

Annual Report 2014-15



National Centre for Good Governance
An Autonomous Institution of Department of Personnel and Training,
Government of India

Annual Report: 2014-15

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INTRODUCTION

I. The Centre:

The National Centre for Good Governance (NCGG) has been established by the Government of India under the aegis of the Department of Personnel and Training by upgrading the erstwhile National Institution of Administrative Research (NIAR), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, with an expanded Mandate. NCGG is envisaged to be the apex think-tank of the country in guiding and implementing good Governance reforms. The focus of the NCGG is action-oriented research on good Governance. The Centre also seeks to function as a national repository on information on best practices, initiatives and methodologies that promote good Governance, e-Governance initiatives, change management and capacity-building within the Government. NCGG is an autonomous institution registered as a Society under the Society Registration Act 1860, with its Head Office at New Delhi and a registered office at Mussoorie.

II. Mandate of NCGG:

The National Centre for Good Governance is an apex think- tank of the country that would guide and help to implement good Governance reforms. Its ambition is to emerge as a high-level institute for research and training to deal with the entire gamut of governance issues from the National to State to the local level and in sectors across the Government. NCGG is a national level multi-disciplinary institute devoted to

action-research and analytical studies for supporting good governance strategy, action plan and their implementation with its jurisdiction all over India.

The NCGG will seek to work towards resolution of key issues in Governance, analyze policy and programme implementation, develop action plans, support governance reforms and help in developing synergy across various sectors and Ministries/Departments. The outcome of the Centre's work is in the form of research papers, best practices on Governance reforms, policy analysis. Its aim is to provide inputs on Governance and management issues to the Central and State Government organizations, Central Training Institutes and State Administrative Training Institutes.

III. Background for setting up NCGG:

The Group of Ministers (GoM) constituted by the Union Government in the year 2000, to look into the reforms needed in the national security system, recommended that a detailed action plan on good governance be prepared by the Inter-State Council (I.S.C.) Secretariat in consultation with the State Governments. The Inter State Council (I.S.C.) in its ninth meeting held on 28th June 2005 considered the agenda of “Blueprint of Action Plan for Good Governance”. The Inter State Council Secretariat in consultation with the State Governments, concerned Union Ministries & Departments, and several institutions of excellence involved in the area of governance and public administration, endorsed the 139 point Action Plan on Good Governance. One of the important recommendations of this document was setting up of National and State

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level Centres for Good Governance as measures of institutional capacity building in the area of “good Governance”.

The “Blueprint of Action Plan for Good Governance” was further deliberated in the Tenth meeting of the Standing Committee of the Inter-State Council, Ministry of Home Affairs, Government of India. A major portion of the report – 'Good Governance: Conceptual Framework and Action Plan' describes the broader strategic framework for Governance reforms and public management in the country. The I.S.C. document recommended setting up of an apex institute in the country which can act as a nodal agency for compiling and disseminating Good Governance best practices as well undertake research studies and capacity-building initiatives. It visualized that an institution would be set up by the name of 'National Centre for Good Governance (N.C.G.G.)' as a 'one-stop-shop' solution. Additionally, Good Governance has an international dimension and has been on the agenda of World Bank, European Union, USAID, and other leading international development agencies. L.B.S.N.A.A. Mussoorie proposed to the Department of Personnel and Training in February 2008 to set up N.C.G.G. on the line of several developed countries that have their national level institutions specializing in governance reforms and change management for Good Governance.

In the XI Plan, the Planning Commission made a provision of INR 43 Crores in the Plan for the L.B.S.N.A.A., Mussoorie, for setting up National Centre for Good Governance, though the funds could not be

utilised. In XII Plan, the Planning Commission made a provision of INR 95.00 crore earmarked for setting up of NCGG. In January 2012, a background paper, on setting up of NCGG was circulated to all State Governments/UTs and select Ministries/Departments of the Government of India for comments. In December 2012, a Note for committees of secretaries was sent to the Cabinet Secretariat. Cabinet Secretariat suggested to upgrade an existing institution and to rechristen it as the Indian School of Government (ISG). Considering the mandate and the activities of the erstwhile NIAR, DoPT proposed for its shifting to NCR and upgrading it as ISG. The name was subsequently proposed to be NCGG. Cabinet Secretariat conveyed their 'in-principle' approval to DoPT's proposal. Governing Body of NIAR agreed to DoPT's proposal. Draft MoA and Rules and Regulations of the proposed NCGG were vetted by the Department of Legal Affairs. Approval of the Prime Minister, being the Minister-in-charge was obtained for setting up of NCGG.

IV. Historical Background:

The National Institute of Administrative Research (NIAR) now upgraded as the National Centre for Good Governance (NCGG), was formerly known as NSDART, and was established as a Society in 1995 under the aegis of Lal Bahadur Shastri National Academy of Administration (LBSNAA).

In the past, the activities of NIAR have included research studies, organization of theme oriented training programmes and workshops, and preparation of case studies. NIAR has undertaken research and trainings on

areas of competence of the Institute such as Primary and Elementary Education; Public Policy and Governance; Decentralized Participatory Planning at District and Block Level; Capacity-Building of Panchayati Raj Institutions; Information Technology & e-Governance; Geographical Information Systems; Participatory Learning and Action; Rural Industries; Literacy; Agrarian Issues; Environment; and Cooperatives & Public Sector. It also conducts Management Development Programmes for officers of public sector organizations; as well as Mid Career Training Programme for Officers from various sectors including Civil Service Officers of the Republic of Bangladesh. Besides, various other projects on rural development, e-Governance and education are being executed with the concerned Ministries.

Various Ministries of Government of India, Multilateral Agencies, and Public Sector Enterprises of the Government of India have sponsored programmes in the erstwhile NIAR. The Ministry of Human Resource Development has been sponsoring the training of officials engaged in the planning process of District Primary Education Programme since 1995-96. The Centre was also involved in training and research programmes with the Sarva Shiksha Abhiyan of the same Ministry. More than 5000 State level officers, who are engaged in elementary education planning, have been trained by the centre since 1995-96. All the training programmes conducted by the centre are designed after close interactions and discussions with the sponsoring organizations to meet their specific

requirements. In addition, NIAR was also engaged in Capacity Building, Evaluation, Documentation and Information Dissemination activities under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA).

V. Objectives:

The objectives and functions of NCGG are:

- (i) To be the apex think tank of the country in guiding and implementing Citizen Centric good Governance reforms – administrative, social, financial and political.
- (ii) To function as a national repository on information on best practices, initiatives and methodologies that promote good Governance, e-Governance initiatives, change management and capacity building within the Government.
- (iii) To work on resolution of key issues in governance, analysis of policy and programme implementation, develop action plans, support governance reforms and provide help in developing synergy across various sectors and Ministries/Departments of GoI, and State Governments.
- (iv) To initiate research into various aspects of regulatory and developmental administration, urban and regional planning, sustainable development, social sector programmes and public management/ public policy with special reference to agrarian issues.
- (v) To coordinate and organize training programmes sponsored by various

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government, non-government and foreign agencies. NCGG would provide direction, guidance and capacity building inputs on governance and management issues to the Central /State Government organizations and Central Training Institutes and State ATIs in the form of research papers, best practices on governance reforms, policy analysis and options.

- (vi) To hold National Consultations on topical issues, involving all the concerned stakeholders, with a view to evolve consensus with regard to the adoption and execution of policies in the public interest.
- (vii) To interact with other national and international organisations, in and outside government, engaged in research and training in subject areas of mutual interest;

VI. 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 other members include ex-officio members from the GoI,

the Secretary, DOPT and key Government Secretaries as well as eminent academicians and representatives of non-government organisations with expertise and interest in governance reforms. The composition of the members of the Governing Body is listed in *Annexure I*.

VII. Management Committee:

NCGG also has a Management Committee with Secretary, Department of Personnel & Training (DOPT) as the Chairperson. The other members are heads of reputed training institutes, research organizations and eminent administrators and academicians. The composition of the members of the Management Committee is listed in *Annexure II*.

VIII. Areas of operation

During the year, NCGG worked in following areas:

- Governance;
- Water & Sanitation;
- Social Sector;
- Training; and
- Climate Change & Environment;

ACTIVITIES OF NCGG DURING THE YEAR 2014-15

I. Governance

● *One Day National Stakeholders' Consultation to finalize Vision and Mission of the National Centre for Good Governance (NCGG):*

The National Centre for Good Governance (NCGG) organized a one-day National Stakeholders' Consultation to finalize the Vision and Mission of the National Centre for Good Governance (NCGG) at Vigyan Bhawan Annexe, New Delhi on December 20, 2014. National and International experts in the field of governance and public policy, attended the consultation. Representatives from Central Training Institutes and State Administrative Training Institutes also participated in the consultation.

The stakeholders' consultation brought together ideas and suggestions to institutionalize NCGG as an apex think tank of the country in guiding and implementing

Good Governance reforms. The prime objective of the consultation meet was to:

- Produce a mission statement accompanying Vision Statement of NCGG.
- Deliberate on technical and architectural issues based on the requirement of NCGG.
- Learn from better business practices from other successful organizations so as to adapt them for NCGG.
- Understand the value of the stakeholders to the organizations and how they can be involved in the decision making process.

The Consultation agenda included four sessions, namely Session I: Vision, Mission and priority themes for next few years; Session II: Architecture and Design of NCGG; Session III: Global Best Practices on Good Governance; Session IV: Interface of NCGG with its Stakeholders. The sessions saw a series of addresses made by eminent dignitaries who were panelists in the sessions, to name a few, Shri Sanjay Kothari (Secretary, Personnel); Shri Alok Kumar (DG, NCGG); Shri N.R.



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Madhava Menon (Eminent Jurist); Shri B. S. Baswan (IAS Retd.); Shri Kush Verma, IAS, Commissioner, NCR Delhi, UP; Shri N.C. Saxena, IAS (Retd.); Shri Padamvir Singh, IAS (Retd.); Prof. Krishna Kumar; and Prof. Dipankar Gupta.

• Two Day National Colloquium on 'Combating Corruption and Promoting Good Governance'

A Two-Day National Colloquium on “Combating Corruption and Promoting Good Governance” was organized by the National Centre for Good Governance in Association with International Bar Association and Menon Institution of Legal Advocacy Training, Trivandrum on 21-22 March, 2015 at the National Law University, New Delhi.

The objectives of the colloquium were:

- To understand the impact of Corruption on Constitutional Governance, rule of

law, and socio-economic development.

- To evaluate the existing legal and administrative framework for fighting corruption.
- To examine the prospects of strategies for prevention of corruption.
- To strengthen the anti-corruption machinery by mounting an effective training programme of civil servants, police prosecution, judiciary and others.

The programme was inaugurated by the Chief Guest, Shri Rajiv, Chief Vigilance Commissioner; and was presided by Professor (Dr.) Ranbir Singh, Vice Chancellor, National Law University (NLU), Delhi; Professor (Dr.) N.R. Madhava Menon; and Shri Alok Kumar, Director General, NCGG. The participants who attended the colloquium were eminent persons/officers of the concerned departments and training institutions involved in fighting corruption of the Union and State



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Governments. The Colloquium was organized in eight technical sessions on selected themes related to Combating Corruption analyzing the issues in prevention, detection, investigation, prosecution and trail of corruption cases. The expected outcome of the national colloquium was to have a network of institutions and individuals interested in cultivating good governance practices.

II. Water and Sanitation

• National Key Resource Centre for Water and Sanitation

Government of India, Ministry of Drinking Water and Sanitation (MoDWS) has identified the National Centre for Good Governance (Department of Personnel and Training, Government of India), the erstwhile National Institute of Administrative Research, Lal Bahadur Shastri National Academy of Administration, Mussoorie as a National Key Resource Centre (NKRC) in 2010 in Water & Sanitation.

Aims of National Key Resource Centre

The NKRC at NCGG is aimed at apprise the senior management personnel and key policy makers working in WATSAN sector with the latest developments in the field and to equip them with knowledge that would help them in understanding the sector efficaciously and enable them to make more effective interventions.

Objectives of National Key Resource Centre

- To organize training for key

programme managers at their respective institutions in both sector (Water & Sanitation);

- To organize training workshop for senior level functionaries at the national level;
- To organize Capacity Building Training courses for key programme managers at their respective states and build key programme managers as Master Trainers; and
- To conduct evaluation study, document success stories and impact assessment.

Capacity Building Training Programmes under Water & Sanitation

The National Centre for Good Governance (NCGG) has been organizing a series of Capacity Building Training Programmes which have been entrusted by Ministry of Drinking Water and Sanitation (MoDWS), Government of India in both Water and Sanitation sector separately. In the beginning, the programmes were jointly conducted for both Water & Sanitation sector, later on from 2012 the trainings are being organizing separately at New Delhi and respective state capitals. The details are as follows:

- *States covered:* Jammu & Kashmir, Himachal Pradesh, Punjab, Haryana, Rajasthan, Madhya Pradesh, Uttar Pradesh, Jharkhand, Chhattisgarh, Odisha, Bihar, Manipur, Assam
- *Target groups:* Principal Secretaries/ Secretary, Key Programme Managers from State CCDU/WSSO, Chief Executive Officer/ Additional District Commissioner

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(ADC), Chief Engineer (PHED), Zila Panchayat President, State Project Director (SPD) Water and Sanitation, Academicians, Civil Society Members, Activist/Representative of NGOs & Other state level officials.

The Capacity Building Training Programmes on Water Sector conducted during 2014-15 are listed at *Annexure III*.

III. Social Sector

- *Monitoring and Supervision of SSA and Mid-Day-Meal (MDM) in 18 District of Uttar Pradesh:*

The Institute has been entrusted by the Ministry of Human Resource Development (MHRD) to monitor the implementation of *Sarva Shiksha Abhiyan* (SSA) and Mid-Day-Meal (MDM) in 18 Districts of Uttar Pradesh. The institute provides feedback on the status of SSA and MDM to the MHRD on a bi-annual basis by sample visits to elementary schools and their service areas in the State of Uttar Pradesh.

The major activities of the project are as follows:

- Assessing the progress of implementation of approval plans;
- Sample checking the progress;
- Verification of the process and procedure for implementation.

In this venture, the Institute has to cover all the districts at the interval of six months in four phases.

- *Monitoring and Supervision of Rashtriya Madhyamik Shiksha Abhiyan (RMSA) in all the 13 districts of Uttarakhand:*

The Institute has been entrusted by the MHRD to monitor the implementation of the *Rashtriya Madhyamik Shiksha Abhiyan* (RMSA) in all the 13 Districts of Uttarakhand. The institute provides feedback on the status of RMSA to the MHRD on a bi-annual basis by sample visits to secondary schools and their service areas in the State of Uttarakhand.

- *Mahatma Gandhi NREGA Issues Based Workshop:*

The National Centre for Good Governance (NCGG) organized three (3) numbers of “Two-Day Mahatma Gandhi NREGA Issue Based Workshop” for the MGNREGA State and District Level Functionaries (DM/DPCs) in the States of Odisha, Telangana and Bihar. The Workshop was conducted more as 'in-situ learning' with the peer groups, rather than as 'Class Room Training'. The details regarding the workshops are listed at *Annexure IV*.

IV. Trainings 2014-15

- *One-Day State Level Workshop on Awareness & Communication (A&C) Campaign for National e-Governance Plan (NeGP) on 15 September, 2014.*

NCGG organized a one-day workshop on Awareness & Communication Campaign for National e-Governance Plan for senior officers of the Garhwal Division dealing with National e-Governance. The program was held at NCGG campus in Mussoorie. The themes were designed so as to facilitate the National e-



Governance Plan to enable the officers to perform better in both their personal and professional spheres. The programme was attended by 21 participants, mainly from Districts administration dealing with e-Governance in the Districts of Uttarakhand.

The major objectives of the workshop were to enable officer trainees to:

- a. Develop an understanding of the e-Governance Initiatives in Uttarakhand;
- b. Gain an insight into the enabling e-delivery in Districts through e-district project;
- c. Have an understanding of the challenges in delivery of District specific services;
- d. Develop an understanding of state-wide area network and connectivity challenges in Uttarakhand.

- ***Special Training Programme for District Judges and Additional District Judges of State of Uttarakhand***

NCGG organized a series of five training programmes for District Judges and additional District Judges of Uttarakhand at

its Mussoorie campus. In continuation, NCGG also organized a five-day Specialized Training Programme for Civil Judges (Jr. Div.) 2012 Batch of Uttarakhand during 27th-31st January 2015 at Four Points by Sheraton, Dehradun.

The training programme was organized in pursuance of the MoU signed between erstwhile NIAR and Uttarakhand Judicial and Legal Academy (UJALA) to facilitate exchange of information, reading material, literally resources, faculty/staff, trainees, as well as cultural activities. The MoU had also provisions for organization of joint conferences, academic programmes, teaching activities, research activities and publications besides providing other support for training to Judicial Officers.

The major objectives of the training Programme was to enable officer trainees to:

- Have an understanding of the Indian Administrative and Governance Approaches;
- Gain an insight into the e-court Implementation for better efficiency;
- Have an understanding of the concept of Managing Economic Change;
- Have an understanding of Disciplinary



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proceedings in Government;

- Gain an insight into modern management tools and topics such as: Positive attitude, Total Quality Management, Team Building, Ethics and values, Emotional Intelligence etc; and;
- Develop basic understanding of India's Internal Security.

The programmes organized during 2014-15 are listed in *Annexure V*.

- ***Mid-Career Training Programme in Field Administration for Bangladesh's Civil Servants***

The National Centre for Good Governance has successfully organized 15 Mid- Career Training Programme in Field Administration for Bangladesh's Civil Servants at NCGG, Mussoorie from April 2014 to March 2015 and trained 543 Bangladesh Civil Service Officers. The

Training Programmes are being organized since 2013 after the Ministry of External Affairs designated erstwhile NIAR, LBSNAA as the Nodal Institute to train 1500 Civil Service Officers of Bangladesh. The programme, which focused on issues pertaining to Field Administration, was conducted in two phases:

- Class room lectures for theoretical inputs.
- Field visits to give hands-on experience of some of the projects that have been implemented by Indian Government in the last decade and to also give a practical exposure to the functioning of the officer of District Magistrate and Sub District Magistrate in the country.

The objective of this programme was to develop an understanding of Indian administrative and governance approaches and to impart an insight into the Indian rural



and urban development policies and programmes. It also focuses on various good e-governance experiences of India in various sectors, ethics in administration, overview of all India services, decentralization in India, women empowerment: policies and practices, total quality management, land acquisition act, perspective on globalization, disaster management techniques and approaches through case studies. The officer trainees get exposure to good projects such as Delhi Metro Rail Corporation, Municipal Corporation, North Delhi, and attachment with SDM/DM Haridwar to learn about the functioning and working of District and sub District administration. The programmes are usually being attended by 40 participants, mainly Upzila Nirbhai Officers and Additional Deputy Commissioners of different seniorities, employed by the Government of Bangladesh. The officers represented different districts of the country. The programmes organized during 2014-15 are listed in *Annexure VI*.

- ***Training Programme on Governance and Public Policy for the Civil Servants of Odisha Administrative Service***

NCGG organized a Training Programme on Governance and Public Policy for Officers of the Odisha Administrative Service (OAS) from 23rd to 27th February, 2015 which was attended by 29 participants. All the participants were mid- level officers holding designations such as Additional Secretary, Special Secretary, Joint Secretary, Additional Commissioner, Additional

District Magistrate and District Magistrate in the Government of Odisha. The officers were responsible for overseeing government policies and their implementation at the state level. These officers are also catalysts for general administration/coordination among different Government agencies and are also responsible for land revenue management in their respective jurisdictions.

The programme was aimed at acquainting the participants with various aspects of public policy and governance. Effort was to make them understand the need of Ethics and Morality in the public domain, finer nuances of governance and administration, concepts of leadership, Public Private Partnerships, concepts of Legal and Constitutional Basis of Policy Making and its Governance, in addition to familiarizing them with the framework of Right to Information Act, Communication Skills, creativity and innovation in professional work sphere, and importance of health & nutritional reforms among others.

The programme was very well received by the participants.

- ***Management Development Programmes***

NCGG has been conducting short term training programmes on Management issues for various organizations such as the Lok Sabha, Rajya Sabha, Municipal Council Govt. of NCT of Delhi, Atomic Energy Education Society, Labour Department, Indian Institute of Coal Management, and KVIC etc. The capacity-building training programmes conducted during 2014-15 are listed in *Annexure VII*.

Thematic Training Programmes, such as those related to water and sanitation issues,

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implementation of MGNREGA, capacity building of RMSA functionaries, etc. are undertaken by the NIAR's Faculty.

V. Centre for Climate Change and Environment (CCC&E)

The Centre for Climate Change and Environment (CCC&E) was established in the National Centre for Good Governance (erstwhile National Institute of Administrative Research) in collaboration with the United Nations Development Program (UNDP) in 2011. Over the tenure of four years, the Centre has worked with LBSNAA and the State Administrative Training Institutes (ATIs) to develop Climate Change Training Modules for reference of Civil Service Officers under-training at these institutes. The Centre is committed to build capacities of Civil Service Officers on climate change issues by enhancing their knowledge-base and skill-set for effectively addressing the challenges posed by climate change in their sectoral domains. The Centre, in its capacity as a knowledge institution, has also developed knowledge products on climate change. The activities undertaken during the period April 2014 to March 2015 are listed in *Annexure VIII*.

VI. Swachh Bharat Campaign

Swachh Bharat Abhiyan Campaign was officially launched by Hon'ble Prime Minister, on 145th birth anniversary of the Mahatma Gandhi on 2nd of October in 2014 at Rajghat, New Delhi.

The concept of Swachh Bharat is to pave access for every person to:-

- a) Sanitation facilities including Toilets, Solid and Liquid Waste Disposal Systems, village cleanliness;
- b) Safe and adequate drinking water supply.

This has to be achieved by 2019 as a befitting tribute to Father of the Nation Mahatma Gandhi on his 150th Birth Anniversary.

The Swachh Bharat Mission at NCGG has been started in continuation of the National announcement of official launch of Swachh Bharat Mission on 2nd October 2014 by the Prime Minister of India. A Special Cleanliness Drive was initiated at the NCGG campus by all the faculty and staff to ensure that the National Cleanliness Campaign is purposeful and fruitful, and to create awareness among employees and public. The Drive resulted in considerable improvement in the state of cleanliness in the office which has also been de-cluttered. Old time-barred records and unserviceable items including furniture and equipment have been removed and disposed off after following due process. All officers and staff have been sensitized about the need to keep office premises clean. "Swachhta Shapath" was administered on 2nd October, 2014 to all faculty and staff of NCGG.



NCGG TEAM

- *Office Bearers and the Faculty of NCGG*

Shri Alok Kumar, IAS (1984-Assam Meghalaya), Secretary, Central Vigilance Commission and is also holding the charge of Joint Secretary, Department of Personnel & Training, and Director General, NCGG: B.A. M.A. (Geology) from Patna University and Master's degree in Business Administration from Graduate Business School, University of Strathclyde, Glasgow, United Kingdom.

Shri Shiv Shankar Singh, Consultant, NCGG: He holds 36 years administrative experience in various capacities. He has studied at Agra College, and Ravishankar University. He has obtained a Diploma in Management from AIMA and an MBA from the University of Bedfordshire UK. During his career, he has served the Government of UP as Director Higher Education, Director Ayurvedic and Unani Services, Director State Development Agency, Additional Resident Commissioner Special Secretary Rural Development and co-ordination and Divisional Commissioner Moradabad, UP. He has also served in Ministry of Agriculture and Cooperation Government of India. He has been conferred D.Phil. He has completed research studies related to Management of Horticulture in UP with special emphasis towards small and marginal farmers.

Mrs. Poonam Singh, Associate Professor:- M.A. in Political Science, Post Graduate Diploma in Rural Development. Direct Trainer Skills (DTS), LBSNAA, Mussoorie, Design of Training (DOT),

DOPT, GoI & UK at LBSNAA, Mussoorie. She has 20 years of work experience in education especially in Planning, Monitoring and Research. She has worked as a Lecturer in Gaya College, Gaya (Magadh University, Bihar) from 1990. She has worked on Bihar Education Project, DPEP and SSA from 1998 to Sept. 2005. She has been working as an Associate Professor with the erstwhile NIAR (now NCGG) from October, 2005 and is coordinating various projects related to research, monitoring and training in governance issues. Her publications are in the area of community governance, multigrade and multilevel teaching process in primary education.

Dr. A. P. Singh, Associate Professor: M. Phil. & Ph.D. in Statistics. He has experience in 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 a command on Statistics and other areas such as Land Reforms. He has several published works in journals of repute and books to his credit and has been associated with successful completion and publishing of several research studies of different social sectors.

Dr. Bhupendra Singh Bisht, Associate Professor: M.A., Ph.D. in Geography from Kumaun University, Nainital (Uttarakhand). He holds 15 years experience in Research and Training. He has worked as a Research Scientist in GBPIHE, and has also worked as an HRD expert in the Uttarakhand Academy of Administration, Nainital. He has published more than 30 research papers in National & International journals of repute and edited a book on "Sanitation and Health in Rural India:

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Problem & Management Options” with Shri Alok Kumar, IAS former Deputy Director, (LBSNAA). He has undergone many professional trainings at different places in India and abroad.

Shri Supriyo Nath, Finance Officer, NCGG: B.Sc., M.A. (Sociology). He is an officer of Ministry of Finance, Controller General of Accounts (CGA), Department of Expenditure. He is also faculty in Government Accounts, Internal Audit, Computer Assisted Audit Techniques, Ethics in Governance and System Development. He is a recipient of Best Practice Award in 2011.

Dr. A.K. Mishra, Consultant, KRC: M.Sc. (Chemistry), B.Ed., from Kumaun University, Almora, Nainital, M.A. (Sociology), Ph.D. (Sociology) from Garhwal University, Srinagar. He holds more than 12 years experience in the area of Research, Social Mobilization, Training, Planning, Execution, Monitoring and overall management of Community-Driven, Demand-Responsive Approach based projects. He has also worked as a Social Development Specialist (Water & Sanitation) at Uttarakhand Academy of Administration, Nainital. He has acted as a Nodal Officer for the Nirmal Gram Puruskar (NGPs) verification for the State of Himachal Pradesh and Jammu and Kashmir for the year (2007-08). He has undergone many professional trainings at different places within India and abroad specifically in Canada, Nepal and Thailand.

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. He 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.Sc. (IT), M.A. (English), PGDCA, Direct Trainer Skills (DTS) Course at 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. LBSNAA, Mussoorie, International brain bench certification in computer fundamentals, Certificate in DTP and Auto CAD. He has Skills include Quantitative and Statistical Analysis using such packages like SPSS etc.

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 (post election survey) organized by Lokiniti: Centre for the study of Developing societies, Delhi, in Uttarakhand State.

● *Administrative and Support Staff of NCGG*

Sl. No.	Name	Designation
1.	Shri B. Bartwal	A.O./Manager Estate
2.	Shri Sunil Kumar	Accountant
3.	Shri S.C. Bahukhandi	Library & Information Assistant
4.	Ms. Ingita Bisht	Stenographer
5.	Shri Guman S. Bisht	Stenographer
6.	Ms. Anju Vishnoi	Stenographer
7.	Ms. Arti Tripathi	Stenographer
8.	Shri Shiv Prakash	D E O
9.	Ms. Laxmi Singh	D E O
10.	Shri Pankaj Thakur	D E O
11.	Shri Ashok Dobhal	D E O
12.	Shri Sanjay Dutt Pant	D E O
13.	Ms. Babita Singh	Clerk-cum-telephone operator
14.	Shri Pradeep Kumar	Clerk-cum-telephone operator
15.	Ms. Sangeeta Thapa	Clerk-cum-telephone operator
16.	Ms. Nazneen Naqvi	Clerk-cum-telephone operator
17.	Shri Jitendra Thapliyal	Clerk-cum-telephone operator
18.	Shri Brijesh Bisht	Training Assistant
19.	Shri Ranjit Singh	Driver
20.	Shri Jeevan Singh	Driver
21.	Shri Karan Singh	Cook
22.	Shri Khazan Singh	Table Bearer
23.	Shri Ranvir Singh	Mess Helper
24.	Shri Mijan Singh	Mess Helper
25.	Shri Rakesh Shah	Mess/Guest House Helper
26.	Shri Sabla Singh	Office Helper (Book Binder)
27.	Shri K.L. Semwal	Office Helper
28.	Ms. Urmila Devi	Office Helper
29.	Shri Rajesh Verma	Security Guard
30.	Shri Ram Singh Rawat	Security Guard
31.	Shri Shanti Ram	Security Guard
32.	Shri Bhopal Singh	Security Guard
33.	Ms. Mari Devi	Farash
34.	Shri Sunil Kumar	Sweeper
35.	Ms. Geeta Devi	Sweeper
36.	Shri Arvind Ram	Mali

National Centre for Good Governance

- ***Facilities available at NCGG***

The Building Complex includes Faculty rooms, office space for 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 on BSAS on Elementary Education conducted in various States by NCGG. The

computerized catalogue and bibliographic services of the Gandhi Smriti Library of the Academy are also available.

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

The Conference Hall can accommodate up to 60 participants and is equipped with multimedia facilities.

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

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| <p>1. Shri Ajit Kumar Seth, IAS
Cabinet Secretary,
Government of India,
Cabinet Secretariat,
Rashtrapati Bhawan, New Delhi 110 004</p> <p>2. Shri Sanjay Kothari, IAS
Secretary,
Department of Personnel & Training
(DoPT), Ministry of Personnel Public
Grievances & Pensions,
North Block, New Delhi 110 001</p> <p>3. Finance Secretary
Govt. of India,
Ministry of Finance,
Department of Financial Services,
New Delhi</p> <p>4. Secretary
Ministry of Rural Development
Govt. of India, Krishi Bhavan
Dr. Rajendra Prasad Road
New Delhi 110 001</p> <p>5. Secretary
Ministry of Urban Development,
Govt. of India,
Nirman Bhavan, Maulana Azad Road,
New Delhi 110 108</p> <p>6. Secretary
Deptt. of Health and Family Welfare
Ministry of Health and Family Welfare
Govt. of India, New Delhi</p> <p>7. Secretary
Deptt. of School Education and Literacy
Ministry of Human Resource
Development
Govt. of India, Shastri Bhavan
New Delhi 110 001</p> | <p>8. Secretary
Deptt. of Administrative Reforms & Public
Grievances
Govt. of India
Sardar Patel Bhawan, Parliament Street
New Delhi 110 001</p> <p>9. Shri Rajiv Kapoor, IAS
Director,
LBS National Academy of Administration,
Mussoorie, Uttarakhand</p> <p>10. Director
Indian Institute of Management Bangalore
Bannerghatta Road
Bangalore 560 076
Karnataka</p> <p>11. Director
National Institute of Public Finance
and Policy,
18/2, Satsang Vihar Marg,
Special Institutional Area (Near JNU),
New Delhi - 110067</p> <p>12. Shri B.S. Baswan, IAS (Retd.)
E-12/1, Vasant Vihar,
New Delhi - 110 057
Mobile 9810148487
E-mail: baswan@yahoo.com</p> <p>13. Smt. Aruna Roy
Civil Society Representative
Mazdoor Kisan Shakti Sangathan (MKSS)
Village Devdungri, Post Barar
District Rajsamand - 313341
Rajasthan</p> <p>14. Dr. Indira Rajaraman
Reputed Economist
C/o PCGM and Secretary
Secretary's Department
Reserve Bank of India
16th floor, Central Office Building
Shahid Bhagat Singh Marg, Mumbai 400 001</p> |
|---|--|

National Centre for Good Governance

15. Prof. Niraja Gopal Jayal
Professor
Centre for the Study of Law and Governance
Jawaharlal Nehru University, New Delhi
16. Prof. Dipankar Gupta
Distinguished Professor and Director,
Center for Public Affairs and Critical Theory, Department of Sociology,
School of Humanities and Social Sciences
Shiv Nadar University, NH91, Tehsil Dadri, D 2 Cabin No. 3, First Floor, B Wing, Gautam Budh Nagar 201 314, Uttar Pradesh
17. Prof. (Dr.) N.R. Madhava Menon
Eminent Jurist
"Devi Priya", Sairam Road
Opp. Pariksha Bhawan, Poojapura
Trivandrum 695 012, Kerala
18. Shri Alok Kumar, IAS
Joint Secretary (Training Division) & Director General, NCGG
Department of Personnel and Training
Ministry of Personnel, Public Grievances and Pensions
Block No. IV, Old JNU Campus,
New Mehrauli Road, New Delhi 110 067

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

1.	Secretary, DoPT, Govt. of India, New Delhi	Chairperson
2.	Director, LBSNAA, Mussoorie	Vice Chairperson
3.	Nominee of the Cabinet Secretary (AS/JS rank)	Member
4.	Additional Secretary, Department of Administrative Reforms and Public Grievances, Govt. of India, New Delhi	Member
5.	Joint Secretary, Training Division, DoPT, Govt. of India, New Delhi	Member
6.	Joint Secretary, Ministry of External Affairs, Govt. of India, New Delhi	Member
7.	Additional Secretary & FA (Home), Ministry of Home Affairs, Govt. of India, New Delhi	Member
8.	Director General, NCGG	Member Secretary

National Centre for Good Governance

*Annexure III**KRC Water & Sanitation Training Programme 2014-15*

S.N.	Programme Name	Date	Course Team	Venue
1.	5 Days State Level Capacity Building Training Programme on Water Issues for the State of Bihar	8-12 September, 2014	Dr. B.S. Bisht, Associate Professor,	BIPARD, Patna, Bihar
2.	5 Days State Level Capacity Building Training Programme on Water Issues for the State of Bihar	12-16 March, 2015	Dr. A.K. Mishra, Consultant (KRC)	BIPARD, Patna, Bihar

*Annexure IV**Mahatma Gandhi NREGA Workshop 2014-15*

S. N.	Programme Name	Date	Course Team	Venue
1.	Issue Based Workshop	10-11 November, 2014	Poonam Singh	Bhubaneswar, Odisha
2.	Issue Based Workshop	12-13 December, 2014	Akif Ahmed	Hyderabad, Telangana
3.	Issue Based Workshop	22-23 December, 2014		Gaya, Bihar

*Annexure V****Training Programme for District Judges Additional District Judges and Civil Judges (Jr. Div.) of State of Uttarakhand Held during 2014-15***

S.N.	Programme Name	Date	Course Team	Venue
1.	First Phase Three-Day Special Training Programme for District Judges and Additional District Judges of State of Uttarakhand	17-19 September, 2014	Dr. B.S. Bisht, Associate Professor, Dr. A.K. Mishra, Consultant (NKRC), Dr. Gazala Hasan, Assistant Professor	NCGG, Mussoorie
2.	Second Phase Three-Day Special Training Programme for District Judges and Additional District Judges of State of Uttarakhand	16-18 October, 2014		NCGG, Mussoorie
3.	Third Phase Three-Day Special Training Programme for District Judges and Additional District Judges of State of Uttarakhand	29-31 October, 2014		NCGG, Mussoorie
4.	Fourth Phase Three-Day Special Training Programme for District Judges and Additional District Judges of State of Uttarakhand	13-15 November, 2014		NCGG, Mussoorie
5.	Fifth Phase Three-Day Special Training Programme for District Judges and Additional District Judges of State of Uttarakhand	2-4 December, 2014		NCGG, Mussoorie
6.	5 Days Specialized Training Programme for Civil Judges (Jr. Div.) 2012 Batch of Uttarakhand	27-31 January, 2015		Four Points by Sheraton, Dehradun

*Annexure VI**Mid- Career Training Programme in Field Administration for Bangladesh's Civil Servants organized during 2014-15*

S.N.	Programme Name	Date	Course Team	Venue	
1.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	15-27 April, 2014	Dr. A.P. Singh, Associate Professor Shri Sanjeev Sharma, Research Associate Dr. Mukesh Bhandari, Research Associate	Gyanshila LBSNAA, Mussoorie	SR-I,
2.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	05 May-8 May, 2014		Gyanshila LBSNAA, Mussoorie	SR-I,
3.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	26 May-07 June, 2014		Gyanshila LBSNAA, Mussoorie	SR-I,
4.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	4-16 August, 2014		Gyanshila LBSNAA, Mussoorie	SR-I,
5.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	25 August-6 September, 2014		Gyanshila LBSNAA, Mussoorie	SR-I,

6.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	15-27 September, 2014		Sterling Resort, Mussoorie
7.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	28 October – 9 November, 2014	Dr. A.P. Singh, Associate Professor Shri Sanjeev Sharma, Research Associate Dr. Mukesh Bhandari, Research Associate	Sterling Resort, Mussoorie
8.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	1-13 December, 2014		Sterling Resort, Mussoorie
9.	Mid Career Training Programme in Field Administration for Civil Servants of Bangladesh	5-17 January, 2014		Sterling Resort, Mussoorie

*Annexure VII**Management Training Programmes conducted during 2014-2015*

S.No.	Programme Name	Date	Course Team	Venue
1.	Advanced Management Programme for Senior Executives of Coal India Ltd	16-20 September, 2014		Sterling Resort, Mussoorie
2.	Strategic Management Programme for Senior Executives of Coal India Ltd	13-17 October, 2014	Dr. A.P. Singh, Associate Professor Shri Sanjeev Sharma, Research Associate Dr. Mukesh Bhandari, Research Associate	Sterling Resort, Mussoorie
3.	Management Development Programme for Senior Officers of Lok Sabha Secretariat	13-17 October, 2014		Sterling Resort, Mussoorie

*Annexure VIII**Activities of the Centre for Climate Change and Environment in FY2014-15**1. Capacity development at LBSNAA on Climate Change issues*

S.N.	Period/ Duration	Activity	Description
1.	April-June 2014	Revision of training material	Training material used by LBSNAA was reviewed and revised through engagement of KPMG India. Modules have been developed for Foundation Course, Induction Training Programme, IAS Professional Phase I - Phase V courses.
2.	May 2014- October 2014	Integration of climate change training modules	Climate change courses were incorporated in the training programmes (Foundation course, Phase I, Phase IV and Phase V) as per revised framework.

2. Developing CCC&E as a knowledge institution on climate change

S.N.	Period/ Duration	Activity	Description
1.	November 2014 and March 2015	Development and submission of proposal	CCC&E submitted a proposal to the Ministry of Environment Forests and Climate Change, Government of India to support its activities (in the capacity of knowledge institution) in order to continue contributing to the international and national commitments of India related to climate change.

3. Developing capacity of other institutions, south-south cooperation

S.N.	Period/ Duration	Activity	Description
1.	April-June 2014	Development of training material	Training material developed for State ATIs after the Training Need Assessment exercise. KPMG India was engaged by UNDP, India to develop these modules which include common training modules on Climate Change and specific modules developed depending upon the geo-climatic conditions of the states – Arid Zone, Central Zone, Coastal Zone, Himalayan Region, Indo-Gangetic Zone and North East Zone.
2.	August 2014	Training of Trainers Workshop	A five-day Training of Trainers Workshop was held in New Delhi for 20 faculties from 12 State ATIs. This training focused on using the modules and materials developed by the Centre for Climate Change.