



सत्यमेव जयते  
Government of India

**NCGG**  
National Centre for Good Governance  
*The Torch Bearer of Good Governance*

# Annual Report | 2020-21

National Centre for Good Governance

An Autonomous Institution of Department of Administrative Reforms & Public Grievances  
Government of India

**2020-21**

**ANNUAL REPORT – 2020-21**

**ANNUAL REPORT**



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An Autonomous Institution of Department of Administrative Reforms & Public  
Grievances, Government of India

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## INTRODUCTION

### I. About the Centre:

The National Centre for Good Governance (NCGG) is an autonomous institute under the aegis of Department of Administrative Reforms and Public Grievances, Government of India. Its head office is at New Delhi and branch office at Mussoorie.

The NCGG has been set up to assist in bringing about governance reforms through studies, training, knowledge sharing and promotion of good ideas. It seeks to carry out policy relevant research and prepare case studies; curate training courses for civil servants from India and other developing countries; provide a platform for sharing of existing knowledge and pro-actively seek out and develop ideas for their implementation in the government, both at the National & International Level.

### II. Mandate of NCGG:

The National Centre for Good Governance is envisaged to be the apex think- tank of the country that would guide Government and help in implementing good Governance reforms. It seeks to be a high-level institute for research and

implementation with its jurisdiction all over India.

### III. Objectives:

The objectives and functions of NCGG are:

- i. To be a think tank for governance & policy reforms, cutting across administrative, social, economic and financial spheres
- ii. To function as a national repository on information on best practices, initiatives and methodologies that promote Good Governance, e-Governance, innovation & change management within the government
- iii. To initiate and participate in action research and capacity building on various aspects of regulatory and development administration, public policy, governance and public management at National/State & local levels
- iv. To advise on key issues in governance and develop synergy across various Ministries/ Departments of GoI, and State Governments

- v. To promote sharing and replication of innovative ideas and best practices in Governance and capacity building in the above spheres
- vi. To engage in provision of consultancy services in and outside the country.
- vii. To interact with national and international organizations, in and outside government, engaged in research

#### **IV. Governing Body:**

NCGG is governed by a Governing Body, under the Chairmanship of the Cabinet Secretary. The

affairs of the Society are being managed under the overall superintendence, direction and control of the Governing Body. The composition of the members of the Governing Body is listed in *Annexure I.*

#### **V. Management Committee:**

NCGG has a Management Committee with Secretary, Department of Administrative Reforms & Public Grievances as the Chairperson. The composition of the members of the Management Committee is listed in *Annexure II.*

## ACTIVITIES OF NCGG DURING THE YEAR 2020-21

### I. Two-Day Multi Country NCGG - ITEC Programme for the Nations of East Africa, Central Asia and South Asia on 'COVID – 19 – Good Governance Practices in a Pandemic' on 18<sup>th</sup> June 2020 – 19<sup>th</sup> June 2020



The Two-day Workshop is jointly conceptualized by the Ministry of External Affairs, Department of Administrative Reforms and Public Grievances and National Centre for Good Governance with the objective of disseminating India's good governance practices in fighting the COVID-19 pandemic to ITEC countries.

The workshop included esteemed chairman and eminent speakers from different Ministries/ Departments and reputed institutions of Government of India. The participants of the workshop comprised of Senior Secretaries, District Administrators & Senior Officials from 16 countries of East Africa, Central Asia and South Asia. The methodology was simple and included an inaugural session inaugurated by Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances and Pensions, Government of India that outlined the objective of the COVID -19 Workshop.

In his inaugural address Dr. Jitendra Singh said that team work, compassion and statesmanship have defined India's governance in response to COVID-19 Pandemic. The road ahead focuses on "Do Gaj Door" – social distancing. India has popularised the Aarogya Setu App which is currently used by more than 120 million Indians. He further added that getting to live with the coronavirus has meant less contact governance, officials having to work in masks and gloves and work from home models being adopted. Virtual offices, web-room meetings, virtual private networks were adopted as India's Central Secretariat became a digital Central Secretariat. Seventy-Five Ministries adopted e-Office, functional web-rooms were created by NIC and India's digital infrastructure initiatives bore fruit. The impact of integrated service portals was seen.

There were four sessions that were conducted during the course of the programme to discuss the Best Practices of State & Districts in fighting against the COVID – 19 Pandemic, Challenges for Health Sector and Mission Vande Bharat.



Shri V. Srinivas Additional Secretary DARPG and Director General NCGG said that the participation in the 2- Day NCGG – ITEC workshop had exceeded expectations and positive reviews were received from all participating international civil servants.



## II. 2<sup>nd</sup> Two-Day Multi Country NCGG – ITEC Virtual Workshop for African Countries on ‘COVID – 19 – Good Governance Practices in a Pandemic’ on 06<sup>th</sup> August 2020 – 07<sup>th</sup> August 2020



The Two-Day Workshop is jointly conceptualized by the Ministry of External Affairs, Department of Administrative Reforms and Public Grievances and National Centre for Good Governance with the objective of disseminating India's good governance practices in fighting the COVID-19 pandemic to ITEC countries.

The workshop included esteemed chairman and eminent speakers from reputed Institutions/ Organizations of African Countries and Ministries/ Departments of Government of India. The participants of the workshop comprised of Diplomats, Civil Servants and Health Experts from 26 Countries spread over South Asia, South East Asia, Latin America and Africa.

The methodology was simple and included an inaugural session inaugurated by Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances and Pensions, Government of India in the presence of Shri V. Muraleedharan, Hon'ble Minister of State for External Affairs, Government of India that outlined the objective of the COVID -19 Workshop.

Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances and Pensions, Government of India lauded the NCGG-ITEC collaboration for the current series of workshop. He cited India's common legacy with Africa where both countries share a heritage of struggling for justice. He further said that India has set the tone for Global COVID Collaboration under the leadership of the Hon'ble Prime Minister of India, Shri Narendra Modi. He said that it was the Hon'ble Prime Minister of India, Shri Narendra Modi, who gave a wakeup call to the world to fight this challenge by implementing an early Nationwide Lockdown, despite few cases of infection in India. He said that the foresight and vision of the Prime Minister helped India to fight the Pandemic in an effective manner and the same was emulated by many other countries.



The Guest of Honor, Shri V. Muraleedharan, Minister of State for Ministry of External Affairs, Government of India threw light on how the pandemic has changed the way we used to live making a new normal. He said India has done a commendable job at COVID diplomacy by embarking on a SAARC COVID fund, starting operation Sanjeevani for Maldives and strengthening the SAGAR mission representing the true spirit of “Vasudev kutumbham”. Developing countries were hit hard by this pandemic due to its limited resources and health and medical infrastructure. However, India under the

Hon'ble Prime Minister, Shri Narendra Modi took the lead in reaching out to fellow countries both in the region and outside with medical and other aid. He said that India is also taking a lead for development of vaccine in collaboration with other countries of the world.

There were Six Sessions that were conducted during the course of the programme to discuss the Best Practices of State and Districts in fighting against the COVID – 19 Pandemic, The African Experience, Challenges for Health Sector and Mission Vande Bharat.

Dr. K. Shivaji Secretary Department of Administrative Reforms and Public Grievances delivered the valedictory address on day 2 of the NCGG - ITEC Two-day Virtual Workshop on COVID-19 – Good Governance Practices in a Pandemic by quoting “Uncertainty is Uncertain”, as countries are coming up with new strategies every moment which necessitates joint endeavor as the pandemic hits all global growth engines.



Prof. Poonam Singh, NCGG expressed her gratitude for all the guests and participants to have contributed their time and efforts for this workshop. She said it was an enriching experience and the meaningful insights illuminated all the stakeholders.

### III. One-Day NCGG – NITI Aayog Virtual Workshop on “Good Governance Practices in a Pandemic” on 04<sup>th</sup> September 2020



The National Centre for Good Governance (NCGG) and NITI Aayog has jointly conceptualize the One-Day NCGG – NITI Aayog Virtual Workshop on “Good Governance Practices in a Pandemic” with the objective of knowledge dissemination of district level good governance practices in fighting the COVID - 19 pandemic.

The workshop included esteemed chairmen and eminent speakers from Ministries/ Departments of Government of India, State Governments and District Collectors. The participants of the workshop comprise of Senior Officers of DARPG, NITI, central Ministries, Senior Civil Servants serving as Central Prabhari Officers under the Aspirational District Program, Senior officials from State Governments, District Collectors, District Level Officers handling the Aspirational Districts Program, Directors of the Indian Institutes of Management and Heads of Department of Public Administration of 35 Universities of India.

There were Six Sessions that were conducted during the course of the programme to discuss the Best Practices of State and Districts in fighting against the COVID – 19 Pandemic including Objective of the Conference, Health Governance, e-Governance in ADP Districts, Agriculture and Water Resource Management,



Practices related to North Eastern States and Educational Governance.



Union Minister of State for Personnel, PG and Pensions Dr. Jitendra Singh delivered the valedictory address at the NCGG-NITI one-day Workshop on COVID-19 – Good Governance Practices in Aspirational Districts in a Pandemic.

In the valedictory session, Hon'ble MoS (PP) Dr. Jitendra Singh said that its time we should have role based civil servants rather than rule based. He applauded the passion with which NITI Aayog CEO Amitabh Kant delivered his speech, the speakers who made such insightful presentations and all the other learned participants who graced this workshop with their presence. COVID-19 has given an opportunity for all the stakeholders to come together on a table and connect digitally sharing best practices of governance. He added the theme of the workshop is very timely as we need a scientific assessment of our programmes marked by a shift in political approach. There is already a visible outcome as we can see a change in our work culture. COVID crisis has brought out the inherent resilience of our nation's spirit and unrealized potential.



Prof. Poonam Singh, NCGG delivers the Vote of Thanks by extending heartfelt gratitude to all the esteemed chairmen and speakers of all sessions who shared their experiences which inspired everyone and enriched them with the ocean of wonderful ideas, opinions and practical solutions to the challenges posed by the COVID-19.

#### IV. Two-Day INDIA – MALDIVES Virtual Workshop on “Good Governance Practices in a Pandemic” on 23<sup>rd</sup> February 2021 – 24<sup>th</sup> February 2021



The National Centre for Good Governance (NCGG) in collaboration with High Commission of India to the Maldives, the Civil Services Commission of Maldives and Local Government Authority, Maldives has conducted the Two-Day INDIA – MALDIVES Virtual Workshop on “Good Governance Practices in a Pandemic”.

Dr. K. Shivaji Secretary Department of Administrative Reforms and Public Grievances delivered the Inaugural Address at the Two-Day INDIA – MALDIVES Virtual

Workshop on “Good Governance Practices in a Pandemic”.

There were Eight Sessions that were conducted during the course of the programme with focus on the difficult working environments of the pandemic to Health and Education in both the Nations. The programme also highlighted the subjects related to jobs, skills and tourism during the pandemic, inter-personal skills and communication skills, digital practices and handling of public grievances and problem analysis and decision making. The effort given as an overall exposure to Maldivian Civil Servants of the Indian Experience and provide Indian institutions with insights into the challenges faced by the Maldivian side so as to enable experience sharing for improving public efficiency.



The Hon'ble Minister of State for Personnel, Public Grievances & Pensions, Dr. Jitendra Singh delivered the Valedictory Address of the Programme. He added that the global pandemic has affected all spheres of life and has brought about a paradigm shift in governance. India's successful commencement of the COVID-19 vaccination program with 2 indigenously developed vaccines – COVAXIN and COVISHIELD offers a lot of hope of a decisive victory against the pandemic in the coming months. The roadmap ahead for both our Nations in winning the battle against the COVID-19 pandemic lies in restarting the economy,

strengthening cooperative federalism with thrust on stronger institutions, stronger e-Governance models, digitally empowered citizens and improved healthcare, he added. The Minister said that the Hon'ble Prime Minister of India, Shri Narendra Modi has reiterated and emphasised the deep and abiding commitment of the Government of India to help its neighbors with delivery of vaccines so as to successfully combat this pandemic. The Hon'ble Prime Minister Shri Narendra Modi has highlighted the need to build a self-reliant India and bring India back on the path of rapid development – Intent, Inclusion, Investment, Infrastructure and Innovation. Systematic, planned, integrated, inter-connected and futuristic reforms have been undertaken under the AtmaNirbhar Bharat Campaign, he added.



Mr. Abdulla Shahid, Minister of Foreign Affairs, Government of Maldives also addressed the workshop and thanked India for this noble mission.



Shri V. Srinivas Additional Secretary DARPG and Director General NCGG said that the



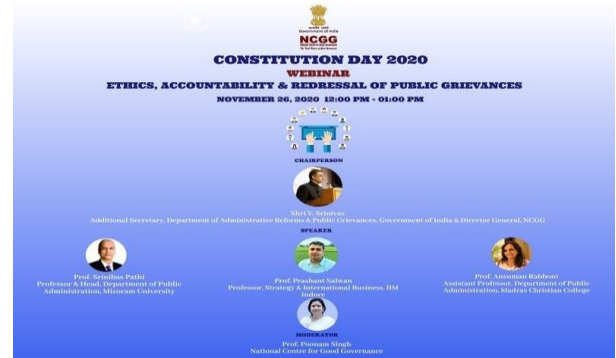
participation in the workshop had exceeded expectations as 1350 participants has participated including esteemed chairmen and eminent speakers from Ministries/ Departments of Government of India, Sr. Officials of Government of Maldives, State Governments and District Collectors, Senior Officers of DARPG, Central Ministries, Senior, Senior officials from State Governments, District Collectors, District Level Officers handling the Aspirational Districts Program, Directors of the Indian Institutes of Management and Heads of Department of Public Administration of 35 Universities of India.



Prof. Poonam Singh, NCGG expressed her gratitude for all the guests and participants to have contributed their time and efforts for this workshop. She said it was an enriching experience and the meaningful insights illuminated all the stakeholders. List of Virtual Workshops is listed in *Annexure – III*.

## V. Good Governance Webinar Series

### i. Webinar on “Ethics, Accountability & Redressal of Public Grievances” on 26<sup>th</sup> November 2020



On the Historical Day of Indian Constitution NCGG organized a webinar on “Ethics, Accountability and Redressal of Public Grievances” which was Chaired by Shri V. Srinivas, Additional Secretary, DAR&PG and Director General, NCGG. The lead speakers of the webinar was: Prof. Srinibas Pathi, Professor and Head, Department of Public Administration, Mizoram University, Prof. Prashant Salwan, Professor, Strategy and International Business, IIM Indore and Prof. Ansuman Rabboni, Assistant Professor, Department of Public Administration, Madras Christian College. The webinar was moderated by Prof. Poonam Singh, NCGG.

### ii. Webinar on “Management Practices for Good Governance in New India” on 03<sup>rd</sup> December 2020



NCGG has organized a Webinar on “Management Practices for Good Governance in New India” which was chaired by Shri V. Srinivas, Additional Secretary, DAR&PG and Director General, NCGG. The lead speakers of the webinar was Prof. Himanshu Rai, Director, IIM Indore and Dr. Mahadeo Jaiswal, Director, IIM Sambalpur. The webinar was moderated by Prof. Poonam Singh, NCGG. The webinar was attended by

leading faculties of Public Administration, Political Sciences, Sociology and Management in all IIM's and over 100 Universities of the Country, 117 Aspirational Districts and Sr. Officials of Government of India.

### iii. Webinar on “The Evolving Role of District Collector in Good Governance” on 11<sup>th</sup> December 2020



The Webinar was on the topic “The Evolving role of District Collector in Good Governance” chaired by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India and Director General, National Centre for Good Governance and moderated by Prof. Poonam Singh, NCGG.

It was graced by two eminent speakers who have themselves worked in senior positions in Government of India. The lead speaker was Shri C.K. Mathew who is a former Chief Secretary of the Government of Rajasthan. He has recently published a book titled “THE HISTORICAL EVOLUTION OF THE DISTRICT OFFICER: FROM EARLY DAYS TO 1947”. In his presentation, he threw light on the evolution of the position of District Collector since its very inception. He traced the history right from Pre Historic times through the British era to modern times. He threw light on how British started on the principle of revenue governance as a system of ordering society. Warren Hastings thus converted the post of Supervisor to District

Collector in 1772 and Harry Vereslt came up with the First Principle of governance. In contemporary times, a District Collector is a Revenue Officer, a keeper of peace and a face of development in the district. He is also the interface between the political and the executive and is rightfully known as the “eyes and ears of the government”. Shri C. K. Mathew in his presentation said that the way forward is shown by the “The District Good Governance Index” devised by Himachal Pradesh to institutionalise good governance at the district level.

The second speaker was Smt. Rajni Sekhri Sibal who is also a Former Secretary of the Government of India. In her presentation, she talked about the role of District Collector as one of immense integrity where a District collector should have the necessary qualities of courage, commitment and conviction. S/He needs to be just and straight in his/her approach and dealing with the public as they are his/her real clients. Trust factor is very important for him/her to function effectively with public. With regard to the conduct and behaviour of the collector, Smt Rajni Sibal quoted “A man rarely remembers what was said or done to be him, but he will never forget how you made him feel”. This emphasises the importance of his/her humility and gentle behaviour with everyone with whom s/he transacts. A District Collector should adopt same yardstick for everyone, through objectivity and impartiality. In addition to the above, Smt. Rajni Sibal also suggested various reforms which are the need of the hour: First and the foremost issue she brought up was that of Security of tenure. She was of the view that collectors should be given a security of tenure at one posting. And whenever his/her transfers are made, written reason should be made public. This will allow him/her to plan and execute the developmental work. Secondly, the performance assessment of the collector should be done on some measurable objective

parameters and not just on some subjective lines as it is done today.

The session has been moderated by Prof Poonam Singh of NCGG, New Delhi.

**iv. Webinar on “State Administration – Leadership Role of Chief Secretary in Performance Management and Coordination, Crisis Management & Personnel Administration” on 18<sup>th</sup> December 2020**



Shri V. Srinivas gave an introductory speech about the importance of good governance. He then extended his warm and hearty welcome to the esteemed speakers and participants. Shri V. Srinivas talked about the leadership roles of Chief Secretaries in the state from the field of policy evaluation to monitoring of schemes. They are in constant pursuit of a transparent system of governance and they are paramount in the state administration to make new institutions as well as for sound implementation of policies. He said a Chief Secretary's dynamism is instrumental for government's development agenda. They have a deep commitment to the larger public good against all odds and it is expected that the decisions that come from this chair are neutral.

It was graced by two eminent speakers who have themselves worked in senior positions in Government of India. The lead speaker was Shri L.V Subrahmanyam who is a former Chief Secretary of the Government of Andhra

Pradesh. He began by saying that the powers and functions of the Chief Secretary is mentioned in the business rules of the House. He takes care that the decisions are being implemented after informing the Chief Minister of the desirous proposals. This makes him act like the Chief Laisoning Officer in the state administration. As state programmes have overlapping nature when it comes to their welfare, regulatory and infrastructural functions, Chief Secretary is the one who coordinates all the activities making rules for the implementation of the legislation. In case of vigilance related investigations against the Ministers, Chief Secretary is the one who handles the complaint against him. Chief Secretary is also in charge of the Personnel administration and hence acts as the Chief advisor of the Chief Minister along with being the convenor of State Council of Ministers. Shri L.V Subrahmanyam advised to institutionalise Zonal Civil Service Board so that the domain knowledge can be shared among different state governments along with the best practices. Moreover, technology is aiding rapid decision making formats and gathering of information. Civil servants are treated as the epitome of values therefore acting not just as a “gyana yogi” but also a “karma yogi”. Hence, his administrative acumen should be mobilized within strong moral framework.

The second speaker was Smt. Keshni Anand Arora who is also a Former Secretary of the Government of Haryana. She commented on the present state of affairs in the state administration saying Chief Secretary ensures good co-ordination with the honourable Chief Minister and other Ministers of the State. A Chief Secretary is set up with a team which he takes along for delegations and monitoring of schemes. He is always well communicated and ensures transparency in the processes of governance. The Chief Secretary has to maintain the trust of the government officials



and be just in his dealings with them. At the time of crises, it becomes imperative for the Chief Secretary to manage all departments like health department, disaster management, crises management among others. He ensures transparent functioning of the government by keeping the balance between motivation and criticism of his officials. This way he is both loved and feared by his subordinates which goes a long way in ensuring order in the system. Smt. Keshni Anand Arora then went on to describe the recent challenges that Chief Secretaries had to face in the long span of the current pandemic from issues ranging from migrant labours, scarcity of mask, scarcity of PPE kit, training of health professionals, awareness building, food security which required immediate response to others that threatened to impact the society in the long term. In recent times, new aspects of governance are being shaped by growing importance of technology and media in state administration. But these are double edged swords as they have their advantages as well as disadvantages. In the end, she suggested a concerted channel for feedbacks at each level of administration so that the Chief Secretary can take necessary and swift action to rectify the problem. Smt. Keshni Anand Arora concluded by suggesting that the Chief Secretary should be given a security of tenure at one posting to allow him to plan and execute the developmental work.

**v. Webinar on “Citizen Centric Governance – Aadhar Based Services and Improved Service Delivery” on 24<sup>th</sup> December 2020**



Shri V. Srinivas extended his warm and hearty welcome to all participants as well as paid homage to Late Shri Atal Bihari Vajpayee. He said that this webinar discusses citizen centric governance that involves minimum delays and maximum convenience. Such governance functions on set standards and norms facilitated by use of technology that makes the system more accessible to citizens. In today's world, several projects involve identity architecture thereby necessitating Aadhar infrastructure. He also applauded Shri Ram Sewak Sharma as a tireless crusader of Aadhar for its universal accessibility. In the end, Shri V. Srinivas quoted the Nagpur resolution of Department of Administrative Reforms and Public Grievances of 2019 aiming at better service delivery and benchmarking of standards for better governance among others.

It was graced by two eminent lead speakers who have themselves worked in senior positions in Government of India. The first lead speaker was Shri Ram Sewak Sharma who is a former Chief Secretary, MEITY & UIDAI and Former Chairman, TRAI. He began by thanking National Centre for Good Governance for giving him the opportunity to share his views on Aadhar as a tool for better governance. An example of this would be an Attendance portal based on Aadhar hosted by National Informatics Centre used by various state governments. He then talked about the computation and connectivity that has grown

exponentially in the country because of Aadhar usage. It has enabled processing of billions of data in no time delivering governance on a massive scale. He further said as every domain requires an identity proof, Aadhar has become like the Highest Common Factor that is a quintessential part of all such domains. He then talked about the advantages of JAM trinity rolled out in 2015 which has led India to leapfrog from offline to online mode. Due to Jan Dhan Accounts, 81% of the Indian population today has bank accounts which has enabled easy transfer of subsidy and Direct Benefit Transfer among others. Linking of Aadhar with these accounts have led to the creation of a Universal financial address through which the authentication can become paperless, cashless and presence-less. He further added Internet today has become an open platform for innovation which is both frugal and robust that can go a long way in creating a governance enabling ecosystem. He ended by commenting that as District Magistrates are working on the field and are nearest to the problem, they are in a good position to innovate by using emerging technologies like Aadhar and thereby contributing to its better implementation.

The second speaker was Shri S.S Kshatriya, Chairman, Right to Service Commission and Former Chief Secretary, Government of Maharashtra. He began by saying Maharashtra Government started “Maharashtra Right to Public Services Act” to deliver Aadhar base services since 2015 with “Your service is our duty” as the tag line of Maharashtra Right to Public Service Act. They have a single platform called “Aaple Sarkar” for providing all public services. It can be accessed on <https://aaplesarkar.mahaonline.gov.in>. This Act has some objectives like Transparency, Accountability, Timeliness, Efficiency and Emphasis on use of information Technology. It has created a right for an eligible person to obtain public services. It has also some salient

features like providing the unique number against each application for better service delivery. Citizens of Maharashtra can apply for mark sheet and other certificates, land records, online receipt of lands, apply for electricity connection, apply for water connection, get permission for buildings etc under this Act.

He added there are 486 public services that have been notified under this Act. For easy implementation of this Act, RTS mobile application has been launched and is freely available for Android and IOS mobile users of Maharashtra. According to last year’s report there were 30878 Seva Kendra’s to access all the documents in a paper less format. He added Seva Kendras are spread across the states in urban and rural areas. Since 2015 a total of 9,21,49,121 online applications for public services were received and 99% were resolved. In COVID19 pandemic situation, from April 2020 to 22<sup>nd</sup> December 95,22,933 applications were received and 86,50,702 applications were disposed i.e. 90.84%. Red, Amber, Green (RAG) framework has been prepared monthly to categorize the Departments on the basis of their performance- Green for Excellent Performance, Amber for Good Performance and Red for Poor Performance. This has generated healthy competition to improve performance and the number of Departments categorised as Red has been declining.

He concluded by saying Maharashtra Government has declared the District Collector as the Controlling Officer for RTS from 12.03.2018. Every Collector monitors, reviews and supervises implementation of RTS in the Districts. He has been provided with Smart Dashboards for this purpose and the District Collector has powers to sanction new Seva Kendras or terminate them.

**vi. Webinar on “Disaster Management – Risk Reduction and Preparedness & Response” on 08<sup>th</sup> January 2021**



Shri V. Srinivas gave an introductory speech about the importance of good governance. He then extended his warm and hearty welcome to the esteemed speakers and participants. He shared his experience during Rajasthan cadre where droughts were a frequent phenomenon and Drought Prone Area Programme was a common operation. Since the constitution of NDRF, there was a comprehensive legal institutional framework for crisis management and its effectiveness is evident in the success of rescue operations during Srinagar floods, Cyclone Amphan among others. Shri V. Srinivas then saluted the force for their services. He also informed the participants about the previous successful workshops of NCGG that involved International delegates and Aspirational District's District Collectors. He concluded by praising the two lead speakers saying that due to their constant efforts, there has been a paradigm shift in disaster management both in short and long term perspectives.

It was graced by two eminent speakers who have themselves worked in senior positions in Government of India. The first speaker was Dr. V. Thirupugazh, Additional Secretary, National Disaster Management Authority. He

said disasters are never natural but only man made. According to him, hazards are natural and it becomes a disaster only due to mismanagement. He was more focussed on principles of disaster management rather than its techniques. He then described how world is getting increasingly affected by global catastrophes which leads to widespread destruction and economic losses. Disaster management has become a reactive approach therefore there should be more focus on disaster risk reduction and a culture of disaster preparedness contributing to a risk sensitive society. Increasing population and assets has made the impact of disaster more severe leading to economic and social vulnerabilities. The regulation of unplanned development has become a huge problem for India making it one of the five top countries affected by disasters. He therefore indicated that countries need to be proactive in building its capacity and reducing its vulnerability. Sendai framework of 2015 can go a long way in risk governance and Building Back Better (but not similar). This reconstruction should be done by understanding the risk with the aid of micro zonation studies, analysis of losses and risk communication. He finally concluded by saying we need to build resilient livelihoods by engaging communities and getting on board competent human resources for capacity building through adequate research that just not limits itself to knowledge generation but extends to knowledge sharing as well.

The second speaker was Shri S. N Pradhan, Director General, National Disaster Response Force (NDRF) of Government of India. He began with a brief on NDRF saying it was constituted in 2006 with 8 Battalions which has increased to 12 Battalions at present. It is a deputation with 3 battalions each from the BSF & CRPF and 2 each from CISF, ITBP and SSB. Each battalion has a strength of 1149 personnel and recently government has approved 4 additional battalions of NDRF (2



from ITBP, 1 from Assam rifles and 1 from BSF) in the states of Jammu & Kashmir, Himachal Pradesh, Uttarakhand and National Capital Region (NCR).

He added, the Government of India enacted “Disaster Management Act 2005” as a statutory provision for the constitution of the Nation Disaster Response Force (NDRF) for the purpose of a specialized response to natural and man-made disasters since 2005. Enactment of Disaster Management act is the creation of a policy, legal & institutional framework, backed by effective statutory & financial support. There is a paradigm shift in moving over from a reactive and relief centric approach to a holistic and integrated approach with emphasis on prevention, mitigation and preparedness. NDRF imparts basic and operational level training to State Disaster Response Force (Police, Civil Defence and Home Guards) also to assist in community training and preparedness (Community Capacity Development). The Member of the force has been taken in deputation from elite central armed police forces. Fire personnel and police force are also providing support in disasters along with NDRF. Recently Prime Minister held two meetings back to back to control flood disasters with NDRF and Chief Ministers of Different states.

He further described that NDRF personnel are fully trained and capable in CSSR (Collapsed structure search and response) Operations like MFR (Medical First Response), CBRN (chemical, biological, radiological and nuclear) emergency response, flood disaster, Mountain search and rescue, deep diving search and rescue, animal disaster response, canine and technical search and more. NDRF recently helped out with flood disasters in Arunachal Pradesh, Assam, Bihar, Gujarat, Karnataka, Kerala, Maharashtra and Uttar Pradesh. NDRF also helped out with Air India plane crash, Cyclone- NISARGA, super

cyclone- AMPHAN, Gas leakage in Vishakhapatnam, bore-well incident in Nagpur and Rajasthan, Cyclone- BULBUL, Kumbh Mela among other disasters. NDRF has thus conducted 5592 operations and saved 131847 human lives since 2006.

#### vii. Webinar on “Excellence in Digital Governance at District Level” on 21<sup>st</sup> January 2021



Shri V. Srinivas gave his introductory speech welcoming all the enlightened lead speakers and took the opportunity to acknowledge how the pandemic has brought forth the importance of digital services like Aadhar enabled payment systems, Bhim app, Mygov and Digilocker among others that provided integrated end service delivery. This has led to an improved citizen centric service delivery. Online payment facilities and service updates through SMS has reduced the digital divide and enabled common citizens to avail the services provided by the government. He concluded by congratulating the E-governance award winners.

The first lead speaker was Dr. A. Sharath, District Collector, Kamareddi, Telangana. He began by expressing how privileged he feels to be on the NCGG platform. The district administration under his leadership has created an online platform which is simple, accessible, responsive and effective. They make sure it is updated with context focusing on participation of each stakeholder. The motive is to create a standardized information architecture which is

secure, scalable and “sugamya”. The site can be operated from any device and is divyang friendly. There are external links for important services with department wise details along with description of schemes, projects and other government initiatives. They also provided the Standard Operating Procedures for COVID handling during the pandemic. It is also used for tourism promotion keeping users at the centre. Feedback is sought to constantly update the information. This website targets the eight pillars of good governance as given by World Bank.

The second lead speaker was Dr. Devansh Yadav, District Collector, Changlang, Arunachal Pradesh. He said as it is one of the most eastern most district of the country, large areas of the district do not have internet connection. Therefore, they have created a single homepage for all district related information and services. This reduces the time taken to access the e- services, departments, schemes and other tourism related information. There are downloadable forms as well like birth, death, marriage certificates etc. through this website, they provide the Inner Line Permit to citizens on a real time basis. Grievance redressal is also provided while recording all the calls to check in hindsight whether the problem is already addressed. As all procurement notices are online, it provides transparency among all sellers. Schemes are constantly updated for community mobilization, career counselling is done for students, farmers network is harvested and unique things of the state are shown for people to know so as to attract tourists. It proved very useful for the pandemic as it was used to generate e- pass, press releases and public notices about COVID-19.

**viii. Webinar on “LBSNAA – Institution Building & Meeting the Capacity Building needs of IAS Officers” on 27<sup>th</sup> January 2021**



NCGG has organized a Webinar on “LBSNAA – Institution Building & Meeting the Capacity Building needs of IAS Officers” which was chaired by Shri V. Srinivas, Additional Secretary, DAR&PG and Director General, NCGG. The lead speaker of the webinar was Dr. Sanjeev Chopra, Director, LBSNAA. The webinar was moderated by Prof. Poonam Singh, NCGG. The webinar was attended by leading faculties of Public Administration, Political Sciences, Sociology and Management in all IIM’s and over 100 Universities of the Country, 117 Aspirational Districts and Sr. Officials of Government of India.

**ix. Webinar on “Administrative Innovations at District Level” on 12<sup>th</sup> February 2021**



This Webinar was chaired by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India and Director General, National Centre for Good Governance.



The special address of this webinar was delivered by Dr. Harsh Sharma, Director, Centre for Innovations in Public Systems. He said this Centre was established by the recommendation of 13<sup>th</sup> Finance Commission to be a catalyst for transformation of governance in public systems. This Centre aims to nurture an ecosystem of innovation in public systems. With this he continued to describe the types of innovations the Centre looks forward to broadly in the context of service innovations, service delivery innovations, administrative innovations, system innovations and policy innovations. Dr. Harsh Sharma is also of the opinion that these innovations need to be documented properly starting from the concepts and tools involved in the process to learning based monitoring and evaluation systems finally leading to change in practice ending up with new use of existing knowledge.

Shri V. Srinivas started his introductory speech by expressing his gratitude towards Shri Akhilesh Mishra, Additional Secretary, Development Partnership Administration (DPA), Ministry of External Affairs and the ITEC team for being a part of this webinar. He then welcomed all the district collectors who would speak about their administrative innovations in this webinar. Shri V. Srinivas also enlightened the participants about these innovations already been presented to the Cabinet Secretary and hailed as being best in the country. He continued to praise Shri Chandramohan Thakur, District Collector of Anuppur for his commendable work. He then continued to share his experience of Imphal visit where the young District Collector has worked extensively in the field of personal hygiene of women by enabling the availability of cheap sanitation pads especially for female students. With these words of appreciation, Shri V. Srinivas acknowledged the importance of this webinar as being the first in the field of innovations in the current series and invited

the first lead speaker of the day, Smt. Harichandana Dasari, District Collector, Narayanpet of Telangana.

The first lead speaker was Smt. Harichandana Dasari, District Collector Narayanpet, Telangana. She introduced *Palle Pragati* application that makes transformation at village level. This application aims to build infrastructure and basic amenities at village level, capacity building of village functionaries, behavioural transformation and effective grievance redressal at village level. The app enables maintaining records of works on monthly basis for activities like cleaning of water tanks, conduct of gram sabha, maintenance of records of the respective villages, permissions and certificates issued, revenue of the respective panchayat, expenditure and other works. The reports generated on these aspects would be forwarded to the inspection app wherein the officials entrusted with inspecting the works would certify them. The app designed for the daily functioning of the concerned officers also uploads work progress or completion pictures and videos. The inspection officials on their part would check the effectiveness in delivery of services by eliciting response from the residents. They would also check issues like utilisation of dumping yards, maintenance of nurseries and parks, financial transactions of the respective gram panchayats and certification of the cheques issued by the respective gram panchayat. There are 118 average problems addressed by inspecting officers in last two months along with monitoring the schools and hostel through the app.

The second speaker was Shri Chandra Mohan Thakur, District Collector Anuppur, Madhya Pradesh. He said that Education is a very powerful tool for growth of any region, especially in a tribal district inhabited by some of the most socially and economically

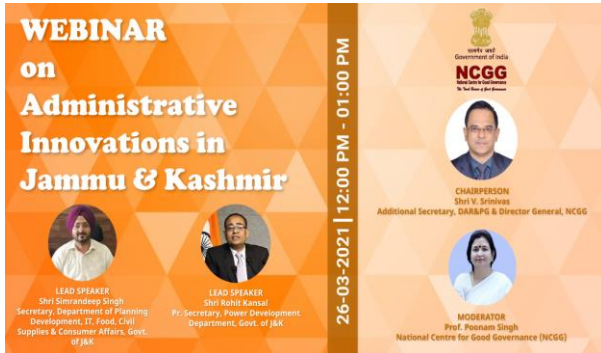
backward communities that is why he introduced Ed-Tech solution using a "Hybrid Online-Offline SMART-class" model with scalable technology to augment our Government schools & teachers. There was a need to provide state-of-art technology so that student can compete with the urban and savvy students. Due to use of technology, district officials can easily access classrooms, hostel, video lectures and more. District officials also invented KBC model for generating excitement in students and assessing learning outcome immediately after a class. The decision had to be backed by clear evidence and not on mere intuition of the district collector. There are many improvements in the district due to use of this digital innovation like percentage of students passed with first division increased as compared to last year, less failed students, hike in literacy rate, more attendance in class, topper from government schools etc.

The third speaker was MS. Khumanthem Diana Devi, Deputy Commissioner Imphal East, Manipur. She said that Menstruation is a natural, normal biological process experienced by all adolescent girls and women. Among women in the age group (15-24 years), 32% use sanitary napkins, 68% use cloth, locally prepared napkins and 71% of the girl's report having no knowledge of menstruation before their first period. The ASHA worker convenes monthly awareness generation meetings at the Aanganwadi Centres or other such platforms for adolescent girls to focus on the issue of menstrual hygiene and also serve as a platform to discuss other relevant issues. The ASHA workers are responsible for distribution of sanitary pads using a suitable platform free of cost that is provided by the district health department. The groups of local women developed a cost-effective sanitary napkin manufacturing technology through which self-help groups women can produce and market sanitary napkins locally and make

available cheaper sanitary napkins at least for the unreached and marginalized rural communities. The aim is to enable more women to have access to affordable and healthy menstruation products. These affordable sanitary pads promise to promote hygiene, ensure the ease of disposal, and keep the environment clean.

This session was moderated by Prof Poonam Singh, NCGG. She began her vote of thanks with thanking all the eminent speakers and participants of the webinar. She gave special thanks to Shri V. Srinivas who is also the Director General of NCGG, for being the chief architect of this webinar series. She also expressed her gratitude towards Shri Akhilesh Mishra, Additional Secretary, Development Partnership Administration (DPA), Ministry of External Affairs for his suggestions of socio economic transformation of India. She then continued to thank ITEC Division for their suggestion to document this series. She continued to thank Smt. Harichandana Dasari, District Collector, Narayanpet of Telangana for her ideas on focussing on micro governance in the country. Prof Poonam Singh also expressed her gratitude towards Shri Chandramohan Thakur, District Collector of Anuppur for ideas on quality based education and evidence based policy making. At the end, she also took this opportunity to thank Ms. Khumatem Diana Devi, Deputy Commissioner, Imphal East for her wonderful initiative in the field of health and sanitation of women as gender sensitisation has been a very crucial element of the District Periodic Plan. Prof Poonam Singh ended the session by placing on record her hearty thanks to all the eminent speakers, academicians, resource persons and high government officials who spared time from their busy schedules and participated in this enriching academic congregation.

**x. Webinar on “Administrative Innovations in Jammu & Kashmir” on 26<sup>th</sup> March 2021**



Department of Administrative Reforms and Public Grievances of Ministry of Personnel, PG and Pensions have chalked out eight events to commemorate “Bharat Ka Amrut Mahotsava” to be held from March to June 2021. This series of events was rolled off on 26<sup>th</sup> March 2021 with a Webinar on “Administrative Innovations in Jammu & Kashmir” organised by National Centre for Good Governance and chaired by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India and Director General, National Centre for Good Governance (NCGG).

The series of events was rolled off on 26<sup>th</sup> March 2021 with a Webinar on “Administrative Innovations in Jammu & Kashmir” organized by the National Centre for Good Governance and chaired by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India and Director General, National Centre for Good Governance (NCGG).



The introductory remarks were given by Shri V. Srinivas where he praised the novel initiatives taken by Government of J&K such that it found a mention in PM Modi’s “Mann ki Baat”.



The lead speakers of this Webinar were Shri Rohit Kansal, Pr. Secretary, Power Development Department, Government of J&K and Shri Simrandeep Singh, Secretary, Department of Planning, Development, IT, Food, Civil Supplies and Consumer Affairs, Government of J&K.



They talked about the role of JKigrams and Back to Village initiatives of the Government of J&K in improving the public service delivery. While JKigrams showcased how technology platforms can be used for Public Grievances Redressal, Back to Village initiative portrayed how grassroots involvement of senior officials can lead to empowerment of panchayats. Prof Poonam Singh, NCGG ended the webinar with a Vote of Thanks where she threw light on how these innovative initiatives shall lead to becoming an example and serve as an opportunity for an administrator to connect with and serve the poor people. List of Good Governance Webinar Series is listed at **Annexure – IV**.

### **FACILITIES AVAILABLE AT NCGG, MUSSOORIE**

The Building Complex includes Faculty rooms, officespacefor staff, library, computer laboratory, conference hall, guest rooms, dining hall, kitchen, and lounge.

The Library consists of a specialized collection on regional and urban planning, environmental studies, and reports of various research studies conducted by NCGG. The computerized catalogue and bibliographic services of the Gandhi Smriti Library of the Academy are also available for use of the Centre.

The Computer Laboratory has ten work stations, digitizing and scanning facilities, color printers, word processing and statistical software.

The Conference Hall can accommodate up to 40 participants and is equipped with multi-media facilities.



## Office Bearers and the Faculty of NCGG



**Shri V. Srinivas, Special Secretary to Government of India, Ministry of Personnel, Public Grievances and Pensions and Director General, National Centre for Good Governance (from January 2020, till date).** He has served as Chairman of the Board of Revenue for Rajasthan, Ajmer and the Rajasthan Tax Board from July 2017 to December 2018. He is an Indian Council of World Affairs Fellow for 2017-19 for his book “India’s Relations with the International Monetary Fund – 25 years in Perspective”. V.Srinivas’s 2<sup>nd</sup> book “Towards a New India – Governance Transformed 2014-19” was published in 2019 by Konark Publishers. He has a Master’s degree in Chemical Engineering from College of Technology Osmania University. He joined the Indian Administrative Service in 1989, at age 22, and has 32 years of distinguished service. He has served as Deputy Director (Administration) AIIMS, Director General National Archives of India, Joint Secretary to Government of India in the Ministry of Textiles, Joint Secretary to Government of India in the Ministry of Culture, Secretary to Government Finance and Planning Department, Rajasthan, Advisor to India's Executive Director in the International Monetary Fund (2003-2006), Private Secretary to Finance Minister of India and Private Secretary to External Affairs Minister. He has authored 162 articles/ papers on public finance and public administration and delivered 63 orations. He is a senior policy maker, an academician and an institution builder par excellence.



**Prof. Poonam Singh:-** M.A. in Political Science, Post Graduate Diploma in Rural Development. Direct Trainer Skills (DTS), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, Design of Training (DOT), DOPT, GoI & UK at LBSNAA, Mussoorie. She has expertise in the area of Social Sector – especially in Planning, Monitoring, Training and Research. She is the Nodal Officer of Training at Head Office, NCGG, New Delhi. She has worked as a Lecturer in Gaya College, Gaya (Magadh University, Bihar) from 1990-94, worked on Bihar Education Project, DPEP and Sarva Shiksha Abhiyan (SSA) from 1998 to Sept. 2005. She has been working with the erstwhile NIAR, LBSNAA (now NCGG) from October, 2005 and is coordinating various projects related to Research, Monitoring and Training on governance issues. Her publications are in the area of Community Governance and Education Sector. She did 20 Case Studies and 12 Good Practices on Community Governance which has already been published. She has coordinated 24 National Workshops on “Citizen Centric Governance” Simplification of Forms for the 15 Departments/Ministries of Govt. of India.



**Dr. A. P. Singh, Associate Professor:** M. Phil. & Ph.D. in Statistics. He has a long experience of conducting Social Science Research and in organizing trainings at National and International levels in the field of Management, Governance, Administration and Public Private Partnership. He has expertise in the area of Statistics and other areas of social science research such as Land Reforms, Education, Health and Rural Development. He has several published works in journals of repute and has books to his credit. He has been associated with successful completion and publishing of several research studies of different social sectors. He has successfully coordinated 55 International Training Programmes for Civil Servants -of various countries and several National level Training Programmes for prestigious organizations such as Lok Sabha Secretariat, State Civil Servants, Senior Officers of Coal India among others.



**Dr. Bhupendra Singh Bisht, Associate Professor:** M.A., Ph.D. in Geography from Kumaun University, Nainital (Uttarakhand). He holds more than 20 years’ experience in Research, Development and Training. He has worked as a Research Scientist in GBPIHED (an organization of Ministry of Environment, Forest & Climate Change, GoI) and has also worked as a Faculty in the Uttarakhand Academy of Administration, Nainital. He has published more than 30 research papers in National & International journals of repute and edited two books on “Sanitation and Health in Rural India: Problem & Management Options” with Shri Alok Kumar, IAS former Deputy Director, (LBSNAA) and “Decentralized Governance on Water & Sanitation in India” with Shri Kush Verma, IAS, Former DG, NCGG & Dr. Aiden Cronin, Chief Water & Sanitation, UNICEF, Indonesia. Dr. Bisht has also successfully organized 90 Capacity Building Training Programmes on Water & Sanitation, Public Policy & Governance and also on Advanced Leadership Training Programmes for across the country. He has undergone many professional trainings at different places in India and abroad.





**Dr. Gazala Hasan, Assistant Professor:** M.Com., Ph.D. (Commerce), from Jamia Millia Islamia University, New Delhi, Direct Trainer Skills (DTS) Course at LBSNAA, Mussoorie. She has been involved in various Research Studies in the Social Sector, SSA, trainings and Management Development Program.



**Shri Sanjeev Sharma, Research Associate:-** M.A. (Sociology), M.A. (English) from HNB Garhwal University, Srinagar, Pursuing Ph.D (Sociology) from Sainath University, Ranchi, PGDCA from MCRP University, Bhopal, Direct Trainer Skills (DTS) Course at LBSNAA, He has also completed a Certificate Course in DTP and Auto CAD from Graphic Era, Dehradun. He has published research articles in journals and books of repute and has been associated with successful completion and publishing of several research studies pertaining to different social sectors. He has Skills include Quantitative and Statistical Analysis using such packages like SPSS etc. He has been associated with successful coordination of 55 International Training Programmes for Civil Servants and several National level Training Programmes for prestigious organizations such as Lok Sabha Secretariat, State Civil Servants, Senior Officers of Coal India among others.



**Dr. Mukesh K. Bhandari, Research Associate:** M.A. (Political Science), from H.P. University, Shimla, Ph.D. (Political Science), from H.N.B. Garhwal University, Srinagar. Diploma in Local Self Government from All India Institute of Local Self Government, Bombay, Direct Trainer Skills (DTS) Course at LBSNAA, Mussoorie. He has participated in four Training Programmes organized by Pragaya International Organization as Resource Person to impart training to District Officers and Gram Panchayat members in Himachal Pradesh and Jammu & Kashmir State "Indigenous People Rights". Worked as field supervisor in the research programme: Assembly Election Study 2002 (postelection survey) organized by Lokiniti: Centre for the study of Developing societies, Delhi, in Uttarakhand State. He has been associated with successful coordination of 55 International Training Programmes for Civil Servants and several National level Training Programmes for prestigious organizations such as Lok Sabha Secretariat, State Civil Servants, Senior Officers of Coal India among others.



**Shri Sandeep Garg, Finance Officer:** B.Sc Physics (Hons.). He is an officer of Ministry of Finance, Controller General of Accounts (CGA), Department of Expenditure. He has taken training in Computer Audit Techniques organized by INGAF. He is having working experience in PFMS online portal and also in Government Accounts and Internal Audit.

**ANNEXURE-I****Members of the Governing Body of the National Centre for Good Governance (NCGG)**

1. Cabinet Secretary	Chairperson
2. Secretary, D/o Administrative Reforms & PG	Vice- Chairperson
3. Secretary, D/o Personnel and Training	Member
4. Secretary, D/o Rural Development	Member
5. Secretary, M/o Housing and Urban Affairs	Member
6. Secretary, D/o Health and Family Welfare	Member
7. Secretary, D/o Higher Education	Member
8. Secretary, D/o Economic Affairs	Member
9. Secretary, M/o Electronic and Information Technology	Member
10. Secretary, D/o Agriculture, Cooperation & FW	Member
11. Academicians/ Eminent Administrators/ Specialist/ Eminent Innovators/ Heads of reputed institutes	Member (5)
12. Director General, NCGG	Member Secretary



**ANNEXURE- II****Members of the Management Committee of the National Centre for Good Governance**

- |  |                         |
|--|-------------------------|
| 1. Secretary, D/o Administrative Reforms &PG   | Chairperson(Ex-officio) |
| 2. Secretary Coordination, Cabinet Secretariat | Member (Ex-Officio)     |
| 3. SS/AS & FA (Home)                           | Member (Ex-Officio)     |

**Secretaries or their nominee not below the level of JS**

- |   |                     |
|---|---------------------|
| 4. D/o Personnel & Training                   | Member (Ex-officio) |
| 5. D/o Rural Development                      | Member (Ex-officio) |
| 6. M/o Housing and Urban Affairs              | Member (Ex-officio) |
| 7. D/o Health & Family Welfare                | Member (Ex-officio) |
| 8. D/o Higher Education                       | Member (Ex-officio) |
| 9. D/o Economic Affairs                       | Member (Ex-officio) |
| 10. M/o Electronic and Information Technology | Member (Ex-officio) |
| 11. D/o Agriculture, Cooperation & FW         | Member (Ex-officio) |
| 12. Director General, NCGG                    | Member Secretary    |

## ANNEXURE-III

## List of Virtual Workshops

Sl. No.	Virtual Workshops	Date
1.	1 <sup>st</sup> Two-Day NCGG-ITEC Programme on "COVID-19 - Good Governance Practices in a Pandemic for East Africa, Central Asia and South Asia"	18-06-2020 – 19-06-2020
2.	2 <sup>nd</sup> Two-Day NCGG-ITEC Virtual Workshop on "COVID-19 - Good Governance Practices in a Pandemic for African Countries"	06-08-2020 – 07-08-2020
3.	One Day NCGG-NITI Aayog Virtual Workshop on "Good Governance Practices in Aspirational Districts in a Pandemic"	04-09-2020
4.	Two-Day India - Maldives Virtual Workshop on "Good Governance Practices in a Pandemic"	23-02-2021 – 24-02-2021



## ANNEXURE-IV

## List of Good Governance Webinar Series

Sl. No.	Good Governance Webinar	Date
1.	Webinar on “Ethics, Accountability & Redressal of Public Grievances”	26-11-2020
2.	Webinar on “Management Practices for Good Governance in New India”	03-12-2020
3.	Webinar on “The Evolving Role of District Collector in Good Governance”	11-12-2020
4.	Webinar on “State Administration – Leadership Role of Chief Secretary in Performance Monitoring & Coordination, Crisis Management & Personnel Administration”	18-12-2020
5.	Webinar on “Citizen Centric Governance – Aadhar Based Services and Improved Service Delivery”	24-12-2020
6.	Webinar on “Disaster Management – Risk Reduction and Preparedness & Response”	08-01-2021
7.	Webinar on “Excellence in Digital Governance at District Level”	21-01-2021
8.	Webinar on “LBSNAA – Institution Building & Meeting the Capacity Building Needs of IAS Officers”	27-01-2021
9.	Webinar on “Administrative Innovations at District Level”	12-02-2021
10.	Webinar on “Administrative Innovations in Jammu & Kashmir”	26-03-2021

## ANNEXURE-V

## Training Calendar 2021-22

S.No.	Course	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22
<b>INTERNATIONAL ACTIVITIES</b>														
1	Capacity Building Programme in Field Administration for Civil Servants of Bangladesh							18 29						
2	Capacity Building Programme in Field Administration for Civil Servants of Bangladesh								29 10					
3	Capacity Building Programme in Field Administration for Civil Servants of Bangladesh										10 21			
4	Capacity Building Programme in Field Administration for Civil Servants of Bangladesh											14 26		
5	Capacity Building Programme in Field Administration for Civil Servants of Bangladesh												21 02	
6	Capacity Building Programme in Field Administration for Civil Servants of Maldives						27 09							
7	Capacity Building Programme in Field Administration for Civil Servants of Maldives							08 20						
8	Capacity Building Programme in Field Administration for Civil Servants of Maldives									20 01				
9	Capacity Building Programme in Field Administration for Civil Servants of Maldives										31 12			
10	Capacity Building Programme in Field Administration for Civil Servants of Maldives											28 12		
11	Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of Gambia									December				
12	Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of African Countries											14 26		
13	Two-Day Virtual Workshop for the Civil Servants of Djibouti										January			
14	Webinar for the Civil Servants of Morocco									December				
15	NCGG – ITEC Webinar: Administrative Innovations – e-Hospital & e-NAM							05						
<b>NATIONAL ACTIVITIES</b>														
16	Capacity Building Programme on Public Policy and Governance for the Officers of Odisha Administrative Service						20 24							
17	Capacity Building Programme on Public Policy and Governance for the Officers of Odisha Administrative Service								29 03					
18	Capacity Building Programme on Public Policy and Governance for the Officers of Odisha Administrative Service											14 18		
19	Management Development Programme for Senior Officers of Lok Sabha Secretariat							18 22						
20	Foundation Course for Newly Recruited Executive/Legislative/Committee/Protocol Officers/Research Officers of Lok Sabha Secretariat									20 30				
21	NCGG - IIPA, J&K Regional Branch Capacity Building Programme for the Sr. Officers of Government of Jammu & Kashmir	06 Weeks												
22	Webinar on Administrative Innovations in Collaboration with CIPS					August								
<b>RESEARCH/ STUDIES</b>														
23	Design and Development of Good Governance Index (GGI) – 2020													
24	Impact Assessment Study of Right to Public Service Delivery Acts - Enhancing Accountability in Delivery of Public Services													



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