

NATIONAL CENTRE FOR GOOD GOVERNANCE

20 December 2014



*National
Stakeholders'
Consultation
on Vision and
Mission of
National
Centre for
Good
Governance*

Acknowledgements

National Centre for Good Governance(NCGG) gratefully acknowledges the support and partnership of its key partners in the National-Level Stakeholders' Consultation on Vision and Mission of NCGG.

The presence of Padma Shree Shri N.R. Madhava Menon (Eminent Jurist and Professor of Law) as the Chief Guest for the event underscored the significance of the workshop and highlighted the relevance of Good Governance in view of the reform-agenda of the existing government.

Shri Ajit Kumar Seth, Cabinet Secretary, as Chairperson of Governing Body of NCGG provided overall guidance; Shri Sanjay Kothari, Secretary, Department of Personnel and Training, Ministry of Personnel, Public Grievances and Pensions provided strategic direction for hosting the workshop; while Shri Alok Kumar (DG, NCGG), Shri P. K. Das (Joint Secretary, Training, Department of Personnel and Training)and Shri Sanjeev K. Jindal (Director, Training, Department of Personnel and Training) provided guidance and Ms. Poonam Singh (Associate Professor, National Centre for Good Governance) did the spade work for this workshop.

NCGG is thankful to the Moderators and Panelists for each Panel session –

Panel 1 Vision, Mission and Priority Themes for Next Few Years: Sh. B.S. Baswan, (IAS Retd.), Professor C. Raj Kumar (Professor & Vice Chancellor, O. P. Jindal Global University), Prof. Rajeev Malhotra (Professor & Executive Director, Centre for Development and Finance, Jindal School of Government and Public Policy, O.P. Jindal Global University), Prof. Dipankar Gupta (Professor, Shiv Nadar University), Shri Sudipto Mundle (Emeritus Professor, National Institute of Public Finance and Policy), Shri Padamvir Singh (IAS Retd., Former Director, LBSNAA).

Panel 2 Architecture and Design of NCGG: Prof. N.R. Madhava Menon (Eminent Jurist), Ms. Priyanka Kochar (Senior Programme Manager, Sustainable Habitat Division, TERI, GRIHA), Shri Pradeep Singh (Deputy Dean Indian School of Business), Prof. Ashok Kumar (Head Regional Planning, School of Planning and Architecture), Shri Sourabh Gupta (Managing Director, Archohm Consults)

Panel 3 Global Best Practices on Good Governance: Shri Kush Verma (IAS, Commissioner, MCD, Ghaziabad, Uttar Pradesh), Ms. Sumeeta Banerji (ACD & Head - Democratic Governance, UNDP), Ms. Sudha Shetty (Asth. Dean for Global Alliances, Goldman School of Public Policy, Berkeley, USA), Dr. Dean Spears (Faculty, Centre for Development Economics, Delhi School of Economics), Shri Saraswati Prasad (Joint Secretary – Sanitation, Ministry of Drinking Water and Sanitation).

Panel 4 Interface of NCGG with its stakeholders: Shri Sanjay Kothari (IAS, Secretary, Department of Personnel & Training, Ministry of Personnel Public Grievances & Pensions), Dr. Krishna Kumar (Professor of Education, University of Delhi), Shri K. Ramakrishna Rao (IAS, Secretary, Finance & Director General, Centre for Good Governance), Dr. N.C. Saxena (IAS, Retd.), Shri Shabbeer Shaikh (Director, Centre for Good Governance, Hyderabad).

NCGG extends a special thanks to the participants - including several eminent academicians, practitioners, Civil-Service Officers, members of the civil society, former Secretaries to the Government of India, Director-Generals, Director and other faculty members of the Central Training Institutes and State Administrative Training Institutes and subject-experts - who contributed to a dynamic exchange of ideas and experiences during the workshop.

NCGG is grateful to DoPT for providing financial support and overall guidance to this workshop.

Team from the National Centre for Good Governance, including Associate Professors, Administrative and Finance Officers, Research Associates, Office staff provided logistical support for execution of the workshop. Shri Rajesh Arya (Director, Training) Ms. Seema Srivastava (Director, LRC) and Ms. Suman Singh (Project Manager, GoI-UNDP SHRM Project) facilitated the workshop proceedings and compered the workshop. DoPT also acknowledges support from the UNDP team lead by Ms. Suman Singh that has worked together for development of this report including Mr. Piyush Jha, Ms. Prachi Khanna, Ms. Nitya Iyer and Ms. Akshara Saini.

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Executive Summary

National Centre for Good Governance (NCGG) organized a one day "National Stakeholders' Consultation on Vision and Mission of NCGG" on December 20th 2014 in New Delhi.

NCGG aspires to be a center of excellence to assist the government and various departments towards creating citizen-centric governance. NCGG was envisaged as an institute of knowledge that works with the government, and facilitates exchange of ideas between India and other countries. NCGG thus aims to achieve this end by facilitating stakeholder expectations with regards to inclusive and responsive governance while at the same time enumerating its own expectations from the stakeholders through active consultations. For the Vision and Mission of the NCGG to be meaningful, effective and focused, it was felt that it should be arrived at after an extensive consultation with stakeholders.

The stakeholders' consultation brought together idea 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 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.

The day began with an Inaugural Session followed by Panel discussions. Key discussion points and recommendations were presented in the closing session of the consultation meet.

Background

The Government of India has established the National Centre for Good Governance (NCGG) to act as an apex think-tank of the country on governance, policy, advocacy and capacity building issues. It is expected that this initiative shall propel implementation of governance reforms in the country and foster democracy. The NCGG is envisaged to provide an Institutional framework for guiding effective service delivery. It shall employ its knowledge, skills and experience on research and policy analysis to provide actionable policy inputs to the Government Agencies to improve governance at the national and sub-national level. Further, it shall also facilitate knowledge exchange with other countries with a vision to disseminate good governance practices for the benefit of the developing world at large.

It is envisaged that NCGG would be an institute of excellence that works with the government. Specifically, its repertoire shall include research on good governance practices across administrative, social, financial and political spheres, through assorted means - including (but not limited to) establishing academic collaboration, fostering synergies across various government agencies, developing a national repository of information, establishing educational, research and academic platforms. The over-arching intended principle is to employ an eclectic approach for research, advocacy and dissemination of good practices for inclusive and responsive governance with 'perceptible' and 'sustainable' transformation of the least developed" as the end-in-view.

With this larger view in focus, a Stakeholder's Consultation was organised to finalise the elementary, yet very vital principles and guidelines that shall steer the execution of the formulated objectives of the institution. It was deemed imperative that the fundamentals governing the functioning of the organization are set out at the very on-set so as to provide an unambiguous direction to the leadership as well as other engaged staff for pursuing their respective endeavours.

The stakeholder consultation included national and international experts in the field of governance and public policy and representatives of Central Training Institutes and State Administrative Training Institutes as participants/stakeholders. The methodology was simple and included an inaugural session that outlined the objectives of the Stakeholders Workshop, followed by a presentation on NCGG. There were four Panel sessions that were conducted during the course of the day to discuss the thrust areas and solicit stakeholder ideas and opinion on the same. Specifically, this consultation workshop reflected on the following four thematic areas:

1. ***Vision and Mission of the National Centre for Good Governance:*** This session aimed towards exchange of ideas and consultation amongst stakeholders to produce a mission statement accompanying Vision statement of NCGG. The idea was to arrive at a Vision and Mission statement which is relevant, practical, aligned to NCGG's objectives and participative.
2. ***Architecture and Building Design of the National Centre for Good Governance:*** NCGG as an apex body for government in India must have its own unique campus. The session was designed to deliberate on technical and architectural issues based on the requirements of the NCGG so that the campus may be of international standards.
3. ***Global Best Practices on Good Governance:*** This session was to include a collective discussion on better business practices from other successful organizations and compare and learn from them so as to be able to adapt them for NCGG through a systematic process.
4. ***Interface of the National Centre for Good Governance with its Stakeholders:*** This session aimed at understanding the value of key stakeholders to the organization, and how they can be involved in the decision making process.

Inaugural Session

The National Stakeholders' Consultation started with the traditional lighting of lamp and presentation of bouquets. This session included Shri Sanjay Kothari (Secretary, Personnel), Shri N.R Madhava Menon (Eminent Jurist) as Chief Guest, Shri Alok Kumar (DG, NCGG), and Shri P.K. Das (JS, Training).



Introductory Note – Shri Alok Kumar, DG – NCGG

The Stakeholders Consultation started with a brief presentation on NCGG. The presentation summarized a broad spectrum on NCGG covering areas, such as: Mandates of NCGG, Good Governance facilitation, Governance structure of NCGG, and Flow of the consultation meeting.

The session illustrated the detailed outline on the steps involved for the establishment of NCGG. The focus of NCGG would be action oriented research in Good Governance and the institution would work towards resolution of key issues in governance, programme implementation, develop action plans, support Governance reforms and help in developing synergy across various sectors. NCGG would work toward facilitating Good Governance in the

government by creating repository of best practices and distinguished methodologies. It was also mentioned that NCGG would conduct various research and analysis in the field of capacity building for better service delivery and there will be efforts to make NCGG a sustainable initiative.

This session also summarized the Governance Structure of NCGG wherein it was mentioned that all the NCGG affairs would be managed under the overall superintendence, direction and control of the Governing Body under the chairmanship of Cabinet Secretary. The stakeholders workshop session plans were also discussed in the introductory remarks wherein, DG – NCGG mentioned that the objectives of the workshop is to lay foundation of NCGG through a consultative framework.

Address by Chief Guest – Shri N.R. Madhava Menon

Shri Menon welcomed and acknowledged the delegates and emphasized the importance of Good Governance. The address focused primarily on the need for Good Governance and provision of better service delivery to the people. His main concerns were to address how good governance can reach the citizens, how NCGG should be organized as an initiative; and the procedures that need to be developed for NCGG to achieve the goal with which it was setup.

Prof. Menon's speech also focused on the 'Gaps' in Good Governance and he mentioned that the gap in Good Governance occurs due to the deviation of State/Center government from pre-defined Constitutional Rules. He quoted the example of Indian Constitution as it came into existence as a part of Good Governance initiative.

The address also emphasized on the integral elements needed to make the NCGG initiative a successful venture. This includes Normative Framework, Procedural Framework, and Personnel/Manpower Framework. In his address, Shri Menon emphasized over the critical importance of the personnel involved in these institutions as it lays a huge impact on the functioning of any organisation.

Key-Note Address – Shri Sanjay Kothari, Secretary (P)

Secretary (P) in his Key-note address welcomed and acknowledged the delegates and emphasized over Good Governance. He mentioned that a bureaucratic set-up can only facilitate the establishment of eminent institutions; the real establishment needs much more effort and commitment.

In his brief address, Secretary (P) mentioned that the government needs a think tank and an available platform to discuss ideas related to issues of Good Governance. He emphasized the need for citizen centric service delivery as well as a time frame based delivery of services. He further assured that the department will provide every possible support for the establishment of NCGG.



Panel Session I

Vision, Mission and priority themes for next few years



Session Moderator:

Shri B. S. Baswan (IAS Retd.)

Session Panelists:

1	Professor Dr. C. Raj Kumar, Professor & Vice Chancellor O. P. Jindal Global University, Sonipat, Haryana
2	Prof. Rajeev Malhotra, Professor & Executive Director Centre for Development and Finance, Jindal School of Government and Public Policy, O.P. Jindal Global University, Haryana – 131 001
3	Prof. Dipankar Gupta I Palam Marg (Annexe) Vasant Vihar, New Delhi – 110 067
4	Shri Sudipto Mundle Emeritus Professor, National Institute of Public Finance and Policy, New Delhi - 110067
5	Shri Padamvir Singh, IAS (Retd.) Former Director, LBSNAA, Mussoorie, Uttarakhand

Background

Formulating a vision and mission statement is probably the most significant steps for defining the future enterprises of an organisation. All activities of the organisation shall be affected and propelled by the direction provided by these statements. Additionally, these shall be the most widely accessible and most discernable statements regarding the action programme/ underlying agenda of the organisation. Therefore, the vision and mission statement of the organisation must clarify and communicate its intended purpose to its stakeholders broadly, yet unambiguously.

The vision of the organisation should be able to effectively and briefly encapsulate the beliefs and governing principles of NCGG. It was expected from this panel discussion that the deliberation will help in formulation of a vision statement that is broad enough to include all its objectives and pursuits that NCGG can associate with, and yet, specific enough to define an explicit agenda for the organisation to work upon; it shall also be inspiring enough to sustain the momentum generated.

Building upon the vision statement, the mission statement should be able to ground the broad organisational agenda into practical terms. It should be concrete, action-oriented, outcome-generating and inclusive, in that it should be able to guide the efforts of today and tomorrow. It is expected that the mission statement shall be aspiring enough to bind the all the passionate stakeholders towards a common goal. It was envisaged that the deliberation of this discussion should be able to chart out priority areas/themes that should be in focus for the organisation in the short term as well as those that that would be pursued in the long term.

Session Proceedings:

The session started with each panelist sharing their views on the topic on invitation from the Chair. Shri B. S. Baswan invited Prof. Rajeev Malhotra to share his views.

Professor Rajeev Malhotra proposed that the pre-requisite for drafting the vision and mission statement for NCGG, is to identify the circumstances that necessitated establishment of the centre in the first place. He observed that the purpose of NCGG is to facilitate the process of bringing about governance reforms. He suggested that this can be best achieved if NCGG maintains a distance from the government while still being within the government framework. He also observed that for NCGG to be able to sustain itself, it is important that the structure is developed so as to minimize its chances of becoming an insular organization, lest it ceases to maintain an information flow with organizations and agencies.

He suggested that NCGG should work on developing a quantitative framework for assessing Public Policy framework as its priority area so as to be able to identify the low-performing areas in the Public Policy domain for further research and amendment. He also suggested that decentralization, capacitating the local bodies and building Public-Private Partnerships form an important component of the governance framework, and hence must be the priority themes for NCGG to work upon. Building regulatory capacity that guides non-governmental actions to be tied up with governance objectives should also be an area of priority action for NCGG.

Professor Dipankar Gupta recommended that NCGG should work with a vision to Realize Citizenship through entrusting the people of the country with an aspiration towards creating conditions for equality of status. He proposed that the mission of NCGG should aim towards “simplification”. In this regard, he emphasized that laws should be made with the objective to “enable people” rather than “disabling people”. He proposed the following for further discussions and amendments for adoption as the mission statement of NCGG: “To think of ways and means to simplify things to enable people”. He further emphasized that there is a need to take account of the existing policies and work towards achieving a “steady state” rather than resorting to emergency measures. He also urged to avoid pre-judging issues and solutions with reference to study of best practices.

Shri Padamvir Singh recommended that strengthening citizenship and trust could be the motto of the organization. He also observed that there is a need to have a vision for the short-term for the next 4-5 years and then a vision for a longer term of 5-10 years. He re-iterated Dr. Madhava Menon’s observation that the mission of NCGG is prescribed in the constitution of India. He highlighted issues of e-governance, use of technology, networking, rule of law as subjects of importance while defining priority areas for NCGG. He proposed that NCGG could become a platform for national consultations on important issues. He emphasized that knowledge-generation should be the key agenda for NCGG. He also suggested that NCGG should hold a series of workshop with the stakeholders every year to take it the institute forward.

Shri Sudipto Mundle recommended that the priority areas for NCGG should be defined by identifying the challenges to governance and that can be aggregated to form a vision and a mission statement. He observed that the current system of governance existing in the country is a result of further grafting of administrative procedures on to the colonial system of governance and policy making. He pointed out that the colonial Administrative Machinery was not primarily meant for development; and followed a more ‘ruling-the-people’ based approach than a ‘serving-the-people’ approach. He recommended that there is an urgent need to revamp the existing administrative machinery. He advocated the use of technology for helping citizens, and tweaking the system for minimizing the opportunities for corruption. He called on for land-market and labour-market reforms.

Professor Dr. C. Raj Kumar advised the vision and mission of the organization must be backed by the institutional apparatus to support it. He pointed out that the Aims & Objectives of NCGG as listed in the Concept Note for the workshop were rather board. He suggested that the NCGG should follow a minimalistic and focused approach. He also suggested that NCGG should work on research and knowledge creation for infusing new ideas and perspectives into governance.

In terms of formulating the vision, he pointed out that it is important to capture what role NCGG can offer in the field of training and capacity-building such that it does not overlaps with the role of LBSNAA and other training institutes. He suggested that NCGG should play a greater role in knowledge generation and should not have much focus on capacity-building. He also advised that NCGG should take a cue from what other international organizations working on governance issues are doing and the niche they have created for themselves in those countries. He suggested that NCGG should conduct studies on creation of effective governance and public policy. He also proposed that NCGG should work towards developing a global network of universities and individuals to advance the cause of good governance.

Summary/Recommendations

From the discussions, it ensued that the National Centre for Good Governance could act as a platform for National consultations and for establishing a global network of universities and individuals to advance the cause of good governance. It can also facilitate a functioning network for knowledge exchange and act as a platform for consensus-building. Specifically, the following recommendations were made:

Vision: It was proposed that the vision statement must be such that it clearly exhibits the agenda of NCGG as being distinct from other capacity-building organisations. It was suggested that NCGG's vision should be to propagate the agenda of shift from ruling-the-people regime to serving-the-people philosophy. Realising citizenship should be at the core of the vision of NCGG. It was further recommended that the vision statement should encapsulate propagation of evidence-based policy-making such that it engrains the principles of transparency, coherency, equity, efficiency and sustainability through coordinated actions.

Mission: Following a discussion on the mission statement of NCGG, it was suggested that the missions of NCGG could be envisioned as the spokes of an umbrella anchored by the vision statement as the central pillar. It was advocated that the mission must be evolving and dynamic to be in-sync with the agenda of the Planning Commission. It was also suggested that the activities that would compose the mission of NCGG must have a buy-in from the Government departments and agencies. It was recommended that the mission of NCGG must be derived from the direction provided by the Constitution of India. It was cautioned that NCGG's mission

should be such that there is no duplication and overlapping with the activities that are already being undertaken by other organisations. It was suggested that NCGG's mission should follow a focused approach on knowledge-generation. Simplification of processes for enabling citizens and evidence-based policy-making should form the strategic base for composing the mission for NCGG.

Priority themes: It was suggested that NCGG's priority should be to undertake research on Minimising corruption, Electoral reforms, Decentralisation, use for IT for service delivery, Urban governance and Judiciary. Developing quantitative framework for assessment of public policy, Institutionalisation of study of public policy, social policy and benchmarking governance were also suggested as strategic priority themes for NCGG. It was proposed that policy implementation including cutting-edge innovation in implementation, developing decision-making and leadership capacities should be included in priority themes for NCGG. Law, Health, Education, Labour market reforms and Land reforms were also suggested as important themes for formulating the research-agenda for NCGG.

Panel Session II

Architecture and Building Design of the National Centre for Good Governance



Session Moderator:

Prof. (Dr.) N.R. Madhava Menon (Eminent Jurist, Trivandrum)

Session Panelists:

1	Shri R.S. Prasad (Advisor, TERI GRIHA, New Delhi)
2	Ms. Priyanka Kochhar (Sr. Programme Manager, TERI GRIHA, New Delhi)
3	Shri Pradeep Singh (Deputy Dean, ISB Mohali)
4	Prof. Ashok Kumar (Head- Regional Planning, School of Planning & Architecture, New Delhi)
5	Shri Sourabh Gupta, Archohm Consults, Noida

Background

The session invited deliberation on opportunity to embody sustainable design principles in its building from the very beginning of the construction and designing phase. The session saw intense discussion on ideas for incorporation of the principles of economic, environmental and

social sustainability within the framework of the architectural concepts and design code for the new campus to be built.

The National Centre for Good Governance is currently operating from the Old JNU Campus in New Delhi as its Head Quarters and Mussoorie as its Branch Office. NCGG has envisaged to build its own campus with enough office space to carry out its research activities and equipped with all modern facilities to facilitate efficient output generation towards its objectives. Additionally, it should also be equipped with enough space to carry out capacity-building activities. NCGG shall be constructing its own new building in the near future. This building - being the tangible and physical form of the organisation – is an important characteristic of the organisation as it would be the most visible and distinguishable, identification feature of the organisation. It is preferred that the principles and building code applied for designing of this new building should entail the principles that constitute the ideology of the organisation.

Since NCGG would be constructing its own building afresh, there is an opportunity to embody sustainable design principles in its building from the very beginning of the construction and designing phase. It was therefore considered that views and expectation of all the concerned stakeholders and subject experts should be captured and incorporated in the planning stage itself. The expected outcomes from this session included:

- Arriving on a consensus on the ideology governing the Architecture and Building Design for NCGG.
- Identification of buildings/ architecture designs that can be a source of inspiration for designing of NCGG's new campus.
- Deliberation on potential sites for construction of the new campus including legal and other aspects. It is preferred that the site for the new campus is located in the vicinity of other eminent academic and research institutions.
- Deliberation and recommendation on ideas for incorporation of the principles of economic, environmental and social sustainability with-in the framework of architectural concepts and design code for the new campus to be built.
- In the long-term, it is expected that the building would serve as model for inspiration for other organizations in India and internationally aspiring to undertake sustainable construction/design practices for their endeavors.

Session Proceedings:

Prof. Madhava Menon introduced the panel session and suggested that Architecture and Building Design is closely linked with the objects and missions of the organization. He mentioned that there are three types of infrastructure that need to be looked at while setting

up any organization. These include physical, technical and human resource infrastructure. He suggested the need for a nil maintenance physical infrastructure.

Shri Pradeep Singh mentioned that the session illustrated the detailed outline for efficient designing of space for better outcome and to achieve defined objectives. Shri Singh, in his brief session, pointed out that NCGG should be an institution based on the objectives of Research, Learning and Dissemination or Advocacy. He emphasized that NCGG needs a campus which catalyses collaboration and creativity. He focused on flexible and collaborative as an integral component for efficient design of NCGG.

Ms. Priyanka Kochhar detailed the outline for optimum utilization of resources and building an efficient designing model. Ms. Kochhar focused on various cost effective ways for energy conservation, citing examples from TERI GRIHA project. She pointed out three basic components that need to be taken care of for cost effective design, Passive Design, Efficient System, and Renewable Energy Management. Ms. Kochhar in her brief discussion proposed way for NCGG as Net Zero emission, 5 Star GRIHA rated design model, and Integrated indigenous features. At the end of the briefing, Ms. Kochhar invited NCGG design team to visit TERI Gurgaon to have an essence of efficient designing.

Prof. Ashok Kumar pointed out three basic components of that need to be taken care of while construction planning for NCGG. These include construction on the basis of Need, construction on the basis of Values, and construction on the basis of Energy Optimization. He emphasized that a library or e-library has to be at the heart of the institution and that the spaces should reflect openness, equality and deliberation to encourage collaboration. Shri Kumar emphasized on the location and accessibility of the institute for better participation.

Shri Sourabh Gupta, elaborated few best possible designs citing examples from Archohm Consults. He also illustrated the need for designing collaborative/participative spaces within the institutions. He emphasized on the unorthodox designing of the institutions rather than to have traditional design.

Summary/Recommendations

- Architecture and Building Design is closely linked with the objects and missions of the organization.
- Infrastructure includes physical, technical and human resource infrastructure.

- Architecture and Building Design has to aim at optimal resource use in terms of energy, water and environment.
- Given the revolutionary changes taking place in the process of learning, as a 24 x 7 activity, one has to build NCGG on the basis of collaboration, creativity, and flexibility.
- Architecture and Building Design is to emphasize the values of equality, openness and accessibility.
- The proposed centre should not only be a think tank on governance but an incubator of ideas and lead to operationalizing these ideas into action projects.
- The campus has to be residential. If available land is inadequate, NCGG may look for apartments to be leased in the neighborhood.
- NCGG may build vertical spaces for multi-functional purposes in its two-acre land and look for more land in the neighborhood to expand in future.
- Architecture and Building Design team may look at select campuses like Indian School of Business, Mohali, Google Campus in Gurgaon, Alliance University, Bangalore, TERI GRIHA five-star rated building in Gurgaon and International Institute of Faith Leadership, Ghaziabad.
- Innovation and entrepreneurship are two key concepts needed for good governance. NCGG itself should be a model working on these concepts.

Panel Session III

Global Best Practices on Good Governance



Session Moderator:

Shri Kush Verma, IAS, Commissioner, NCR, Government of Uttar Pradesh

Session Panelists:

1	Ms. Sumeeta Banerji, Assistant Country Director & Head (Democratic Governance), UNDP, New Delhi
2	Ms. Sudha Shetty, Assistant Dean for Global Alliances, Goldman School of Public Policy, Berkeley, USA
3	Mr. Dean Spears, Faculty, Centre for Development Economics, Delhi School of Economics
4	Shri Saraswati Prasad, Joint Secretary (Sanitation), Ministry of Drinking Water and Sanitation

Background

With the change in time, the role of government and nature of governance is also changing rapidly. There is an emerging global consciousness demanding to usher in an era of good governance. Accordingly, there has been a paradigm shift in the system of governance in India and many attempts have been made to provide responsive administration through various kinds of reforms. The new set-up envisages an environment wherein every citizen may realize his/her potential as a citizen and deliver to his/her best knowledge.

The first objective of the session was to identify the best practices based on the comparative analysis of other successful organizations across globe and to learn from them so that a similar model can be adopted for the National Centre for Good Governance (NCGG) by following a systematic process. It would be important to look into the research findings of such organizations and utilize the existing resources for 're-inventing the wheel'. Secondly, to analyze the performance gaps in an organization and to suggest various examples/case studies of global best practices which can help in improvising the present administrative set-up.

Session Proceedings:

The session focused on identifying institutes and organizations that have devised best practices and have produced superior results in governance. **Shri Kush Verma** opined that, the term "Best Practices" needs to be replaced with "Good Practice", as there is still an enormous scope of improvement. It would not be sufficient to simply identify the good practice of an organization/institute, it is furthermore important to understand how a particular institute of a country has emerged and became embedded within the system of government. A holistic approach needs to be followed encompassing best practices of all the categories- executive, legislative, judicial and civil society.

Ms. Sumeeta Banerji through her presentation highlighted global best practices on Centres of Excellence on Good Governance and shared lessons learnt from them which the NCGG India may adopt. Ms. Banerji presented a brief overview of the Institutes of Public Administration across globe which is embedded within the government of respective countries. Some of them are The National Institute of Public Administration of Spain, Chinese Academy of Governance, The Federal Academy of Public Administration, Germany, and Korea Development Institute. The core activities of the above-mentioned institutes are to provide: training and improvement of the civil servants, analyse public policies through conferences, meetings and seminars, conducts research, facilitates training and capacity building of civil servants, carry out exchanges and cooperation with institutes of governance and civil servant management bodies of foreign countries etc.

She presented the objectives of various Institutes working on the agenda of governance and public administration which are contributing to the ideas and policy reforms. To name a few: Ash Center for Democratic Governance and Innovation, Harvard Kennedy School, Australia and New Zealand School of Government, Korea Institute of Public Administration. She mentioned that NCGG can have partnership with above-stated Institutes for conducting joint research. The Centre should be independent, autonomous with least political interference. While formulating the organizational structure, it can see the examples of other countries like KDI and can have a clearly demarcated authorities and divisions under it. She also mentioned briefly about assessing the organizational performance of the proposed Centre, what have to be its potential parameters for assessment and level of indicators for assessing performance.

Mr. Dean Spears through his presentation talked about best practices which are unfortunately not the best. Optimal public policies are made by geniuses. Effective governance in the public sector encourages better decision making and the efficient use of available resources. He mentioned that, we should have “robust governance” instead of “best governance”. The available resources are limited, therefore, there is a need to manage the available resources on the basis of quantitative analysis.

Mr. Saraswati Prasad emphasised on the issues of cleanliness while presenting on the Swachh Bharat Abhiyaan. Issues of clean environment need to be addressed. He also talked about adverse impact open defecation can make. He shared that within South Asia, India has the highest percentage of open defecation of almost 65%. Mr. Prasad also talked about the importance of rural sanitation.

Ms. Sudha Shetty, shared that Good Governance is about common good. It is not about making correct decisions, but it has to be best and right for a particular time and should be managed according to the change of time. Good Governance should have the following characteristics: it should be accountable, transparent, responsive, participatory, consensus oriented, effective and efficient. She also emphasized that the stakeholders should be able to participate in the decision making process of the centre. In order to avoid misuse of power, conflicting interest, improper influence, a proper set of checks and balances needs to be placed within the system. Mapping strategy is a mandatory which needs to be done with the help of NGO's, public-private organizations.

Summary/Recommendations

Following were the major recommendations of the Session:

1. To study the research conducted by Princeton University. They have conducted studies on why certain institutes of different countries are doing well and the policies adopted by them.

2. To examine the steps taken by the Country/Institute that resulted in transforming the initiative into best practice. NCGG should look for institutionalizing best practices which other institutes have adopted.
3. To examine those Institutes a) which were successful before and are no longer now b) which are now taking measures to become effective. Through this, gap analysis can be done of what went wrong and can help in adopting adequate cautious measures for NCGG.
4. While formulating the organizational structure, it can see the examples of other countries like KDI and others and can have a clearly demarcated authorities and divisions under it.
5. NCGG can have partnership with global institutes for conducting joint research collaboration.
6. Limitations of good governance need to be addressed and issues of governance become central and role of the state is important. Generic issues of public service delivery, integrity, accountability, bifurcated policy making, inclusive and participatory governance need be kept in mind while creating the new Centre.
7. The Centre should be made independent and autonomous of any political interference.
8. Issues of lack of basic data/statistics/information needs to be addressed.

Panel Session IV

Interface of NCGG with its Stakeholders



Session Moderator:

Shri Sanjay Kothari, Secretary, DoPT

Session Panelists:

1	Dr. Krishna Kumar, Professor of Education, University of Delhi
2	Shri K. Ramakrishna Rao, Secretary, Finance & Director General, Centre for Good Governance, Hyderabad
3	Shri Shabbeer Shaikh, Director, Centre for Good Governance, Hyderabad
4	Shri. N.C. Saxena, IAS (Retd.) & Advisor, UNDP

Background

Stakeholder engagement is a key for running an organisation responsibly and optimally. It enables optimising long-term benefits for the organisation by minimizing negative impacts by reconciling sometimes disparate stakeholders' wants and needs. An efficient stakeholder's interface provides opportunity to further align organisational interests with needs and expectations. Processes employed to fully realise the benefits of stakeholder engagement provides an edge to the organisation in an increasingly competitive environment.

It was expected that the outcomes of this deliberation will support in identification of the stakeholders and the interfaces for interaction by NCGG with them; platforms to be employed for their participation; frequency at which they should be engaged; and the channels for continuous communication with them.

This session aimed at understanding the value of key stakeholders to the organization, promoting convergence between institutions and how they can be involved in the decision making process. It has been observed that there are many good institutions but they do not merge to work together and lack convergence.

Panel Chair Shri Sanjay Kothari, Secretary, DoPT listed the following questions in context of NCGG to the panel for their comments:

- I. How do we make the interaction with Stakeholders demand driven?
- II. How do we merge Educational Institutions with Government Institutions?
- III. How can we make use of the convergence?
- IV. How can autonomy of NCGG be maintained?

Session Proceedings:

Shri Sanjay Kothari introduced the session theme and invited the Panelists to share their thoughts on the theme. He also maintained an open floor and permitted the audience to ask questions directly to the Panelists in case they had any observations or comments to make.

Dr. Krishna Kumar initiated his talk by explaining the role and importance of education in society for Governance. Institutional health is a reflection of Good Governance and the strength of these educational institutions depend on its stability. Education has a set of ideas which are met and achieved in long term. He then explained the relation between Academia & Government institutions. He said that there is commonality between educational & government institutions as they both face political pressure. Governance needs a time bound implementation. Education requires certain autonomous space and this in turn contributes to

autonomy and accountability. He suggested that NCGG should tune itself to the expectations of the stakeholders and consequently will be able to enjoy the academic and research freedom.

On the deliberations of Dr. Krishna Kumar it was discussed that convergence between educational and government institutions should be further worked upon. It was also pointed out that opportunity for public servants to move to academia for sometimes and then moving back to their service should be encouraged. Mr. Padamvir Singh, Former Director, LBSNAA stressed importance of defining the stakeholders clearly. He further said that only practitioners and academia are present, however other important players in society such as representatives from civil, political and economic society should be included in any stakeholder consultations.

Dr. N.C. Saxena described Stakeholders to be of two types: Primary and Secondary. Primary stakeholders include Central ministries/ departments and state governments, while secondary stakeholders comprises of civil society, academia, universities etc. He mentioned that demand from primary stakeholders is weak. It is generally seen that there is difference between the evaluated data and the reported data that comes from Government bodies, also data, reports and gathered information is not done in a systematic manner. These reports which are produced have direct impact on the States. Therefore, the reports generated by NCGG should be authentic, unbiased & resourceful. There is shortage of line staff while support staff are many in number. There is a need to balance this ratio. Therefore, appointment of staff needs to be very meticulously done by NCGG.

Building on the comments of Dr. N. C. Saxena, Ms. Rashmi Singh (IAS) gave an observation that there are no good government research institutions. NCGG can be made one by improving upon the reasons of failure for existing research institutions.

Mr. K. Ramakrishna Rao briefly explained the formation of Centre for Good Governance (CGG), Hyderabad. The centre was established in year 2001 with the funding from Government and with much interest from the then Chief Minister, it was registered as a society and short term consultants were hired. Operational and functional flexibility was given to the institute. Since 2005, Government funding has not been available for the institute which has now become an autonomous body. Financial independence is important for attaining autonomy. Strategy and performance innovation units (SPIUs) were established in the centre to undertake research on different topics. The centre has approx. 35 administrative and 250 IT staff managing different programs. One of the challenges faced is attracting and retaining young talent. Branding through tie-ups with national & international institutions plays a crucial role.

Mr. Shabbeer Shaikh further added to what Mr. Rao said and detailed CGG's role in seeking studies and approaching departments. He suggested, how to find demand and how to cater it should be the main focus of NCGG. All states have Administrative Training Institutes (ATIs) and

a few also have Centre for Good Governance, broadly working on governance issues, can be the extended arms of NCGG working in collaboration.

Ms. Sumeeta Banerji, Assistant Country Director & Head-Democratic Governance, UNDP mentioned about the Monitoring & Evaluation Framework which can be used in creating a network of academia. She also shared an observation on academia being so distant from the policy-making framework of the government that the research outputs from the academia do not get incorporated into Policy-making. This she highlighted as a major area where NCGG could add value in bridging the gap between the Academia and the Policy-makers.

Shri Sanjay Kothari concluded the session by summing-up the inputs from the Panelists and the Participants. He highlighted the need for engaging academicians in the policy-making framework. He further emphasized the need for identifying citizens as major stakeholders for successful functioning of governance-research institutes like NCGG. He congratulated Shri K. Ramakrishna Rao, Shri Shabbeer Shaikh and their team from CGG for successfully running their enterprise without financial assistance from the government; and thanked them for sharing the approach CGG had followed for moving towards attaining financial autonomy. Shri Kothari added that the CGG could be an inspiration for the recently established NCGG in their endeavor to achieve financial self-sustainability in future.

Summary/Recommendations

- It was suggested that academia should be involved in the policy-making framework. The research generated by academic institutions must feed into the policy-making process. This could be achieved through engaging researchers/ institutions working on specialized themes on short-term basis.
- It was suggested to engage citizens as a major stakeholder in all activities of NCGG. It was emphasized that NCGG's engagement must not be limited to the State and Central Governments; but should also include active engagement with the citizen, citizen-groups and politicians.
- Model of CGG, Hyderabad should be observed closely. NCGG could mould its operational model to incorporate good practices from CGG. It can replicate and enhance income-generation model being used at CGG for achieving financial autonomy in future.
- It was suggested that NCGG should work in close consultation with other organizations and institutions to be able to continuously obtain feed-back and ideas for enhancement of its operations and framework.
- It was also suggested that NCGG should also serve as an open platform for other organizations to share their views and research-findings with. It was emphasized that NCGG should be ready to fairly analyze propositions from other organizations working on governance, even if they are in defiance of its own research outputs.

Valedictory



The Valedictory session began with a summary on all the Panel sessions conducted during the day followed by an address from the DG, NCGG. In his valedictory address, DG, NCGG, suggested that this was the first effort towards stakeholder interaction it has been a successful effort in terms of eliciting stakeholder opinion. He mentioned that the idea was not to chart the mandate of NCGG in stone. Since there is a need to allow NCGG to evolve, ideas and activities need to be taken gradually as initiatives to shape the future of NCGG. DG, NCGG mentioned in the end that all the staff and faculty members of NCGG have benefitted from the discussions that took place during the course of the day and was thankful to all stakeholders who attended the workshop.

The house was then addressed by Dr. Indira Rajaraman, who brought to the fore some important points of concern which could be looked at by NCGG. She mentioned that in defining the vision statement of NCGG it must be taken care that specifics do not get lost in general statements and slippery ideas. She pressed that there is a need to operationalise and actually do things and take action. She also mentioned that NCGG should look at working with research institutions which are outside the academic arena. She emphasised the need for NCGG to create platforms where inter-departmental disputes could be resolved because a lot of

important work opportunity is being lost at the cost of warring departments and dissent between departments is ruining the common interest of the country. She also suggested that NCGG should not only include the executive in its endeavours but also include the legislature. She suggested that NCGG could partner with Parliamentary Research Institutions and bring matters pending with the legislature to light. Improvement of performance of both the executive and legislature could be the mandate of NCGG.

Secretary (Personnel) in his concluding address pointed out that NCGG needed to be a creation which is something new, out of the box, unique, and in setting which up all red tape and barriers needed to be broken. He mentioned that it is a big challenge to set up the NCGG as envisaged in the day long stakeholder consultation workshop, nonetheless, he was confident and asserted that DoPT will put up its best effort to set up NCGG as a Centre of Excellence.

The day ended with a vote of thanks from JS (Training), who thanked all panelists, guests, officers and staff of NCGG and DoPT for making the workshop a success.



List of Annexures

Annexure 1: Agenda

Time	Committee Room D	
09.00 – 09.30	Registration	
09.30 – 09.40	Introductory Note/Presentation on NCGG and workshop objectives	
09.40 – 09.50	Address by Chief Guest	
09.50 – 10.00	Key-Note Address	
10.00 – 10.15	Tea Break	
	Committee Room A	Committee Room C
10.30 – 11.45	Session 1 Vision, Mission and priority themes for next few years	Session 1 Architecture and Design of NCGG
11.45 – 12.00	Tea Break	
12.00 – 13.30	Session 2 Vision, Mission and priority themes for next few years	Session 2 Architecture and Design of NCGG
13.30 – 14.15	Lunch Break	
14.15 – 15.45	Session 3 Global Best Practices on Good Governance	
15.45 - 16.00	Tea Break	
16.00 - 17.30	Session 4 Interface of NCGG with its Stakeholders	
17.30 - 17.45	Valedictory	
17.45 - 18.00	Vote of Thanks	
	High Tea	

Annexure II: List of Panelists and Panelist Profile Session 1 – Vision, Mission and Priority Themes for Next Few Years

<p>Sh. B.S. Baswan (Chair) IAS (Retd.) E-12/1, VasantVihar New Delhi - 110 057</p>	<p>Shri Baswan joined Indian Administrative Service in 1967 as an Officer of the Madhya Pradesh Cadre. He was educated at the Doon School, Dehradun St. Stephen's College, Delhi, Elphinstone College, Bombay Victoria University, Manchester (UK), Banff School of Advanced Management, Canada.</p> <p>During his career, he had held many important positions such as, Director, Indian Institute of Public Administration, Secretary, Department of Secondary and Higher Education, MHRD, Govt. of India as well as the Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie.</p> <p>He has served as Commissioner, Higher Education, Government of M.P., Director, Institute of Secretariat Training and Management, Government of India; Joint Secretary (Training), Ministry of Personnel, Government of India, DFID/World Bank Consultant for Forest Policy – 1999; Secretary, National Commission for Minorities, Government of India; Chairman, National Pharmaceutical Pricing Authority (Ministry of Chemicals and Petrochemicals), Secretary, Ministry of Tribal Affairs, Government of India, Secretary, Ministry of Social Justice & Empowerment, Government of India. Post retirement, he also served as Fellow, Singapore Institute of Arbitrators, Senior Consultant, Planning Commission, Government of India.</p>
<p>Professor Dr. C. Raj Kumar Vice Chancellor O. P. Jindal Global University Sonapat, Haryana - 131001 (NCR of Delhi)</p>	<p>Professor (Dr.) C. Raj Kumar was appointed as the Founding Vice Chancellor of O.P. Jindal Global University (JGU) in India at the age of 34 in 2009.</p> <p>Professor Kumar has academic qualifications from the University of Oxford, Harvard University, University of Hong Kong, University of Delhi and Loyola College. Professor Kumar is also a Member of the National Legal Knowledge Council (NLKC). He was a faculty member at the School of Law of City University of Hong Kong, where he taught for many years. He was a Rhodes Scholar at the University of Oxford, UK, where he obtained his Bachelor of Civil Law (B.C.L.) degree; a Landon Gammon Fellow at the Harvard Law School, USA, where he obtained his Master of Laws (LL.M.) degree and a James Souverine Gallo Memorial Scholar at the Harvard University.</p> <p>He was awarded the Doctor of Legal Science (S.J.D.) by the University of Hong Kong. He also obtained a Bachelor of Laws (LL.B.) degree from the University of Delhi, India; and a Bachelor of Commerce (B.Com.) degree from the Loyola College of the University of Madras, India. Professor Kumar's areas of specialisation include, human rights and development, terrorism and national security, corruption and governance, law and disaster</p>

	<p>management, comparative constitutional law, legal education and higher education. He has over hundred and twenty five publications to his credit and has published widely in peer reviewed journals and law reviews in Australia, Hong Kong, India, Japan and USA</p>
<p>Prof. Rajeev Malhotra</p> <p>Professor & Executive Director Centre for Development and Finance, Jindal School of Government and Public Policy, O.P. Jindal Global University, SonapatNarela Road, Haryana – 131 001</p>	<p>Prof. Rajeev Malhotra bridges the world of academics and policy making. He is currently Professor and Executive Director, Centre for Development and Finance, School of Government and Public Policy, O.P. Jindal Global University, Delhi. A development economist with over 25 years of experience, he has worked with the Government of India where until August 2012, he was Economic Adviser to the then Union Finance Minister. From 2002 to 2008, he worked at UN Office of the High Commissioner for Human Rights in Geneva and prior to that at the Planning Commission, New Delhi. He has published on methodological issues in estimation of poverty, human development, human rights indicators, right to development, fiscal policy and specific issues on Indian economy. He has been a consultant to several international organisations. His recent publications include India Public Policy Report 2014) and A Critical Decade-Policies for India's Development).</p> <p>He has studied at the Delhi School of Economics, University of Delhi and at the London School of Economics, United Kingdom.</p>
<p>Prof. Dipankar Gupta</p> <p>1, PalamMarg (Annexe) Vasant Vihar, New Delhi – 110 057</p>	<p>Prof. Dipankar Gupta is a distinguished Professor in Shiv Nadar University. He obtained his Master's and Doctoral degrees from Delhi School of Economics and Jawaharlal Nehru University respectively. He was formerly Professor in the Centre for the Study of Social Systems, Jawaharlal Nehru University, New Delhi where he taught for 28 years. For a brief period from 1993-1994, he was also associated with the Delhi School of Economics as Professor in the Department of Sociology.</p> <p>Over the years he has held many positions in universities in North America, Europe and UK namely Toronto University, Strasbourg University etc. He was Leverhulme Professor in the London School of Economics in 2003. Prof. Gupta has also been a Visiting Faculty as a Fulbright Professor, as Shastri Indo-Canadian Fellow and as Charles Wallace Fellow in international universities. In 2007 he was Woodrow Wilson Scholar at the Woodrow Wilson Centre in Washington D.C., USA.</p> <p>Prof. Gupta is an advisory in several educational and research institutions. As editor of the prestigious journal "Contributions to Indian Sociology" for over 15 years till 2006. In 1998 Prof. Gupta started KPMG's Business Ethics division in Delhi. Currently, he is a Director in RBI and NABARD and is in the board of directors of Max Life and Population Fund of India.</p>

<p>Shri Sudipto Mundle Emeritus Professor National Institute of Public Finance and Policy, 18/2, Satsang Vihar Marg, Special Institutional Area (Near JNU), New Delhi - 110067</p>	<p>Shri Sudipto Mundle is an Emeritus Professor and Member of the Board of Governors of the National Institute of Public Finance and Policy, New Delhi. He is currently serving as a member of the Fourteenth Finance Commission, constituted by Government of India. Prior to this, he has also served as the Acting Chairman of the National Statistical Commission, Government of India; Member of the Monetary Policy Advisory Committee of the Reserve Bank of India; Member of the Board of Governors of the Institute of Economic Growth, New Delhi, and Chairman of the Research Advisory Committee of RIS, a think tank of the Ministry of External Affairs. He had also been a part of two steering committees of the Planning Commission for the 12th Five year Plan.</p> <p>He has spent the major part of his career in various capacities in ADB, including Chief Economist at the India Resident Mission. He retired from ADB in 2008 as a director in the Strategy and Policy Department. Prior to joining ADB, he served at the Indian Institute of Management, Ahmedabad; the Centre for Development Studies, Trivandrum; and the NIPFP, New Delhi; where he was RBI Chair Professor. Dr. Mundle was also a Japan Foundation scholar in Tokyo, Japan, 1979; a Visiting Fellow at the Institute of Social Studies in the Hague, the Netherlands, 1984; a Fulbright Scholar at Yale University, USA, 1985; and Joan Robinson Memorial Fellow at King's College, Cambridge University, UK 1991.</p>
<p>Shri Padamvir Singh, IAS (Retd.) Former Director LBSNAA, Mussoorie, Uttarakhand</p>	<p>Shri Padamvir Singh is an IAS officer of 1977 batch of Madhya Pradesh Cadre. He joined the LBSNAA as Director in January 2013. Prior to joining the Academy, he was posted in various capacities in Government of Madhya Pradesh as well as in Central Government namely Sub Divisional Officer, Jashpurnagar and Baikunthpur, Additional Collector, Jashpurnagar, Project Officer, Integrated Tribal Development Project, Tamia, District Collector & District Magistrate, Damoh & Datia, Deputy Development Commissioner and Deputy Secretary, Rural Development Department, Panchayat Department and 20 Point Programme Department, Managing Director, Madhya Pradesh State Warehousing Corporation, Inspector General of Registration & Superintendent of Stamps, Director, Food & Civil Supplies Department, Deputy Director (Sr.), LBSNAA, Mussoorie, Director (Training), DoPT, New Delhi, Director, MP Academy of Administration, Bhopal, Secretary, Indian Institute of Advanced Study, Shimla, Managing Director, M.P., Warehousing Corporation, Principal Secretary, PWD, Principal Secretary, Department of Information Technology, Govt. of M.P. He is a B.A. Honours (Economics) SPURS Fellowship, MIT (Massachusetts Institute of Technology), Boston, USA, Certificate in Total Quality Management in Government and Training Institutions from Civil Service College, Sunningdale, UK.</p>

Annexure III: List of Panelists and Panelist Profile Session 2 – Architecture and Building Design of NCGG

<p>Prof. (Dr.) N.R. Madhava Menon Eminent Jurist "Devi Priya", Sairam Road Opp. Pariksha Bhawan, Poojapura, Trivandrum – 695 012, Kerala</p>	<p>Prof. (Dr.) N.R. Madhava Menon is an alumnus of Faculty of Law, Aligarh Muslim University and is presently Honorary. Professor and IBA CHAIR ON CONTINUING LEGAL EDUCATION at the National Law School of India University, Bangalore. He is also Chancellor of Central University, Chhattisgarh. Earlier, he was Professor at Faculty of Law, University of Delhi.</p> <p>When the Bar Council of India proposed building a new law school in early 1980s, Prof. Menon was offered the job of setting up the Bangalore-based National Law School of India University. After a 10-year tenure at the University in Bangalore, when he relinquished the job, Prof. Menon was then invited by the West Bengal Government to set up the West Bengal National University of Juridical Sciences (NUJS) on the lines of the Bangalore initiative.</p> <p>Before Prof. Menon could complete his term as the Vice-Chancellor of NUJS, the Supreme Court of India asked him to take over as the first Director of the newly established National Judicial Academy for training judges at Bhopal.</p> <p>Prof. Menon was conferred with Padma Shree for distinguished public service in the year 2003 by the President of India.</p>
<p>Ms. Priyanka Kochhar Senior Programme Manager Sustainable Habitat Division TERI GRIHA, A260 Defence Colony, New Delhi</p>	<p>Ms. Priyanka Kochhar works for TERI (The Energy and Resources Institute) where she serves as a Fellow and the Senior Programme Manager at GRIHA Council.</p> <p>An architect by qualification, her experience encompasses research, capacity building and outreach related to design of resource efficient buildings. Green Rating for Integrated Habitat Assessment or GRIHA, is now the national rating system for green buildings in India. Having contributed to the development of GRIHA, she has been leading efforts for mainstreaming green buildings in India.</p> <p>She has served on the Expert Group on Low Carbon Strategy for Inclusive Growth for Building and Urban Planning formed by the Planning Commission, Government of India; has been member of the UNEP Sustainable Building Climate Initiative (UNEP SBCI) Advocacy Committee and also served on the Board of UNEP SBCI.</p>

<p>Shri Pradeep Singh Deputy Dean Indian School of Business, Knowledge City, Sector 81, SAS Nagar, Mohali, Punjab - 140 306</p>	<p>Shri Pradeep Singh has over 34 years of work experience in government, non-government organizations, private sector and academia. He has been a visiting faculty member at the Kennedy School of Government, Harvard University. He has also been engaged in consulting for the World Bank and the Asian Development Bank.</p> <p>He was a member of the Indian Administrative Service and later served as the Assistant Country Director at CARE India, an international NGO. He has previously served as the CEO of IL&FS Infrastructure Development Corporation.</p> <p>He holds a Masters in Public Administration (MPA) from Harvard University and was a Rotary International Graduate Fellow at Stanford University.</p>
<p>Prof. Ashok Kumar Head Regional Planning School of Planning and Architecture, 4-Block-B, Indraprastha Estate, New Delhi - 110002</p>	<p>Prof. Ashok Kumar has been working in the School of Planning and Architecture, New Delhi since the last 20 years. Ever since he joined the School, he has been teaching Planning Theory to undergraduate and postgraduate planning students. His areas of interest include Trust and Collaborative Planning Theory, Senior Capabilities and Urban Planning, and Spatial Justice. After graduating in urban and regional planning from SPA, Delhi, Prof. Kumar completed his Ph.D. in 1992 from the globally renowned Department of Civic Design, University of Liverpool, England, on the subject "Organizational Analysis of the Planning Function: A Case of the Metropolitan Districts of England".</p> <p>Prof. Kumar has published 75 articles in national and international refereed journals, written and edited 8 books, and published 16 book chapters with publishers such as Oxford, Cambridge, Sage, Prentice Hall and Carfax.</p> <p>Prof. Ashok Kumar has been invited by several foreign universities for conducting research. These include universities in the UK, France and Norway.</p>
<p>Shri Sourabh Gupta Managing Director Archohm Consults, C-28C, Sector 8, Noida - 201 301</p>	<p>Shri Sourabh Gupta is the Founder & Managing Director of Archohm Consults Private Limited, one of India's leading architectural design firms. He is an alumnus of Centre for Environmental Planning and Technology University (CEPT), Ahmedabad and Technical University, Delft, the Netherlands.</p> <p>With over 12 years of experience in Architecture and Urban Design, Shri Sourabh is renowned for his capabilities in conceptualizing, designing, and detailing.</p>

Annexure IV: List of Panelists and Panelist Profile Session 3 – Global Best Practices on Good Governance

<p>Shri Kush Verma, IAS Commissioner, NCR Delhi, UP</p>	<p>Dr. Kush Verma, an IAS officer of 1979 batch (Uttar Pradesh Cadre), is currently working as Commissioner NCR, Government of Uttar Pradesh. Earlier he was working as Director General, National Centre for Good Governance (NCGG), formerly known as the National Institute of Administrative Research (NIAR) under the ambit of Lal Bahadur Shastri National Academy of Administration, Mussoorie. He has executed and led various assignments in Government of Uttar Pradesh as well as Government of India. He has published several papers in the field of general administration, development, labour issues and tourism etc. He has presented papers in International/National Seminars & Workshops. He completed his PhD from Jamia Millia Islamia University, New Delhi, on the intricate topic of “Re-designing India’s Civil Services”. He has also delivered lectures at national and international forums.</p>
<p>Ms. Sumeeta Banerji ACD & Head (Democratic Governance), UNDP 55 Lodhi Estate, New Delhi</p>	<p>Ms. Sumeeta Banerji is a social development professional and currently Heads the Democratic Governance Program at the UNDP in India. She handles a portfolio of programmes providing technical assistance and policy advice to key Government of India Ministries and State Governments on a wide range of governance themes including public administration, access to justice, capacity development for local governance and decentralised planning, human development, and rights based social security interventions.</p> <p>Her role involves bringing together communities of development practitioners from across India, including government, private sector, civil society, academia and donors, to discuss, offer solutions and prepare action agendas on issues related to work, employment, livelihoods and entrepreneurship for the poor.</p> <p>Prior to joining the UN in India, Sumeeta spent several years with the Canadian International Development Agency leading projects in the areas of democratic governance, human rights, child rights, inclusive education, livelihoods and, HIV/AIDS., focusing on building the capacity of local partners in addressing concerns of the poor in these sectors.</p> <p>Sumeeta is a Fellow of the Aspen Institute’s India Leadership Initiative. She did her Undergraduate Degree in History from the Lady Shri Ram College in New Delhi and her Masters in International Relations from the Diplomatic Academy in Vienna. She is also a linguist and has a Master’s degree in German and Diploma in French and Spanish.</p>

<p>Ms.Sudha Shetty Asth. Dean for Global Alliances Goldman School of Public Policy, Berkeley, USA, Berkeley, CA</p>	<p>Ms. Sudha Shetty is the Assistant Dean for International Partnerships and Alliances. For the past five years she has served as the Director of the International Fellowship Program and a graduate faculty at the University of Minnesota's Hubert H. Humphrey Institute of Public Affairs. She speaks and writes extensively on domestic violence issues facing immigrant women and women of color. She has been a consultant to the law firm of Dorsey & Whitney, L.L.P. on diversity issues and in her former role as Director of the Seattle University Law School's Access to Justice Institute she developed a variety of legal access projects focused on battered women. She was honored by the Washington Women Lawyers Foundation for her work with underserved communities.</p> <p>Ms. Shetty has been the recipient of several awards – 2005 King County Washington Women Lawyers – Special Contributions to the Judiciary Award; 2005 NALP (National Association of Law School Placements – Award of Distinction in Pro Bono and Public Service; 2003 Asian Bar Association of Washington - Community Service Award; 2003 PSLawNet - the Pro Bono Publico Award; 2004 AALS (American Association of Law Schools) - Father Drinan Award for forwarding the ethic of pro bono and public service in law schools through personal service, program design and management. She was the 2005 Section Chair of The American Associations of Law Schools Pro Bono Public and Public Interest Section. She was a founding member and chair of Chaya, A 1999 fellow of the Asian Pacific Women's Leadership Institute.</p> <p>She received a Bachelor's Degree in Sociology and Psychology from Sophia College in Bombay, India, and a Juris Doctor from the University of Bombay, India.</p>
<p>Mr. Dean Spears Faculty Centre for Development Economics, Delhi School of Economics, Delhi - 110007</p>	<p>Dr. Dean Spears is an economist who studies development, health, demography, decision-making, and human capital of children in poor countries. His research has been published in Journal of Human Resources, Economic Development and Cultural Change, Journal of Economic Behavior and Organization, and other peer reviewed journals. His research has been featured on the front page of The New York Times, in The Economist, and in every major Indian newspaper. Dean is a visiting economist at the Centre for Development Economics at the Delhi School of Economics, is Executive Director of Research Institute for Compassionate Economics (RICE.), and has a Ph.D. in Economics from Princeton University.</p>
<p>Shri Saraswati Prasad Joint Secretary (Sanitation) 9th Floor, Paryavarn Bhawan, CGO Complex, Lodhi Road, New Delhi - 110003</p>	<p>Shri Saraswati Prasad is an IAS officer of 1985 batch from Assam Meghalaya cadre. He holds a post graduate degree in Physics. He is currently Joint Secretary (Sanitation) in the Ministry of Drinking Water and Sanitation.</p>

Annexure V: List of Panelists and Panelist Profile Session 4 – Interface of NCGG with its stakeholders

<p>Shri Sanjay Kothari, IAS Secretary Department of Personnel & Training (DoPT), Govt. of India, North Block, New Delhi –110001</p>	<p>Shri Sanjay Kothari is Secretary, Department of Personnel and Training (DoPT) and Chairperson, Management Committee, NCGG. He is a 1978 batch Indian Administrative Service Officer of the Haryana cadre.</p> <p>He has previously served as Secretary, Department of Administrative Reforms and Public Grievances, and Department of Pensions and Pensioners' Welfare. He holds a Master's Degree in Physics and Master in Business Administration from United Kingdom. He has worked as District Magistrate, Gurgaon, Home Secretary, Union Territory of Chandigarh and Chairman, Managing Director, Director and Secretary, Haryana Tourism. He has also been Secretary, Revenue and Rehabilitation, Personnel, Health, Cultural Affairs and Public Relations in the State of Haryana. In the Government of India, he has also worked in the Ministry of Tourism.</p> <p>The primary concern and interest of Shri Kothari has been in creation of institutions, innovations and pioneering reforms for 'Good Governance' and documenting them. He has published more than 30 articles on administrative reforms, city development and subjects pertaining to tourism. He has authored a book in 2007, "Good Governance Initiatives and Reforms".</p>
<p>Dr.Krishna Kumar Professor of Education University of Delhi, 33-A, ChhatraMarg, Delhi University, Delhi - 110007</p>	<p>Dr. Krishna Kumar is professor of education at the University of Delhi, India. Noted for his writings in sociology and history of education, Dr. Krishna Kumar has used the school curriculum as a means of social inquiry. He has framed his study of education in a critical engagement with modernity in a colonized society.</p> <p>As a teacher and bilingual writer, he writes essays and short stories in Hindi, and has also written for children. From 2004 to 2010, he was Director of the National Council of Educational Research and Training (NCERT), an apex organization for curricular reforms in India. National Curricular Framework (2005),</p> <p>Dr. Krishna Kumar started his teaching career at Kirori Mal College of Delhi University in 1971 joined the Central Institute of Education, Delhi University, in 1981. He has been a National Lecturer of the University Grants Commission, a Fellow of the Nehru Memorial Museum and Library, a Visiting Fellow at the Centre for Modern Oriental Studies, Berlin, the Centre for the Advanced Study of India, University of Pennsylvania, and an Erasmus Mundus Fellow at the Institute of</p>

	<p>Education, University of London. He has delivered several memorial lectures, including the Gladwyn lecture in the House of Lords. He was awarded the Jawaharlal Nehru Fellowship to examine the history textbooks of India and Pakistan.</p> <p>He was awarded the Padma Shri by the President of India in 2011. The same year, the Institute of Education, University of London, awarded him an Honorary DOC OF Litt. in Education.</p>
<p>Shri K. Ramakrishna Rao, IAS Secretary, Finance & Director General, Centre for Good Governance, Survey No. 91, Near Outer Ring Road Chowrasta, Gachibowli, Hyderabad – 500 032, Telengana</p>	<p>Shri K. Ramakrishna Rao is an IAS officer of 1991 batch from Andhra Pradesh cadre, presently working as Director General of Centre for Good Governance in Hyderabad. He has worked in tribal areas of Visakhapatnam District as Project Officer. Education and Health were primary areas of focus. He successfully introduced reforms in School Education by introducing student centred teaching - learning material for Primary Schools in technical collaboration with Rishi Valley School's Education Resource Centre..</p> <p>He worked as Collector in Adilabad and Guntur Districts where under his leadership a number of community based initiatives to improve the incomes of farmers were taken up.</p> <p>He received National Literacy Award for an innovative PPP project in improving adult literacy by using computers done in partnership with the TCS. He HOLDS AB.Tech from IIT, Kanpur, M.Tech from IIT, Delhi and MBA from Duke University, USA.</p>
<p>Mr. Shabbeer Shaikh Director, Centre for Good Governance, Survey No. 91, Near Outer Ring Road Chowrasta, Gachibowli, Hyderabad – 500 032, Telengana</p>	<p>Shri Shabbeer Shaikh is serving as Director - Governance and Urban Management Groups at the Centre for Good Governance, Hyderabad. He joined CGG in March 2010 after 17 years of professional experience in Environmental Management and Urban/Regional Planning sector in Arizona (USA) and India.</p> <p>He graduated with M.S. in Urban and Environmental Planning and M.S. in Geographic Information Science/RS from Kansas State University USA. He also holds M.Sc., (Forestry) from University of Horticulture and Forestry, Solan (H.P.) and Bachelors from Konkan Agriculture University. Additionally, he HAS COMPLETED A Certificate Programme in Environmental Education from East-West Center, Honolulu, Hawaii.</p> <p>His key interests and expertise lie in Environmental Planning and Management; Land use planning; Urban Planning, management & governance; Project monitoring & evaluation; Public policy analysis; Administrative Reforms; Geographic Information Science (GIS) and Remote Sensing; Environmental Impact Assessment (EIA); Social Impact</p>

	<p>Assessment (SIA); Monitoring and Evaluation and Disaster Management.</p> <p>He has published 9 peer reviewed research articles in environmental planning; community forestry and governance and authored several research reports in the areas of urban planning; environmental planning and community forestry.</p>
<p>Shri N.C. Saxena, IAS (Retd.) 68, New Friends Colony West New Delhi</p>	<p>Dr. N.C. Saxena was the topper of his batch in the IAS, which he joined in 1964. He retired as Secretary, Planning Commission, GOI. He also worked as Secretary, Ministry of Rural Development, and Secretary Minorities Commission. He was Member of the National Advisory Council from 2004 to 2008 and 2010 to 2014. During 1993-96 he was Director, National Academy of Administration, Mussoorie, which trains senior civil servants. On behalf of the Supreme Court of India, Dr. Saxena monitors hunger based programmes in India. He has chaired several government committees, such as on 'Women's Land Rights', 'Identification of poor families', 'Implementation of Forest Rights Act', 'Joint Review Mission on Elementary Education' and 'Bauxite Mining in Orissa'.</p> <p>Author of several books and articles, Dr. Saxena did his Doctorate in Forestry from the Oxford University in 1992. He was awarded honorary Ph.D. from the University of East Anglia (UK) in 2006.</p> <p>He is a member on the Editorial Board, Development Policy Review, London, International Forestry Review, Oxford, and the Royal Swedish Academy of Agriculture and Forestry, Stockholm. He was a Director on the ADB Institute, Tokyo from 2002-2004. Currently he advises United Nations on development issues.</p>

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राष्ट्रीय साझेदारों से परामर्श

20 दिसम्बर 2014, विज्ञान भवन एनेक्सी, नई दिल्ली

National Centre for Good Governance

(An Autonomous Institution of Department of Personnel and Training, Government of India)

National Stakeholders' Consultation

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