

# **MANOHAR PARRIKAR INSTITUTE FOR DEFENCE STUDIES AND ANALYSIS**

## **FELLOWSHIP AWARDS (TERMS AND CONDITIONS) RULES 2011<sup>1</sup>**

### **Preamble:-**

The objective of these rules is to promote excellence in policy research by attracting, nurturing and retaining talented scholars. All fellowships are proposed to be awarded on merit through a selection process. The Fellowships will be contractual, project-based and award of fellowship will not confer any right to a permanent tenure at MP-IDSA.

### **1. Short Title and Commencement**

- (a) These rules may be called The Manohar Parrikar Institute for Defence Studies and Analyses Fellowship (Terms and Conditions of Award) Rules, 2011.
- (b) They shall come into force on the 31<sup>st</sup> day of January, 2012.

### **2. Applicability and Effect**

- (a) These Rules shall be applicable to individuals awarded fellowships as indicated in Schedule I to these Rules.
- (b) Notwithstanding anything contained in these Rules, the Executive Council may, by agreement with a Scholar, make such special provisions regarding his/her conditions of fellowship/assignment as it considers necessary. In the event of any conflict between these Rules and the special provisions, where formulated, the said special provisions shall prevail over these Rules. It is clarified that in such event, these Rules shall be applicable to such Scholars only to the extent that they are not inconsistent with the aforementioned special provisions.

### **3. Definitions**

In these Rules, unless there is something repugnant in the subject or context:-

- (a) "Appointed day" means the day on which these rules come into force.
- (b) "Scholar", means a person serving in the Institute under any research fellowship under these Rules.
- (c) "Deputation" means inducting an employee, on study leave or otherwise, of the Government of India and/or its instrumentalities (including but not limited to Ministries, defence services etc.), Universities, Colleges, Government or other bodies, selected to do research at the Institute.
- (d) "Selection Committee" means the Committee appointed by the Director General or the Executive Council of the Institute in accordance with Schedule - I of the Rules.
- (e) All words and expressions used but not defined in these rules shall have the meaning assigned to them in the 1984 Rules viz., The Manohar Parrikar Institute for Defence Studies and Analyses (Recruitment and Promotion) Rules, 1984; The Manohar Parrikar Institute for Defence Studies and Analyses (Classification, Control and Appeal) Rules, 1984; and The Manohar Parrikar Institute for Defence Studies and Analyses (Conduct) Rules, 1984.

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<sup>1</sup> Updated upto 3<sup>rd</sup> Joint Meeting of Human Resource & Academic Sub-Committee (HR&AC) and Finance & Administrative Sub-Committee (F&AC) held on 11<sup>th</sup> October 2023 and approved by the EC through circulation.

## **CHAPTER II**

### **FELLOWSHIP POSITIONS & DESIGNATIONS**

#### **4. Positions under the Institute**

- (a) The Fellowship positions under the Institute shall be divided according to their scales into grades and categories as specified in Schedule I to these Rules.
- (b) The Executive Council may:
  - i. create any new grade of Fellowship;
  - ii. abolish any grade of Fellowship; or
  - iii. Transfer any Fellowship from one grade to another; and thereupon Schedule I to these Rules shall be amended in accordance with such direction.
  - iv. In case of non-availability of suitable candidates with prescribed qualifications, MP-IDSA reserves the right to relax prescribed qualifications for candidates found more suitable for the position with relevant experience and expertise in the specified field".<sup>2</sup>
  - v. This stipulation will also be inserted in the advertisement for the Fellowship position(s). However, the relaxation would be done only with the approval of President, MP-IDSA.

#### **5. Award of Fellowships**

The number of Fellowships to be awarded shall be determined by the Executive Council and may vary each year depending on the Institute's budget provision and other resources, such as projects, grants etc. from Government of India or other organization.

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<sup>2</sup> Decided by EC in its 157<sup>th</sup> Meeting held on 28 September 2015 vide Agenda Item No 3.

## CHAPTER III

### RECRUITMENT AND EXISTING SCHOLARS

#### 6. Fellowship Awards

All Fellowships awarded under these Rules shall be governed by the conditions contained in the respective contracts.

#### 7. Appointments of Associate Fellows, Research Fellows, Research Fellow (Selection Scale), Senior Fellows and Professor Research<sup>3</sup>

Appointment / recruitment of all scholars in the Pay Band 3 and above shall be appointed by a Selection Committee duly constituted by the Director General. The selected candidates shall, however, be appointed only after their selection is approved by the Executive Council.

#### 8. Award of Fellowships

- (a) Award of Fellowships under the Institute may be made by direct selection or deputation as provided in these rules
- (b) The Appointing Authority shall in each case determine the method by which fellowship appointments are made, save where specific provisions have been made in these Rules.

#### 9. Tenure of Fellowships

- (a) The fellowship shall be awarded for a term of three years. Award of fellowship for a shorter period can be considered when the research agenda is limited. During the period of the fellowship, the concerned scholar shall fulfill the work norms as laid down in the letter of award of Fellowship. The DG, MP-IDSA shall, in consultation with the HR&FC prescribe work norms for each category of fellows.
- (b) Renewal of fellowships for a period not exceeding three years at a time shall be awarded when the concerned scholar submits a written application for extension/renewal of tenure and after his/her performance during the tenure of previous fellowships, as well as the research proposal for the fresh term for which fellowship has been sought, has been duly scrutinized and found suitable by a committee constituted by the Appointing Authority.<sup>4</sup>
- (c) "Scholars having completed 15 years of service with MP-IDSA may be granted further extension by the DG once their Research proposals are approved by the DG in consultation with another Expert/EC Member. DG thereafter will inform the EC".<sup>5</sup>
- (d) Work Norms Covered Under 1984 Rules - The work norms applicable to Research Fellows under the Fellowship Scheme will be applicable to all Senior Research Associates working at MP-IDSA who are governed under the 1984 Rules.

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<sup>3</sup> Decided by EC in its 164<sup>th</sup> Meeting held on 27<sup>th</sup> June 2019 vide Agenda Item No 7.

<sup>4</sup> Decided by EC in its 153<sup>rd</sup> Meeting held on 09<sup>th</sup> September, 2013 vide Agenda Item 7.

<sup>5</sup> Decided by EC in its 164<sup>th</sup> Meeting held on 27<sup>th</sup> June, 2019 vide Agenda Item No 4.

In order to ensure accountability the following measures are specially approved:

(i) The work norms specified for Research Fellows will be applicable to the Senior Research Associates.

(ii) The period for purposes of work norms will be applicable in a three years cycle commencing 1<sup>st</sup> April 2015.

(iii) Their applications for higher levels of Fellowship under the Fellowship Awards (Terms and Conditions) Rules 2011 will be considered based on completion of work norms and annual performance appraisal.

(iv) In case the work norms are not fulfilled during a three years cycle the scholar will not be granted annual increment.

(v) Annual increment to the Scholar will be resumed only if the work norms are fulfilled within the next one year and increment for the extended period will be forfeited.

(vi) In case of the work norms not being completed within one year after the cycle ends the Scholar will be reverted to lower level i.e. Research Associate.<sup>6</sup>

(e) **Work Norms** - The aspect of work norms has been codified into three distinct categories i.e. Minimum Work Norms, Credible Research Work and Informal Category. The work norms in a tabulated form are appended at Schedule II attached<sup>7</sup>.

(f) **Quantification of Work Norms** – In conjunction with the work norms as tabulated at Schedule II, a quantification table to take into account various other research as well as institutional work done by scholars has been worked out. This quantification table is to be read in conjunction with the work norms and scholar in each grade would be required to accrue requisite credit points as per the table. The Quantification Table is appended at Schedule III of the Rules<sup>8</sup>.

## 10. **Appointment of Scholars on Deputation**

Persons taken on deputation shall be selected by a Committee constituted by the Director General and their appointment shall be subject to ratification by the Executive Council.

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<sup>6</sup> Decided by EC in its 157<sup>th</sup> Meeting held on 28<sup>th</sup> September, 2015 vide Agenda Item No. 11.

<sup>7</sup> Decided by EC in its 164<sup>th</sup> Meeting held on 27<sup>th</sup> June, 2019 vide Agenda Item No 3.

<sup>8</sup> Decided by HR & A Sub-Committee Meeting held on 28<sup>th</sup> September, 2021, approved by the EC by circulation.

## **11. Leave of Absence<sup>9</sup>**

- (a) Scholars under the Fellowship scheme, governed by these Rules, who are desirous of availing leave of absence to pursue fellowship of upto 90 days (plus an extension upto 30 days from the accrued EL) in India or abroad may be permitted leave of absence once per fellowship term. They would be required to join MP-IDSA after expiry of the leave for the balance tenure of their fellowship at MP-IDSA failing which the scholar would be liable to repay to the Institute the salary paid to him/her during the Fellowship period along with interest on the same. However, each such case will be decided on merits by the Institute. Also, they would be required to complete their stipulated work norms within the remaining period of fellowship term.
- (b) Scholars seeking leave for Fellowship of duration more than 90 days (excluding EL upto 30 days) and upto 180 days, may be granted leave of absence without pay. They shall be required to pay his/her contribution to CPF and also the Institute's share of CPF for the period of leave of absence.
- (c) Leave of absence for fellowship would normally not be granted more than 180 days, except in cases which are considered exceptional and contribute to Institute's requirements. Such cases will have to be approved by the EC.

## **12. Deputation Allowance**

Scholar(s) taken on deputation to the MP-IDSA may be given deputation allowance in accordance with the guidelines prescribed by the Executive Council.

## **13. Incentive**

The Institute may grant performance - linked incentives to Scholars in accordance with guidelines/schemes duly approved by the Executive Council from time to time, subject to their fulfilling the prescribed work norms.

## **14. Permission for Undertaking Consultancy or External Assignments**

Scholars may be permitted, to take up consultancy or external assignments, given by other organizations with the prior permission of the Director General, MP-IDSA provided that:-

- (i) such consultancy or assignment does not interfere with the Institute's work and the scholar continues to fulfill his or her performance norms and discharge any other responsibility assigned to the scholar; and
- (ii) such assignments are permissible under the guidelines approved by the Executive Council from time to time.

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<sup>9</sup> **Approved by EC through circulation email dated 20<sup>th</sup> October 2023 following the 3<sup>rd</sup> EC Meeting held on 08th May, 2020 Joint Meeting of Human Resource & Academic Sub-Committee (HR&AC) and Finance & Administrative Sub-Committee (F&AC) held on 11<sup>th</sup> October 2023**

## CHAPTER IV

### **15. Reservations & Special Benefits**

- a) Nothing in these rules shall affect reservation, relaxation of age limit and other concessions required to be provided for the Scheduled Castes and Scheduled Tribes and other special categories of persons in accordance with applicable law promulgated by the Union Government.
- b) Implementation of Reservation Policy for various categories of research scholar was presented in the 165<sup>th</sup> EC Meeting held on 08<sup>th</sup> May, 2020. DG, vide his email dated 13<sup>th</sup> July, 2020 sought concurrence of the EC on the issue. EC gave its concurrence for implementing the reservation policy for all categories of research staff.<sup>10</sup>

### **16. Termination of Fellowship**

The services of scholars appointed under these rules may be terminated in accordance with the provisions contained in their respective contracts or as decided by the appointing authority.

### **17. Age Limits for Fellowship<sup>11</sup>**

- (a) A scholar may remain on a fellowship position till the age of 60 years.
- (b) The upper age limits for recruitment at various Fellowship positions are as following (Only for Fresh/New entrants and not for Existing Scholars of the Institute):

(i) Senior Fellow	:	52 years
(ii) Research Fellow (Selection Scale)	:	50 years
(iii) Research Fellow	:	50 years
(iv) Associate Fellow	:	45 years
(v) Research Analyst	:	35 years
- (c) The fellowship shall conclude on the afternoon of the last date of the month in which a scholar attains the age of 60 years. In case the date of birth of a scholar falls on the 1<sup>st</sup> day of the month, his/her fellowship will be deemed to have concluded with effect from the afternoon of the last date of the preceding month.
- (d) The Institute may also follow and implement the rules relating to compulsory termination of fellowship if continuation of fellowship is not considered beneficial to the Institute any more.
- (e) Scholars may be retained in the Institute beyond the age of 60, up to the maximum age of 70, on contract, after appraisal by the Executive Council and for reasons to be recorded in writing.

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<sup>10</sup> Approved by EC through circulation email dated 13th July 2020 following the 165<sup>th</sup> EC Meeting held on 08<sup>th</sup> May, 2020.

<sup>11</sup> Approved by EC through circulation email dated 13<sup>th</sup> July 2020 following the 165<sup>th</sup> EC Meeting held on 08<sup>th</sup> May, 2020 and superseding earlier age limit set in the 157<sup>th</sup> Meeting of EC held on 28<sup>th</sup> September, 2015.

- (f) A scholar may, by notice of one month in writing addressed to the Appointing Authority, may choose to terminate his/her Fellowship at the Institute.
- (g) The Appointing Authority may, if it deems proper in any special circumstances, permit a scholar to terminate his/her Fellowship at the Institute by notice of less than one month.

**18. Pay and Allowances**

The scholars of the Institute shall be governed, in the matter of pay and allowances, by the same terms and conditions as approved by the Executive Council from time to time.

**19. Conduct of Scholars**

The MP-IDS (Classification, Control and Appeal) Rules, 1984 and the Manohar Parrikar Institute for Defence Studies and Analyses (Conduct) Rules 1984, as amended from time to time shall be applicable to the scholars of the Institute to the extent that they are not in conflict with these Rules.

**20. Promotion of the Institute's Interests**

Every scholar shall endeavour to promote the interests of the Institute and the values and objectives enshrined in its vision statement as incorporated in these Rules, see **Schedule IV** for details.

**21. Interpretation**

Where a doubt arises in regard to the interpretation of any of the provisions of these rules or the regulations made there under, the matter shall be referred to the Director General, subject to ratification by the Executive Council whose decision thereon shall be final.

**Schedule – I**  
**(Manohar Parrikar Institute for Defence Studies and Analysis**  
**Fellowship Awards (Terms and Conditions) Rules 2011**

Sl. No.	Name of Post	Scale of Pay (as Per 6 <sup>th</sup> Pay Commission)	Whether selection or non-selection post	Education and other qualification requirements	Period of Contract	Methods of awarding Fellowship	Appointing Authority
1	2	3	4	5	6	7	8
1.	Professor Research	PB-4: 37,400-67,000 Grade pay 10,000/- Plus Special Pay to be prescribed by the Executive Council.	Selection	PhD or M Phil (at least B+) or MA/BE/MSc/M Tech degree (at least second class) with a minimum research experience of 12, 15 or 18 years respectively  Candidates possessing Ph.D. will be given preference  Desirable: published work of a high order peer reviewed.	Up to Three years  Probation period : 06 months	By Direct selection: (As advertised from time to time)  By Deputation	Executive Council on the recommendation of the Selection Committee duly constituted by the Director General.



Sl. No.	Name of Post	Scale of Pay (as Per 6 <sup>th</sup> Pay Commission)	Whether selection or non-selection post	Education and other qualification requirements	Period of Contract	Methods of awarding Fellowship	Appointing Authority
1	2	3	4	5	6	7	8
2.	Senior Fellow  Maximum age on entry – 52 years (vide Circulation Email dated 13 <sup>th</sup> July 2020 following 165 <sup>th</sup> Meeting of EC)	PB-4: 37,400-67,000 Grade pay 10,000/-	Selection	PhD or M Phil (at least B+) or MA/BE/MSc/M Tech degree (at least second class) with a minimum research experience of 10, 13 or 16 years respectively  Candidates possessing Ph.D. will be given preference  Desirable: published work of a high order peer reviewed	-do-	-do-	Executive Council on the recommendation of the Selection Committee duly constituted by the Director General.

Sl. No.	Name of Post	Scale of Pay (as Per 6 <sup>th</sup> Pay Commission)	Whether selection or non-selection post	Education and other qualification requirements	Period of Contract	Methods of awarding Fellowship	Appointing Authority
1	2	3	4	5	6	7	8
3	Research Fellow (Selection Scale)  Maximum age on entry – 50 years (vide Circulation Email dated 13th July 2020 following 165th Meeting of EC)	PB-4: 37,400-67,000 Grade pay 8,700/-	Selection	PhD or M Phil (at least B+) or MA/BE/MSc/M Tech degree (at least second class) with a minimum research experience of 7, 10 and 13 years respectively  Candidates possessing Ph.D. will be given preference Desirable: published, peer reviewed work of a high order.	-do-	-do-	Executive Council on the recommendation of the Selection Committee duly constituted by the Director General.

Sl. No.	Name of Post	Scale of Pay (as Per 6 <sup>th</sup> Pay Commission)	Whether selection or non-selection post	Education and other qualification requirements	Period of Contract	Methods of awarding Fellowship	Appointing Authority
1	2	3	4	5	6	7	8
4	Research Fellow  Maximum age on entry – 50 years (vide Circulation Email dated 13th July 2020 following 165th Meeting of EC)	PB-3: 15,600-39,100 Grade pay 7,600	Selection	PhD or M Phil (at least B+) or MA/BE/MSc/M Tech degree (at least second class) with a minimum research experience of 5, 8 or 10 years respectively Candidates possessing Ph.D. will be given preference Desirable: published, peer reviewed work of a high order	-do-	-do-	Executive Council on the recommendation of the Selection Committee duly constituted by the Director General.
5	Associate Fellow  Maximum age on entry – 45 years (vide Circulation Email	PB-3: 15,600-39,100 Grade pay 5,400/-	Selection	PhD or M Phil (at least B+) or MA/BE/MSc/M Tech degree (at least second class) with a minimum research experience of 2, 3 or 4 years respectively  Candidates possessing Ph.D. will be given	-do-	-do-	Executive Council on the recommendation of the Selection Committee duly constituted by the Director General.

Sl. No.	Name of Post	Scale of Pay (as Per 6 <sup>th</sup> Pay Commission)	Whether selection or non-selection post	Education and other qualification requirements	Period of Contract	Methods of awarding Fellowship	Appointing Authority
1	2	3	4	5	6	7	8
	dated 13th July 2020 following 165th Meeting of EC)			preference  Desirable: published, peer reviewed work of a high order			

**Schedule – II**  
**(Refers to Chapter – III, Para – 9 (e))**  
**Work Norms**

**(Fellowship 3 Years Cycle)**

<b>Senior Fellow, Research Fellow (Selection Scale), Research Fellow and Senior Research Associate</b>	<b>Associate Fellow</b>
<p><b>1. <u>Minimum Work Norms</u></b> (to be completed by scholars to be eligible for renewal of contract)</p> <ul style="list-style-type: none"> <li>• Publish a book as intimated in the proposed research agenda, of about 50,000 words three months before completion of three years' term.</li> <li>• Publish Three Fellow Papers during the period of Fellowship.</li> </ul> <p><b>2. <u>Credible Research Work</u></b>            Such as policy brief/ issue brief, book review, web commentary, op-ed, articles, essays, occasional papers, book chapter and any other work assigned by the MP-IDSA would be adequately recognized and compensated against his/her work norms.</p> <p><b>3. <u>Informal category</u></b>            The research work undertaken by scholars in their personal capacity should be brought to the notice of the DG/DDG.</p>	<p><b>1. <u>Minimum Work Norms</u></b> (to be completed by scholars to be eligible for renewal of contract)</p> <ul style="list-style-type: none"> <li>• Publish a monograph of approximately 20,000-25,000 words two months before completion of three years' term.</li> <li>• Publish Three Fellow Papers during the period of Fellowship.</li> </ul> <p><b>2. <u>Credible Research Work</u></b>            Such as policy brief/ issue brief, book review, web commentary, op-ed, articles, essays, occasional papers, book chapter and any other work assigned by the MP-IDSA would be adequately recognized and compensated against his/her work norms.</p> <p><b>3. <u>Informal category</u></b>            The research work undertaken by scholars in their personal capacity should be brought to the notice of the DG/DDG.</p>

**Note:** Updated as per decision taken at the 164<sup>th</sup> EC Meeting held on 27<sup>th</sup> June 2019

**Schedule – III**  
**(Refers to Chapter – III, Para – 9 (f))**

**The Quantification of Work Norms**

Point Based Evaluation of Responsibilities/Research Works			
	Work	Credit Points (each)	Maximum points that can be scored
i.	Book (50,000 words +)	60	60
ii.	Monograph (maximum two) (25,000 Words)	30	60
iii.	Occasional paper (maximum three)	10	30
iv.	Fellowship presentation	5	15
v.	Research paper (Three during the Fellowship period) and its publication ( <i>Strategic Analysis</i> , <i>JDS</i> and any other refereed journal outside MP-IDSA)	10 (after publication)	30
vi.	Commentaries/Strategic Essays in <i>Strategic Analysis/JDS</i>	5	15
vii.	Asian Strategic Review (ASR)/Year book/Book chapters (peer-reviewed/refereed) (About 5000words)	10 per chapter	30
viii.	Issue Briefs/Policy briefs on Institute website	5 per brief	30
ix.	MP-IDSA subject specific Task force reports (constituted and mandated by MP-IDSA). May be collaborative work.	10 per report	30
x.	Commentaries(including web)/newspaper articles/Govt websites/Book Reviews	2(3 for Institute web comment)	20
xi.	Members of the Editorial Boards - Journals & Website/Nominated reviewers	3 per year	9
xii.	Web-Editor/Managing Editor	5 per year	15
xiii.	Organisation of MP-IDSA's conferences (ASC, SAC, WAC).	10 per conference	20
xiv.	Editing of the Book (proceedings of the Seminar and other assigned works)	10 per book	20
xv.	Staff Representative	3 per year	9
xvi.	Presentation in Conferences	2 per conference	18
xvii.	Monday morning presentation	2	10

xviii.	Coordination for Morning Meeting	5 per year	15
xix.	Presentation in bilaterals/preparation of report	2	8
xx.	Organisation of Bilateral/Multilateral Meetings	3 per meeting	12
xxi.	Heads of Training Programmes	15 per year	15
xxii.	RA's working in Training Programmes/Conferences	3 per event	15
xxiii.	MEA/MHA/MoD projects (daily, weekly, fortnightly, monthly) (Some projects like the Pakistan/PoK are running for more than 10 years)	8 per year	24
xxiv.	Editing / coordinating Newsletters ( <i>Strategic Digest, Newsletters</i> etc)	5 per year	15
xxv.	Inputs for Newsletters/Ask the Expert	1 per input	10
xxvi.	Lectures/training programmes organised by MP-IDSA	2 per lecture	10
xxvii.	Lectures/training programmes outside MP- IDSA	2 per lecture	10
xxviii.	Preparing inputs for the government (mandated by DG, MP - IDSA) <sup>12</sup>	1-5	10
xxix.	Centre Co-ordinators	5 per year	15
xxx.	Speech Writing	5 per year	15
xxxi.	MP-IDSA Institutional Committees- head/ member	2/1 per committee	6
xxxii.	<i>Any other activity not mentioned in the list will be weighted through consultation between the DG and concerned CCs/Project Leaders / Coordinators of Projects etc.</i>		

**Note:**

(a) Within the fellowship period scholars must accrue credit points as under:

- (i) Research Fellows and above – 100 points
- (ii) Associate Fellows – 75 points
- (iii) Research Analysts – 30 (in two years)

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<sup>12</sup> In some cases where the inputs require extensive research, the points are to be determined by DG on case-to-case basis.

(b) In case of collaborative work within the Institute which may be co-authored or co-edited, the sharing of credit would be decided by the lead author/editor in consultation with the collaborating team.

(c) In case of collaborative work with an outside author, if he/she is the lead author the scholar would get up to 80 per cent of the points. If not, proportional credit would be given, not exceeding 50 per cent.



## **Schedule – IV**

### **(REFERS TO PARA 20 OF FELLOWSHIP RULES 2011)** **MP-IDSA's VISION STATEMENT**

#### **Preamble:**

The Manohar Parrikar Institute for Defence Studies and Analyses is a non-partisan, autonomous body dedicated to objective research and policy relevant studies on all aspects of defence and security.

To achieve its goals, the Institute undertakes:

- a) Scholarly research;
- b) Policy-oriented research;
- c) Dissemination of research findings;
- d) Training and capacity building; and
- e) Public education.

#### **Mission Statement**

To promote national and international security through the generation and dissemination of knowledge on defence and security-related issues.

#### **Core Values**

The Institute shall uphold the following core values as its guiding principles:

- Integrity and Honesty
- Commitment
- Professionalism
- Pursuit of excellence
- Teamwork
- Innovation and Creativity

#### **Envisioned Future**

**The Manohar Parrikar Institute for Defence Studies and Analyses will be a world class think tank in the sphere of defence and security studies, most sought-after in India and among the most respected in the world.**

We shall be recognized worldwide for the quality and impact of our research and analytical studies. Our scholars will produce research of the highest quality and render the best possible policy advice on security challenges facing the country. We will set the standard for the creation and dissemination of knowledge, insights, information and policy options for the nation's defence and international security. Our team of scholars and staff will be among the best in the nation and be recognized as the country's foremost experts in their area of work.

In order to achieve its overarching goal, the Institute will develop the following distinctive attributes:-

**As Centre of Excellence MP-IDSA shall be:**

- 1) Able to attract leading and committed scholars in the field of security studies;
- 2) Respected in Government, academia, media and the broader strategic studies' community;
- 3) Able to attract increased investment in research, policy studies, knowledge dissemination and Track II activities;
- 4) Admired for setting standards;
- 5) Governed by a forward-looking, dynamic and efficient leadership.

**As a Knowledge-driven think tank, the Institute shall:**

- 1) Focus on policy oriented research and analysis;
- 2) Excel at conducting research and analytical studies, leading to new insights and effective policy options;
- 3) Nurture genuine scholarship and creativity;
- 4) Promote team work and engage in productive partnerships;
- 5) Forge strong inter disciplinary programmes;

**The Institute shall strive to make a difference by:**

- 1) Generating policy options for enhancing national and international security;
- 2) Providing policy inputs for the country's security policies and management of the country's security apparatus.