamil Nadu and Karnataka. The workshop had two-panel discussions followed by question-answer session and sharing of state representative perspectives.

The first day of the workshop started with a welcome address by Dr Denzil Fernandes, Executive Director of ISI, New Delhi,

followed by a brief introduction of participants and panelists. This was followed by a presentation by Ratnesh Katulkar, based on the department's engagement with "Discrimination and Exclusion in Education: A study of the children of communities of "Unclean" occupations" for over the past four years.

The main session of the day was a panel discussion led by Dr. Selvaraj, Executive Director ISI Bangalore with a panel consisting of eminent activists, Ms. Annie Namala, Executive Director, Centre for Social Equity and Inclusion, New Delhi; Mr. Martin Macwan Executive Director, Navsarjan Trust, Ahmedabad; and eminent scholar



Prof. N. Sukumar of University of Delhi. The discussion was followed by questions and clarifications. The theme of the panel was education (formal, technical & vocational) as a way out for occupational mobility of the communities engaged in "unclean" occupations. Ms. Namala emphasised on the role of community mobilization, networking and advocacy in policy push for

occupational mobility of the target population.

In the evening session, the state representatives from Uttar Pradesh, Haryana, Karnataka, Madhya Pradesh and Chhattisgarh, along with Ms. Rehana Mansoori of Dalit Foundation, Urai, Uttar Pradesh, shared their experiences with the community, and their approach and efforts for the way out for the communities traditionally engaged in "Unclean" occupations. The activities of this day were anchored by Dr. Archana Sinha.

The second day of the workshop was anchored by Ms. Renuka Ramanujam. The day started with sharing session by the state representatives from Bihar, Gujarat and Tamil Nadu. Additionally, Ms. Manisha and Ms. Rajani of Swabhiman Foundation of Haryana also shared their views and efforts for the upliftment of the community. Mr. Paulraj presented major highlights of the discrimination and exclusion study in education, carried out in southern states.

The panel discussion on the second day was chaired by Dr

Teena Anil, Assistant Professor, Ambedkar University, New Delhi (AUD). The panelists, Mr. Wilson Bezwada, Executive Director, Safai Karmachari Andolan, Ms. Amrita Gupta, Director of Research, Advocacy & Communication, Azad Foundation and Mr. Karandeep Bhagat, Senior Coordinator, Centre for Social Equity and Inclusion, New Delhi. The panel discussed on occupational mobility of the target population through livelihood/ employment skills training for alternative employment. The panel successfully discussed and shared some evidences from fields on female participation and their success as role models for others in finding place for themselves in not so traditionally female employment sectors like IT, transport (driving), new technology (mobile repair), photography, mechanics, etc..

In the concluding session, Dr. Paul D'souza led the session on a way forward and Mr. Shabih Anwer presented the major points that emerged in the discussions during the two days of the workshop. Apart from the pressing need for collective

conscience and access to quality education for children and youths of the community; some of the major suggestions for way forward that came out from active participation of almost all present, were leaving all the occupations termed unclean, promoting innovations and use of technology for cleaning jobs, good governance for abolition of untouchability, need to introduce papers on constitutional studies and Human rights appropriately designed for all levels of education, creation of environment to build leadership and agency for empowerment and leadership, and state and national level networking. The effective participation of all the participants made the session fruitful with concrete proposals to carry forward after the workshop. There was consensus of all the participants that the members will stay connected in a forum, and the representatives from each state will organize similar workshops at the state level with the help of ISI, New Delhi.

Ratnesh Katulkar & Shabih Anwer

Residential Workshop on "Journalism and Writing Skills"



Two workshops, with an objective of developing skills and enhancing competencies among the marginalized youths on "Journalism and Writing Skills" was organized by the Department of Tribal Studies (DTS) during the first three months of 2019. The first one was jointly organized in collaboration with 'Sambalpur Social Service Society', 'Jharsuguda' on February 22 to 24, 2019. Altogether 11 trainees including students BSW

College, Bihabandh, Sundargarh, A.S Jr. College, Sundargarh and other activists of grassroots NGOs actively participated. The workshop was mainly coordinated by Alma Grace Barla who is an Author and Social Worker. The main aims and prospects of this workshop was to sensitize the cadets on the issues of the excluded communities, at the same time also to enhance their capacities to strongly place the voice of these communities in the public domain. Additionally, the workshop also aimed at creating awareness among the learners on 'Media Ethics', 'Alternate Media', 'Relevance of Social Media', 'Right to Freedom of Speech and Expression', 'Information Technology Act', 'RTI',

'FIR' and many more. The pedagogy adopted was Documentary movie, Case Studies, Group Discussions, and Oral Narrative etc. The workshop concluded with a two-way feedback and creation of a whatsapp and blogger group. The whatsapp group shall function as a platform where the participants will share the news and other tribal issues from their respective locality.

Similarly, the second workshop was jointly organized in collaboration with Xavier Institute of Social Action (XISA), Raipur, Chhattisgarh in their premises. This workshop was organized from March 07 to March 09, 2019. The schedule blended theories and practical trainings as two sides of the same coin. It also witnessed Mr. John

Rajesh Paul (A senior and renowned journalist from Dainik Bhaskar) as a Guest Resource Person for a session on "Practical Aspects of Journalism and Writing Skills" on the second day. The other resource persons were- Dr. Anabel Benjamin Bara and Mr. Srijan Kishore from Indian Social Institute. Some of the key topics that were covered are- 'Critical analysis of Media coverage on Tribal issues and Challenges Ahead', 'Relevance of soft skills during Community Engagement', 'Contemporary Issues related to

Marginalized Communities', 'Building networks and sharing information through IT tools'. 24 participants, who were workers of seven NGOs successfully participated in the workshop. Additional objective of the workshop was also to develop confidence among the cadets to write for the monthly magazine "Hashiye Ki Awaz", which has been continuously published by the Department. The ground issues, that the mainstream media fails to map tribal issues, should also come to the notice of common people.

And therefore, the workshop had practical sessions on all the days post lunch. During the practical sessions, the participants were made to practice on filling RTIs, FIRs, shooting live videos on Facebook, Avoiding fake news, Identification of rumors, developing case studies and writing press releases.

Like the previous workshop, this also ended with formation of a separate whatsapp group for circulation of news of their locality/ field area.

Srijan Kishore

National Seminar on the "Contributions of Minorities to Nation Building"

A two day National Seminar on the "Contributions of Minorities to Nation Building" was held on 3-4 January, 2019, at Andhra Loyola College, Vijayawada. The seminar was jointly organised by Andhra Loyola College and Indian Social Institutes Delhi and Bangalore. The Seminar began with a welcome address by Dr. G.A.P. Kishore, Principal of Andhra Loyola College, who stressed on the need to highlight the contributions of minorities in

the country. Rev. Joseph Raja Rao, Bishop of Vijaywada, in his inaugural address pointed out to the many contributions made by Christians for the welfare of the citizens of India. Dr. Irfan Engineer, in his keynote address, stressed on the composite and syncretic culture of India, where all sections of society including minorities worked together right from the Independence struggle to all sectors of the economy today. During the course of the two-day



seminar, twenty two papers were presented by various academicians, research scholars and professors in colleges and universities all over India presented papers on the various contributions of minorities in India. The seminar concluded with a vote of thanks by Dr. S. Lourdunathan. □

Books Released

1. The book **"The Unravelling of MGNREGA"** by Archana Sinha and Denzil Fernandes is an outcome of a research study on "Implementation Status and Impact of MGNREGA in Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha and Uttar Pradesh". The study was conducted to capture the process of implementation of this landmark social security scheme and its impact on the lives and livelihoods of the rural poor. The research reports and the data collected in these six states were analyzed and presented in this book. This book is a joint publication of Gyan Publishing

House and Indian Social Institute.
2. The book **"Labour Migration in the Post Liberalization Era"** edited by Denzil Fernandes and P.O. Martin has been published by Christian Institute for the Study of Religion and Society (CISRS) and ISPCK. This book is an outcome of a national seminar on the same topic held on 18-19 August, 2018 at Indian Social Institute, Delhi. The book constitutes fifteen papers from academicians and research scholars from different parts of the country, who had presented them at the national seminar, highlighting various aspects of the challenges faced by labour migrants in different parts of the country.
3. The book **"Dalit Muslim"** by

Mukhtar Alam and Archana Sinha is a Marathi translation of the research study on "Dalit Muslims - Double Exclusion: A Study on the Dalit Muslims in Selected States of India". It was an effort to bring the issues concerning double exclusion of Dalit Muslims to the attention of policy makers and researchers. This was an imperative due to its policy implications and wider applicability in the discourse on social exclusion. This research conducted by Dr. Mukhtar Alam and Dr. Archana Sinha, was published in English by Indian Social Institute in 2010. Sugava Prakashan, Pune, published the Marathi translation of this book. □



Good outing makes a person relax and refresh from the routine work and is equally good for one's physical and mental health. Keeping the concerns of employees, the Institute had organized an annual picnic for staff. This year on 22nd February, we had a wonderful picnic at Pratapgarh Farm. This is located at Haryana and is famous for tasty cuisine and playful activities.

We left our office by bus at 8 am to ensure we reach early in the morning. As the place is located at a distance of 85 km, we reached there at 11 am. We were astonished to see that Pratapgarh Farm's staff were eagerly waiting for us. As a welcoming gesture, they put tilak on the forehead and gave a coupon to each of us. This welcome ceremony was enriched with the playing of traditional music of drum and trumpet by folk artists. We were served traditional foods for our breakfast and lunch which was very delicious. There were numbers of entertainments like camel ride, bullock carts, and other games in the farm where all the staff participated

according to their choices. All the participants enjoyed the picnic very much and were much refreshed and relaxed with this tour.



On 1st April 2019 the Institute has organized a farewell to Mr. Remandus Xalxo who served the Institute for the last 32 and half years. He joined ISI on 1st September 1986 in the Residence section of the Institute as a Kitchen Helper but with his hard work and dedication he reached to the post of Senior Chef. To appreciate and recognize his service, he was felicitated with bouquet and a gift. The Executive Director, Dr. Denzil Fernandes, presented a shawl and a letter of appreciation which was read by Mr. Michael. We congratulate him on his retirement and wish him all the best for his new journey of his life. On this occasion Mrs. Grace Dung Dung and Mrs. Nirmala, who completed 20 years of service in the Institute, were honoured with a shawl and memento given by the Executive Director.

John Kullu, Staff forum committee

BOOK POST

SUBALTERNS

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