

# EVALUATION COMMITTEE REPORT

**National Centre for Good Governance**



Bangladesh



Maldives



FIPIC & IOR Region



African Region



Sri Lanka



Cambodia



Latin America & Caribbean

## JULY 2024

9th Floor, NDCC – II Building, Jai Singh Road, New Delhi, Delhi – 110 001



# FOREWORD

The National Centre for Good Governance (NCGG) was set up in 2014 by the Government of India as an apex-level autonomous institution under the Department of Personnel and Training (DoPT), Ministry of Personnel, Public Grievances and Pensions. In 2017, it was transferred to the Department of Administrative Reforms and Public Grievances (DARPG). Later in 2019, NCGG was registered as a society with a head office in New Delhi and a branch office in the premises of LBSNAA in Mussoorie, Uttarakhand.

The NCGG deals with a gamut of governance issues from local, state and national levels, across all sectors. It also works as a think tank. The Centre is mandated to work in governance, policy reforms, capacity building and training of civil servants and technocrats of India and other countries.

Given this backdrop, there was a pressing need felt by the Government of India at the highest levels to set up an Evaluation Committee for evaluating some of the primary activities of the NCGG, particularly in terms of institutional arrangements, focus on training and others. It was noted that evaluation of training is a crucial aspect of any training programme, enabling the identification of best practices, obstacles, areas for improvement, new training needs and the assessment of the training's quality.

Further, it was felt that there was an imperative need to ensure that the domestic and international capacity-building programmes are continuously improved and aligned with the evolving needs of public administration and governance. All this would necessitate a thorough and independent evaluation of NCGG's initiatives. It was also felt that as NCGG looks toward the future, this evaluation will be instrumental in shaping a strategic roadmap. This roadmap would guide NCGG in expanding and promoting its activities in alignment with its mandate under the Memorandum of Association (MoA). Further, it was also felt that the committee's recommendations would help in identifying new areas of focus, potential collaborations and innovative approaches to capacity building.

This Evaluation Committee was set up on 29th May 2024 with a mandate to present a report on the following specific terms of reference:

1. Review of Capacity Building Programmes for International Civil servants and domestic Civil servants and recommendations for improvement;
2. Review of the Internship Programme; INSA-LEADS Programme and Domestic collaboration;
3. Roadmap forward in promoting activities of NCGG in terms of its mandate under MoA.

The Committee held three formal meetings on 10th June 2024, 12th July 2024 and 9th August 2024. It discussed the basic approach that needed to be taken. After finalizing the broad recommendations that should be contained in the report, it was agreed that Dr. Himanshi Rastogi, Associate Professor, National Centre for Good Governance and her team would be given the task of preparing the report containing these recommendations, as Member-Secretary. It was also decided that a cogent and focused set of recommendations on each of the terms of reference should form the heart of the report.



The Committee is pleased to present this report in the terms of the mandate given within the specified period that had been indicated. For their unstinted cooperation and assistance, the Committee would like to acknowledge the inputs provided by the entire staff and faculty of the NCGG, in New Delhi and Mussoorie. The Evaluation Committee acknowledges that the thoughtful insights and clarity of vision provided by Shri V. Srinivas, Secretary DARPG and Director General, NCGG were crucial in the process. It also acknowledges the hard work and analysis provided by Dr Himanshi Rastogi, Associate Professor, NCGG and Member Secretary of the Committee and her team in the preparation and presentation of the report.


We hope that the report provides the Government with a clear roadmap for the future of the NCGG.



(K. V. Eapen)



(Sanjeev Chopra)



(Arun Kumar Mehta)

# MEET THE TEAM

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# EXECUTIVE SUMMARY

## INTRODUCTION

The National Centre for Good Governance (NCGG) has established itself as a leading institution in India dedicated to capacity building among international civil servants. Since its inception in 2014, NCGG has expanded its programmes significantly, evolving from initially serving one country with 5 programmes to engaging 10 countries with 31 programmes in Financial Year (FY) 2023-24.

## KEY FINDINGS

Internationally, NCGG has impactful collaborations with several countries, including Bangladesh, Cambodia, Gambia, Maldives and Sri Lanka. These collaborations have resulted in significant milestones, such as surpassing training targets set by the Memorandum of Understanding (MoU). For instance, in Bangladesh, NCGG exceeded its target by training 2600 civil servants through 71 programmes, contributing to enhanced administrative capabilities across various sectors. Similarly, in the Maldives, specialized training programmes benefited 1005 civil servants, including key members of regulatory bodies like the Anti-Corruption Commission and the Information Commission.

Domestically, NCGG continued its commitment to excellence with initiatives like the National Good Governance Webinars, which have attracted over 16,000 participants. NCGG has also partnered with esteemed Indian institutions like ASCI and IIMs to establish Centers of Excellence for scaling up state capacity-building programmes. State-specific training programmes have been conducted in regions such as Jammu and Kashmir, Gujarat and Arunachal Pradesh, promoting effective public administration. In 2024, NCGG played a crucial role in promoting good governance through initiatives like the National Good Governance Webinar Series on PM Award Winning initiatives.

Overall, NCGG's comprehensive approach to capacity building, both nationally and internationally, emphasizes its role as a catalyst for effective governance and public administration reforms, contributing to sustainable development and institutional strengthening across borders.

Under the NCGG-INSIA LEADS initiative in 2023 and 2024, three batches of senior scientists from government labs and academic institutions have been organized. The NCGG has successfully conducted three internship programmes in 2023 and 2024.

## METHODOLOGY

The training evaluation methodology at NCGG involves a systematic approach aimed at assessing the effectiveness of their capacity-building programmes according to the guidelines laid down by the Capacity Building Commission (CBC). It begins with clearly establishing objectives tailored to both domestic and international training needs, ensuring alignment with thematic priorities and stakeholder expectations. Evaluation criteria are then identified, encompassing feedback on training pedagogy, infrastructure support, programme design, course content and practical aspects like study visits and materials provided. The evaluation design at NCGG followed the Hamblin-Kirkpatrick model, structured around four levels:



Reaction (participant feedback), Learning (assessment of understanding through presentations), Behavior (application in participants' roles) and Impact (measured through stakeholder responses and agreements). These levels ensure a comprehensive evaluation, guiding recommendations for programme enhancement and adaptation to better serve participant and stakeholder needs. Findings and recommendations are communicated through reports to stakeholders, facilitating ongoing refinement and improvement of training initiatives.

## **RECOMMENDATIONS AND CONCLUSION**


Internationally, NCGG has impactful partnerships with countries like Bangladesh, Maldives and Sri Lanka, surpassing training targets and contributing to enhanced administrative capabilities. Domestically, initiatives like the National Good Governance Webinars and state-specific training programmes have bolstered governance frameworks at all levels, from local administrations to national institutions.

Looking forward, NCGG's emphasis on inclusivity by integrating mid-ranking civil service officers and diversifying its programme delivery through industry experts and blended learning models is poised to further elevate its impact. By aligning with India's neighborhood first policy, NCGG aims to strengthen regional stability and development through tailored capacity-building initiatives with neighboring countries.

The evaluation methodology employed by NCGG ensures that its programmes are not only effective but also responsive to evolving needs. By focusing on stakeholder feedback and measuring impact across multiple levels, NCGG continues to refine and enhance its training initiatives, ensuring they remain relevant and impactful in fostering responsive, transparent and accountable governance worldwide. In conclusion, NCGG's dedication to excellence in capacity building makes it a pivotal institution in advancing public administration reforms, contributing significantly to sustainable development and institutional strengthening across borders.



# **PART-I OVERVIEW OF THE TRAINING PROGRAMMES**





The National Centre for Good Governance (NCGG) was set up in 2014 by the Government of India as an apex-level autonomous institution under the Department of Personnel and Training (DoPT), Ministry of Personnel, Public Grievances and Pensions. In 2017, it was transferred to the Department of Administrative Reforms and Public Grievances (DARPG), and later in 2019, NCGG was registered as a society with a head office in New Delhi and a branch office in the premises of LBSNAA in Mussoorie, Uttarakhand.

NCGG deals with a gamut of governance issues from local, state to national levels, across all sectors. It also works as a think tank. The Centre is mandated to work in governance, policy reforms, capacity building and training of civil servants and technocrats of India and other developing countries as described in Figure 1.



*Figure 1: Mandate of NCGG*

NCGG is the foremost institution in India for knowledge on governance, policy reform initiatives and capacity building, thereby contributing significantly to the vision of Viksit Bharat (Developed India) and enhancing India's soft power on the global stage. NCGG's contributions to Prime Minister Modi's Viksit Bharat vision are multi-dimensional, encompassing the enhancement of governance standards, digital transformation, international cooperation, rigorous monitoring and evaluation and inclusive governance. By conducting cutting-edge research and providing actionable insights to improve public administration and policy implementation, NCGG brings out policy reforms that contribute to the vision of Viksit Bharat (Srinivas, 2023, p. 33)<sup>1</sup>. By equipping civil service officers with the necessary skills and enhancing India's global standing, NCGG plays a pivotal role in driving India towards a developed and prosperous nation.

NCGG emerged as one of India's largest capacity-building institutions for International Civil Servants which scaled up from 5 programmes in 2018-19 for one country to 31 programmes in 2023-24 for 10 countries.

Since its inception, NCGG has conducted various training programmes to build the capacities of International civil servants of countries including, Gambia, Cambodia, Bangladesh, Maldives, Sri Lanka, Mauritius and other African countries. Till date, NCGG has trained more than 4000 international civil servants across the globe including countries from the African region and the South-Eastern region.

<sup>1</sup>Srinivas, V. (2023). *New Paradigm in Governance 2019 - 2024*. Vivekananda International Foundation.



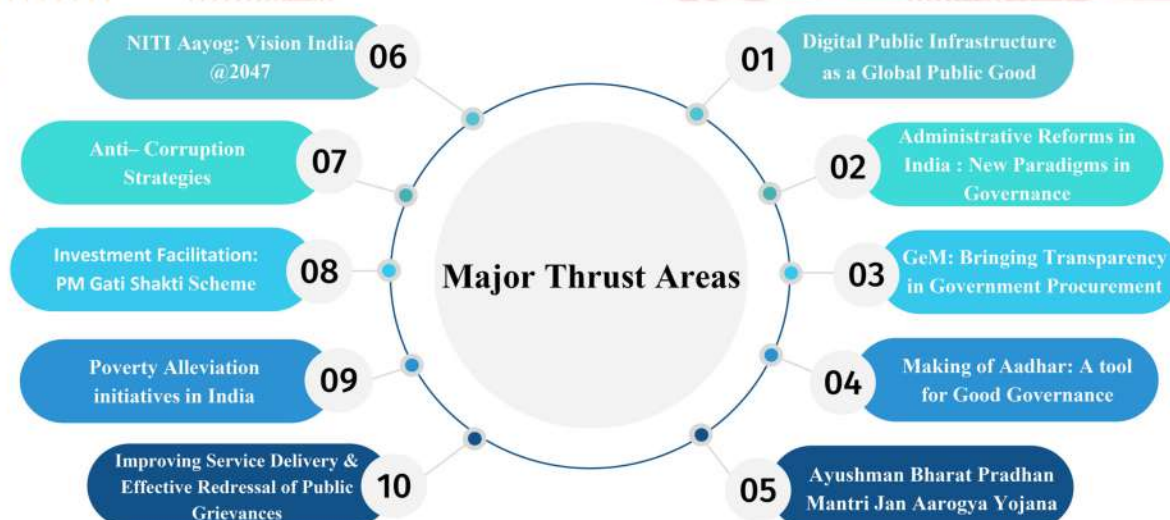


Figure 2: Thrust Areas for International Capacity Building Trainings

NCGG conducts varied types of training programmes including Domestic Training Programmes, Mid-Career Training Programmes and Customized Trainings as per the requirements of the specific countries. The capacity-building training is tailored specifically for international delegates, particularly from the developing world. The key themes and focus areas as shown in the figure 2 above of these programmes are E-Governance and Digital Transformation, Public Policy and Management, Citizen Centric Governance, Anti-Corruption, Transparency and Enhancing Public Administration. Through these training programmes, NCGG contributes to the overall strengthening of governance frameworks, ensuring more responsive, transparent and accountable government institutions. The impact of these programmes can be measured by understanding the fact that NCGG has received various proposals from Neighboring countries which include Nepal and Sri Lanka; African countries like Tanzania and Middle-East countries like Iran.

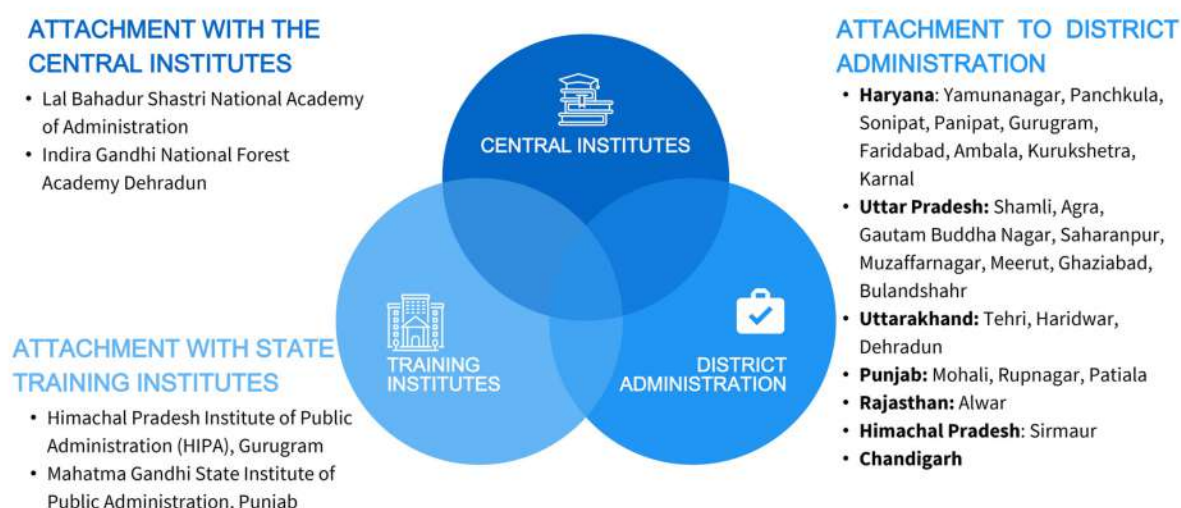


Figure 3: Academic Attachments for Capacity Building Programmes

NCGG also takes international participants to various central institutes, training institutes and districts for hands-on exposure to India's best governance practices. The figure 3 above represents the attachments where NCGG takes the international civil servants which allows them to gain a holistic understanding of effective governance and its impact on communities.



# 1. INTRODUCTION

## 1.1 Milestones Achieved

From its inception in 2014 till 2024, NCGG has achieved numerous milestones in training civil servants across various countries around the globe and domestically as well.

### 1.1.1 Global Milestones Achieved

NCGG has successfully created a global outreach and interest in India's Governance Model, with webinars covering 54 countries highlighting the best governance practices. NCGG has several collaborations, as shown in figure 4 below, with ITEC (Indian Technical and Economic Cooperation) countries including Maldives/ Gambia/ Sri Lanka/ Tanzania/ Iran/ Nepal/ Malaysia for disseminating the best governance practices among the international civil servants through NCGG-ITEC webinar series.

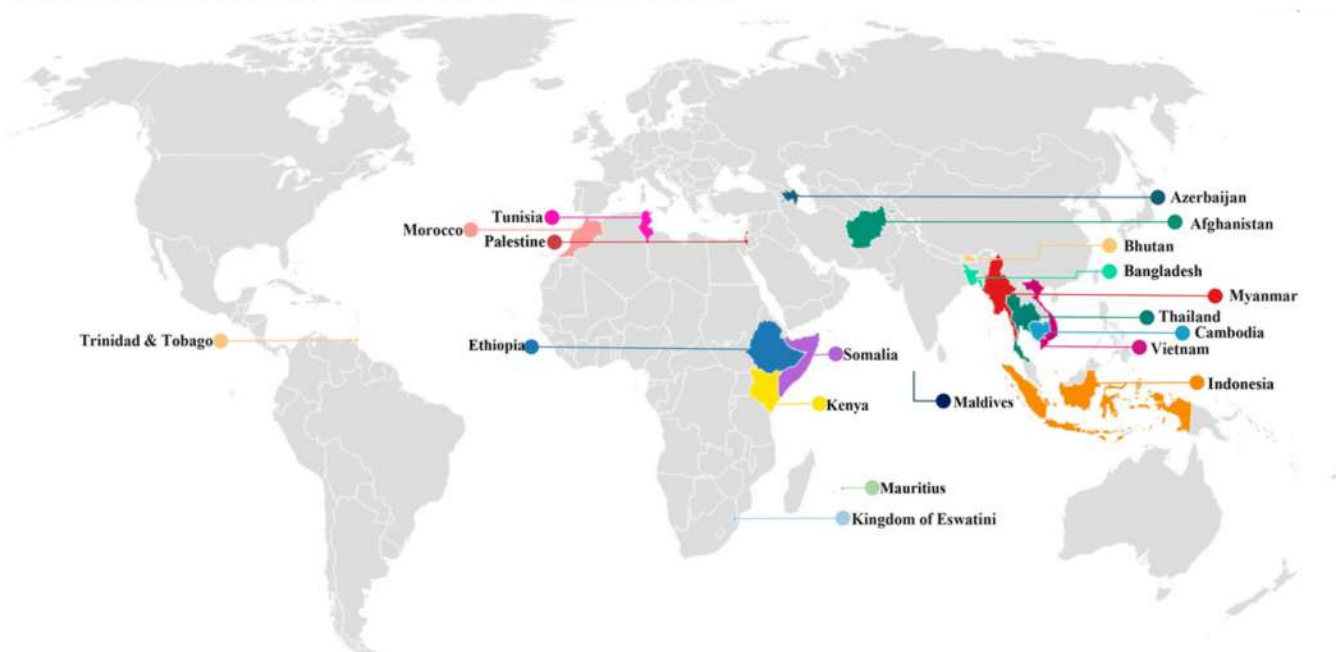


Figure 4: Global Reach of NCGG-ITEC Webinars on Best Practices in Governance, 2024

### Bangladesh (2014 - 2024)

From 2014 to 2024, Bangladesh signed a Memorandum of Understanding (MoU) to facilitate the training of civil servants in two phases. The first phase targeted 1,500 civil servants, while the second phase aimed to train an additional 1,800. Over this period, a total of 71 training programmes were conducted, resulting in 2,597 civil servants receiving training. This initiative successfully surpassed its milestone of training 2,500 civil servants.

### Maldives (2019 - 2024)

Between 2019 and 2024, an MoU was signed with the Maldives to train 1,000 civil servants. Throughout this period, 32 training programmes were conducted, successfully training 1,003 civil servants. This included 29 members from the Anti-Corruption Commission and 26 from the Information Commission of Maldives. The milestone of training 1,000 civil servants as stipulated in the MoU was achieved.



### **Gambia (2019 - 2024)**

In the period from 2019 to 2024, the Department of Administrative Reforms and Public Grievances (DARPG) implemented an MoU for the capacity building of civil servants in Gambia. Four training programmes were conducted, resulting in 148 civil servants, including Permanent Secretaries, receiving training.

### **Myanmar (2019 - 2020)**

During 2019 and 2020, four training programmes were held in Myanmar, focusing on the training of District Collectors and Township Administrators. A total of 97 officials were trained under this initiative.

### **Cambodia (2023 - 2024)**

In 2023, an MoU for the capacity building of civil servants in Cambodia was approved. By 2024, four capacity-building programmes had been conducted, training 156 civil servants.

### **Sri Lanka (2023 - 2024)**

The first training programme in Sri Lanka was held from January 12th to 17th, 2024. The Sri Lankan government nominated a high-level delegation led by the Secretary to the Prime Minister, along with 14 senior officials, to the NCGG. By 2024, three capacity-building programmes had been conducted. Additionally, the Sri Lanka Institute of Development Administration (SLIDA) has proposed an MoU for further collaboration.

### **Multi-Country Programme (2024)**

In 2024, the first two-week Advanced Leadership Development Programme on Public Policy and Governance for civil servants from African nations was launched. This programme saw the participation of 34 civil servants from six African countries, including Seychelles, Eritrea, Kenya, Ethiopia, Tanzania and Gambia.

In conclusion, the collaborative efforts between various nations and institutions from 2014 to 2024 have significantly enhanced the capacity and capabilities of civil servants across several countries. In Bangladesh, a landmark achievement was reached with the training of 2,597 civil servants through 71 programmes, surpassing the initial target set by the MoU. The Maldives saw the successful training of 1,003 civil servants, including key personnel from the Anti-Corruption Commission and the Information Commission, through 32 programmes. The Gambia, under the DARPG's MoU, focused on building the capacities of civil servants, achieving a substantial milestone with 148 trained, including Permanent Secretaries. Myanmar's targeted training in 2019-2020 resulted in the training of 97 District Collectors and Township Administrators. Cambodia's recent efforts from 2023-2024 have initiated capacity building for 156 civil servants under an approved MoU. In Sri Lanka, high-level engagement and three capacity-building programmes marked the start of a significant training initiative for 95 senior and mid-level civil servants. Additionally, a pioneering multi-country programme in 2024 facilitated advanced leadership development for 34 civil servants from six African nations. In addition, NCGG has organized one programme specifically training senior to mid-senior level civil servant officers from countries such as Nepal, Laos and others. These collective efforts underscore a commitment to fostering effective governance and public administration through international cooperation and capacity building.



### 1.1.2 Domestic Milestones Achieved

NCGG created its national outreach through National Good Governance Webinars by disseminating the PM award-winning initiatives. In 2022, NCGG conducted 9 National Good Governance webinars, presenting 18 PM's Awardees. In 2023, 10 National Good Governance webinars were held. In 2024, NCGG conducted one webinar as part of DARPG's National Good Governance Webinar Series. In total, more than 16,000 participants attended the National Good Governance Webinar series.

Further, NCGG has successfully established domestic collaborations with several apex Public Policy Institutions in India which include ASCI/ IIMs for setting up Centers of Excellence for Scaling-up State Capacity Building Programme. Figure 5 given below represents the ongoing and proposed collaborations of NCGG with various Institutes of National Importance. NCGG also conducts several capacity-building programmes for State Civil Services. With the state civil servants of Jammu and Kashmir, 8 capacity building programmes have been held till May 2024. Also, NCGG has conducted programmes on the capacity-building training of civil servants of Gujarat and Arunachal Pradesh.



Figure 5: Collaborations of NCGG with various Institutes since 2014

### 1.1.3 Milestones of Webinars and Special Programmes

NCGG conducted various webinars and special programmes to increase its outreach. In 2020, NCGG held 4 webinars on good governance during the pandemic, collaborating with ITEC and NITI Aayog, engaging 1917 participants from multiple regions. NCGG organized 2 webinars on 'Administrative Innovations' in 2020 and 2021 with 166 senior civil servants from ITEC countries and held 2 webinars on Constitution Day to create awareness regarding the constitutional reforms and how these reforms are benefiting Indian citizens. In 2023, the e-Coffee Table Book was unveiled by the Vice-President of India, with 9600 officials participating. In 2024, NCGG conducted one webinar as part of DARPG's National Good Governance Webinar Series and launched the Foundation Day Webinar Series on Comparative Public Administration in March 2024 wherein two professors of public



administration were invited to give a lecture on the topic of the status of public service delivery in India and foreign nations wherein they examined the evolving landscape of civil service reforms worldwide.

## 1.2 Programmes of NCGG from January 2023 - May 2024

Sl. No.	Programmes	No. of Programmes	No. of Participants
1	Bangladesh	16	680
2	Cambodia	4	156
3	Sri Lanka	3	95
4	Gambia	2	63
5	Tanzania	1	39
6	Maldives	12	420
7	Countries of African Region	1	37
8	INSA - NCGG LEADS	2	88
9	Internship	3	38
10	Jammu and Kashmir	4	151
11	Arunachal Pradesh	4	113
<b>Total</b>		<b>51</b>	<b>1880</b>

## 1.3 Need for Evaluation Committee

Evaluating training is a crucial aspect of any training programme, enabling the identification of best practices, obstacles, areas for improvement, new training needs and the assessment of the training's quality (CES, n.d., p. 2)<sup>2</sup>. There is an imperative need to ensure that the domestic and international capacity-building programmes are continuously improved and aligned with the evolving needs of public administration and governance. This necessitates a thorough and independent evaluation of NCGG's initiatives.

As NCGG looks toward the future, an Evaluation Committee was constituted on 29th May 2024 for instrumenting in shaping a strategic roadmap. The constitutional order of the Evaluation committee is given in **Annexure 1**. These roadmaps will guide NCGG in expanding and promoting its activities in alignment with its mandate under the Memorandum of Association (MoA). The committee's recommendations will help in identifying new areas of focus, potential collaborations and innovative approaches to capacity building.

<sup>2</sup>Centre for Social Studies, University of Coimbra. (n.d.). Training Evaluation Report. CES. <https://www.ces.uc.pt/cfr/files/Training%20evaluation%20report.pdf>



## 1.4 Importance of Training Evaluation

Training evaluation is indispensable for assessing the efficacy of capacity-building programmes. Training Evaluation provides critical insights that help in enhancing the quality, relevance and impact of training, ensuring that both individual and organizational development goals are met (CBC, 2023, p. 4)<sup>3</sup>. Training evaluation also helps in the following:

### a. Ensuring Relevance and Effectiveness

Evaluation helps in assessing whether the content of the training programme is relevant and meets the current needs of the participants and the organization. It allows for the assessment of the training methods used, ensuring that they are effective in delivering the desired outcomes.

### B. Identifying Gaps and Areas for Improvement

Through training evaluation, the committee can identify gaps in the training programme. Feedback from evaluation provides valuable insights into which areas of training need improvement. By conducting an independent evaluation, the committee can identify strengths and weaknesses in the current curriculum, teaching methodologies and programme delivery.

### C. Accountability and Transparency (CBC, 2023, p. 5)<sup>4</sup>

Evaluation ensures that resources invested in training are used effectively. It provides accountability for the training programme and keeps policymakers informed, thereby promoting transparency and accountability.

### D. Encouraging Continuous Improvement

A systematic approach to evaluation fosters a culture of continuous improvement. When participants and stakeholders see that programmes are rigorously evaluated and improved based on feedback, it enhances the reputation of the training provider and increases trust among stakeholders.

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<sup>3</sup>Capacity Building Commission. (2023). *Evaluation of Training: Draft Sub-Committee Report*. CBC.  
[https://cbc.gov.in/cbc-ntc2023/documents/2023-06-Draft-Sub-Committee-Report\\_Impact-Evaluation.pdf](https://cbc.gov.in/cbc-ntc2023/documents/2023-06-Draft-Sub-Committee-Report_Impact-Evaluation.pdf)  
<sup>4</sup>Capacity Building Commission. (2023). *Evaluation of Training: Draft Sub-Committee Report*. CBC.  
[https://cbc.gov.in/cbc-ntc2023/documents/2023-06-Draft-Sub-Committee-Report\\_Impact-Evaluation.pdf](https://cbc.gov.in/cbc-ntc2023/documents/2023-06-Draft-Sub-Committee-Report_Impact-Evaluation.pdf)



## 2. EVALUATION METHODOLOGY

### 2.1 Steps for conducting training evaluation as laid out by the Capacity Building Commission

Indicative steps for conducting training evaluation of the capacity building programme are:

**1. Establish Clear Objectives:** There are two major categories of training at NCGG; a) Domestic and b) International. All the international training is routed and liaised through the concerned division and ITEC (Indian Technical and Economic Cooperation) of the Ministry of External Affairs, GoI. The objectives of each training are well determined by the ministries and the programme thematics are transpiled through the objectives.

A similar practice is followed for domestic programmes, where based on the specific needs of the participating group the thematics of training are designed.

**2. Identify Evaluation Criteria:** The feedback is taken from the participants in the form of a rating scale as well as written. The criteria include training pedagogy, infrastructure support, programme design and delivery, study and exposure visits, course content, stay and training materials provided.

Additionally, after every training feedback is taken on measures of knowledge gained, changes in behavior or attitudes and feedback from participants and stakeholders. This is also seen from the on-the-job replications by participants of the initiatives taught during training at NCGG.

**3. Collect Data:** To get a comprehensive understanding of the effectiveness of a training programme, a variety of evaluation methods such as pre-and post-training assessments, feedback surveys and participant interviews are taken for all the trainings (*Annexure 2: Sample of Training feedback forms*). In the current report, Chapter 3 and Chapter 4 showcase the analysis of all the training programmes executed at NCGG.

**4. Analyze Data:** The data is collated and analyzed and is represented in the form of charts. This is reflected in the final reports prepared for each programme.

**5. Report Findings:** The training experience and feedback are shared with the stakeholders including MEA and the government of the participating country in the form of briefs and reports. This at times may include recommendations for the scope of improvement or change in the training programme.

**6. Take Action:** The programmes are always evolving, based on the feedback from the multiple stakeholders the training content, delivery method, or evaluation methods are revised to better meet the needs of participants and governments.

### 2.2 Evaluation Design

CBC evaluation criteria elaborates on many models of training evaluation models for CTIs for training Civil Servants. NCGG evaluation model is primarily aligned with the Hamblin-Kirkpatrick model for training evaluation represented in Figure 6 below.

**At level 1 - Reactions** - The reactions and feedback of the participants are gauged and recorded through feedback forms.



**At level 2 - Learning** - The participants make group presentations which works as an indicator for understanding the learning and internalization of the course content.

**At level 3 - Behavior** - After each training, a follow-up is taken from the concerned stakeholders on the replications of the learning at their jobs and assignments in their own countries. Many such examples are observed, for instance, the replication of India's Prime Minister's Awards as 'Bandhu-Bandhu Awards' in Bangladesh.

**At level 4 - Impact** - The letters of appreciation received from the Governments of Bangladesh, Sri Lanka, Cambodia and Gambia (to name a few) are indicative of the impact that training has at large on the country. Additionally, there is always a willingness to sign or extend the existing MoU and assure NCGG of the impactful work that is done through the various programmes.



*Figure 6: Hamblin-Kirkpatrick Model of Training*





# **PART II: THE TERMS OF REFERENCE FOR THE COMMITTEE**



# 3. REVIEW OF CAPACITY BUILDING PROGRAMMES FOR INTERNATIONAL AND DOMESTIC CIVIL SERVANTS AND RECOMMENDATIONS FOR IMPROVEMENT

## 3.1 Training Analysis of:

### 3.1.1 Capacity Building Programme for International Civil Servants:

**3.1.1.1 Introduction:** The National Centre for Good Governance (NCGG), in partnership with the Indian Technical and Economic Cooperation (ITEC), an initiative of the Ministry of External Affairs (MEA), Government of India, has undertaken a significant initiative to conduct capacity building programmes of civil servant officers from various countries. By organizing comprehensive Capacity Building Programmes (CBPs), NCGG aims to provide specialized training to officers from nations with whom Memorandums of Understanding (MoUs) have been signed. In collaboration with MEA, NCGG has extended its training initiatives to civil servants from 17 countries, namely Bangladesh, Kenya, Tanzania, Tunisia, Seychelles, Maldives, Sri Lanka, Afghanistan, Laos, Vietnam, Nepal, Bhutan, Myanmar, Ethiopia, Eritrea, Gambia and Cambodia. This Evaluation Committee Report evaluates the implementation and impact of these capacity-building trainings conducted.

**3.1.1.2 Aim and Objective (International Training Programme):** The CBPs are aimed at sharing India's good governance models, encouraging international participants to discuss and replicate these models for the betterment of public policy infrastructure in their respective nations. This includes fostering and strengthening bilateral relationships between countries and facilitating cross-country dialogues on governance models, culture and history.

**3.1.1.3 Design of the Programme:** The programme design of CBPs conducted by NCGG is structured into two phases tailored to the specific needs of international civil servants. The two phases include academic training and exposure visits. The first phase includes academic training for which a country-specific timetable (**Annexure 3**) is designed in various fields of public administration and citizen-centric governance and the second phase includes exposure visits for practical experiences to successful Indian governance models. They visit sites celebrated for their cultural heritage (eg. PM Sanghralaya, Taj Mahal, etc.) and exemplary governance practices (Zero Energy Building, Paryavaran Bhawan, Delhi Metro Rail Corporation), gaining a holistic understanding of effective governance and its impact on communities.

**3.1.1.4 The Focus of the Programme:** The international CBPs majorly focus on showcasing India's best practices and governance models related to digital public infrastructure, innovation in public service deliveries and rural housing, among others. Moreover, CBPs are tailored to specific countries and are often driven by the unique governance needs and demands of each country. These CBPs further focus on replicating India's governance models in their country to enhance their governance structure.



**3.1.1.5 Selection of Speakers:** NCGG employs a meticulous process in selecting speakers for its CBPs aimed at training international civil servants. NCGG's pool of speakers comprises experienced civil servants, both current and retired, who offer practical insights and first-hand experience in public administration to highlight the best practices of India's governance model. In addition to practitioners, NCGG invites academic experts from Institutes of National Importance, such as the Indian Institutes of Management (IIMs). These experts contribute cutting-edge academic perspectives and practical wisdom, ensuring a comprehensive understanding of governance issues and best practices in governance in India. To match the varying levels and ranks of international participants, NCGG engages senior-most Indian administrators to conduct sessions. On average, NCGG invites 20-25 speakers per programme based on the number of sessions that are to be conducted in a week's long CBP.

**3.1.1.6 Group Presentations:** In each CBP international civil servants make group presentations where participants share insights and experiences of varied governance and public service models in their country. The initiative was recently launched to evaluate civil servants' comprehension of their country's subject matter and engage them in group activities. These presentations also serve as a platform for mutual knowledge sharing, enriching participants' understanding of governance challenges and solutions across different contexts. The brief about the group works presented by the international civil servants is given in *Annexure 4*.

**3.1.1.7 Feedback:** NCGG collects feedback from all the international civil servants individually after each session of CBPs. The feedback mechanism is structured into two categories: academic and non-academic. The academic feedback contains satisfaction ratings of participants on the terms of quality of programme, programme appeal, speakers, lectures, pedagogical methods, administrative aspects of the training programme as well as the satisfaction of overall programme experience. Similarly, non-academic logistical feedback, includes aspects like organizational support, rating of different exposure visits, and overall satisfaction rate. The sample feedback form is placed in *Annexure 2*.

**3.1.1.8 Programmes conducted since 2014 till May 2024:**

Sl. No.	Country Name	No. of Programmes	No. of Delegates Trained
1	African Region	2	56
2	Bangladesh	71	2597
3	Cambodia	4	186
4	Gambia	4	94
5	Maldives	32	1003
6	Myanmar	4	97
7	Sri Lanka	3	95
8	Tanzania	1	39
<b>Total</b>		<b>122</b>	<b>4167</b>



### 3.1.1.9 African Region

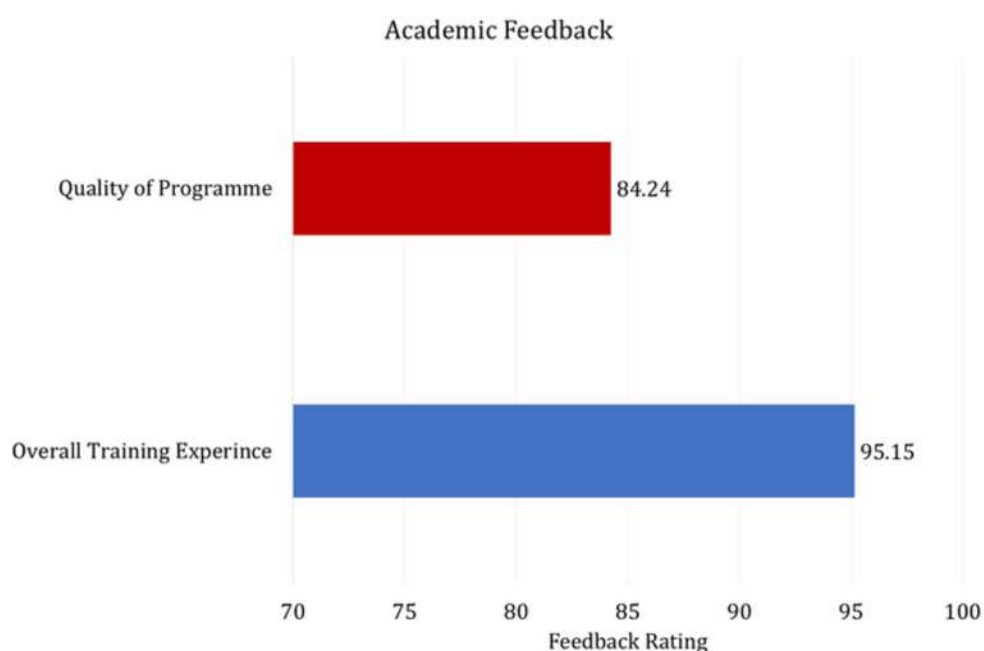
**No. of programme conducted:** 2

**No. of Participants/Alumni of NCGG:** 56

**About the Programme:** NCGG has a long-standing history of conducting multi-country programmes, recently exemplified by the Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of the African Region, officers from Eritrea, Ethiopia, Gambia, Kenya, Seychelles, Tanzania and Tunisia participated. This programme aimed to enhance the leadership capabilities of participants through a comprehensive curriculum. The first week comprised in-depth sessions led by distinguished experts. These sessions included discussions on India-Africa relations and governance paradigms. The second week included field visits to significant institutions and landmarks, such as ITDA in Dehradun, the PM Sangrahalaya and the Taj Mahal. Additionally, participants attended sessions on anti-corruption strategies, electoral reforms, vigilance administration and poverty alleviation initiatives. The programme concluded with a valedictory session, emphasizing the programme's key insights and fostering an ongoing commitment to leadership development and international collaboration among civil servants.

**Group Presentations:** As part of the programme, participants delivered presentations on critical topics, including Land Administration, Public Policy and Effective Redressal of Public Grievances. These presentations enabled participants to delve deeply into these subjects, share insights and discuss practical solutions and strategies. This exercise allowed participants to exchange knowledge and best practices relevant to their respective countries. It provided an opportunity for them to share successful practices from their own countries and learn from Indian governance models. Additionally, participants shared key takeaways from the programme, enriching the overall learning experience.

#### Feedback:



*Figure 7: Feedback of 2nd CBP of African Region*



### 3.1.1.10 Bangladesh

**No. of programme conducted:** 71

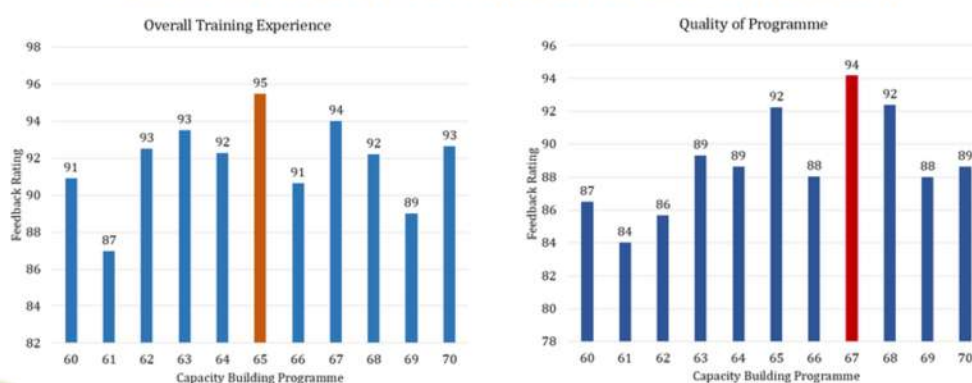
**No. of Participants/Alumni of NCGG:** 2597

**About the Programme:** The training of the civil servants of Bangladesh started in 2013 when NCGG was National Institute of Administrative Research (NIAR). Since 2013 NCGG has trained 2597 civil servants of Bangladesh from senior to mid-level civil servants. The structure of the programme is meticulously designed to showcase India's best governance practices and share relevant case studies. The programme features presentations by top civil servants and former officers, who provided detailed insights into India's schemes and strategies for progress. NCGG has also organized specialized programmes for the Deputy Commissioners of Bangladesh. Additionally, these customized one-week programmes were for senior delegations where the programme focus was on enhancing participants' theoretical knowledge of India's new governance models and technological advancements aimed at development

**Group Presentations:** Bangladeshi civil servants presented a diverse array of topics during the programme, reflecting the comprehensive scope of governance issues relevant to Bangladesh. These included Urban Governance, emphasizing inter-organizational coordination and service delivery enhancements, as well as the Governance of the Social Safety Net, covering employment generation, financial inclusion and food-for-work initiatives. From the recent programmes, the focus of the presentations was on the Effective Redressal of Public Grievances and articulated the Vision of Bangladesh @2041. Additionally, discussions delved into Digital Bangladesh and the importance of meritocracy, alongside efforts to replicate effective governance practices. Participants also examined strategies to strengthen the roles of Deputy Commissioners, District Magistrates and District Development Officers, while addressing corruption and promoting ethical standards in public service. This comprehensive approach reflects the participants' commitment to addressing governance challenges in Bangladesh and implementing effective reforms.

#### Feedback:

#### ACADEMIC FEEDBACK FROM BANGLADESH



- Total No. of participants – 468 Participants from 60<sup>th</sup> to 70<sup>th</sup> Programme
- Most Successful Programme- 65<sup>th</sup> Capacity Building Programme with 95% Satisfaction Rate in training
- Quality of Programme- 67<sup>th</sup> Programme achieved highest (94%) rate of satisfaction
- Lowest Rated Programme- 61<sup>st</sup> Programme with 87% Satisfaction Rate in training
- Quality of Programme- 61<sup>st</sup> Programme with lowest (84%) rate of satisfaction

Figure 8: Feedback of 60<sup>th</sup> to 70<sup>th</sup> CBP of Bangladesh



### 3.1.1.11 Cambodia

**No. of programme conducted:** 4

**No. of Participants/Alumni of NCGG:** 186

**About the Programme:** The Training Programme on Public Policy and Governance for the Civil Servants of Cambodia underscores its strategic design for decision-makers, aimed at equipping them with advanced knowledge, skills and tools crucial for effective public policy in a complex and interconnected global environment. Sponsored by the Ministry of External Affairs, Government of India, the programme serves as a platform for policy dialogue and knowledge sharing, emphasizing the role of good governance in sustainable development. It facilitates cross-country experiences to avoid duplication of efforts, focusing on sharing lessons and best practices in governance, field administration and public policy. The programme offers detailed insights into frameworks adopted by the Government of India, particularly in implementing projects using IT applications and e-government to achieve Sustainable Development Goals. It covers interdisciplinary aspects of public policy and governance, with a focus on infrastructure development, environmental management and other critical areas.

**Group Presentation:** The group presentations encompassed diverse topics, including Digitally Tracking Civil Servants' performance, Improving the Recruitment process within Cambodia's Civil Service, enhancing Digital Public Service Delivery to Increase Citizen Satisfaction, Building Capacities of Civil Servants to overcome challenges and forge ahead, Implementing Digital Financial Management Practices, Integrating Good Governance into the initial phase of the Pentagonal Strategy for enhanced efficiency, Focusing on Women-Centric Governance Policies and Practices, Promoting Women's Leadership Roles and Addressing Infrastructure Development and Social Welfare Schemes in Cambodia.

#### Feedback:

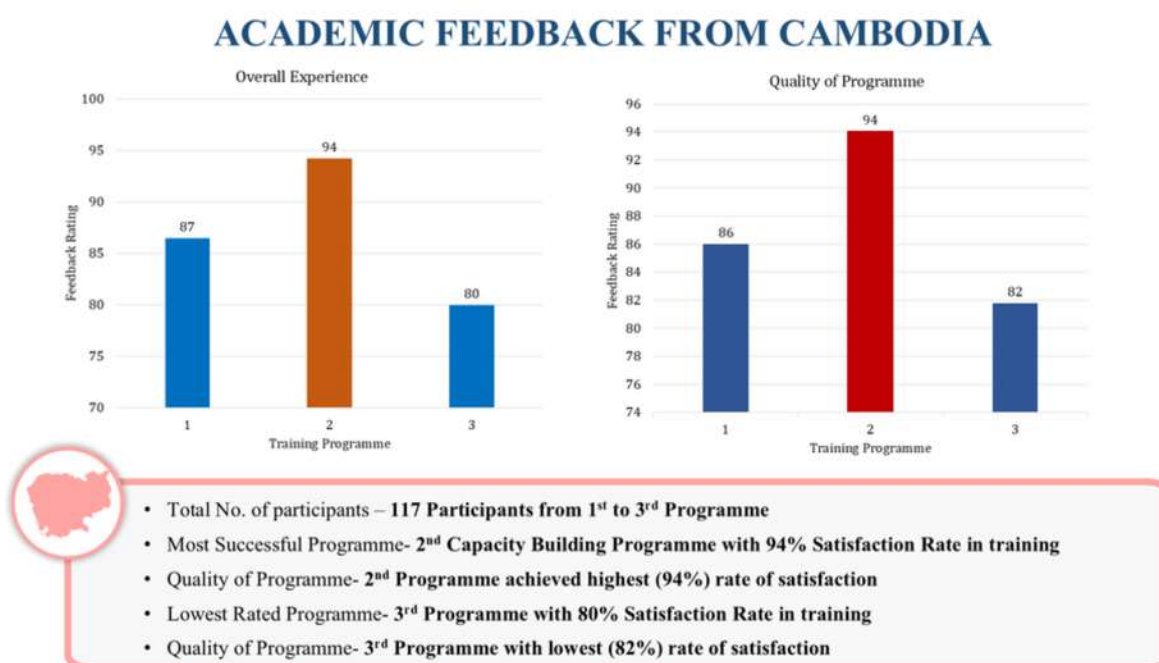


Figure 9: Feedback of 1st to 3rd CBP of Cambodia



### 3.1.1.12 Gambia

**No. of programme conducted:** 4

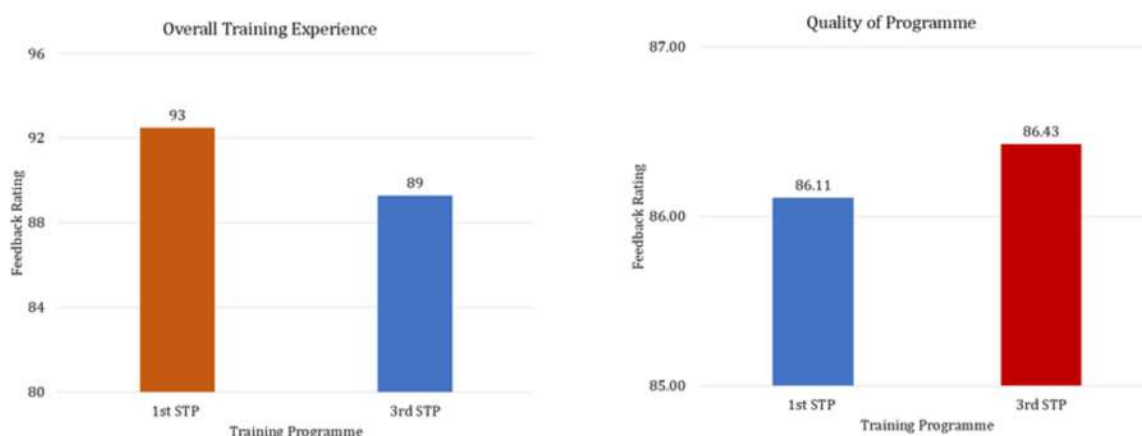
**No. of Participants/Alumni of NCGG:** 94

**About the Programme:** The Training Programme on Public Policy and Governance for the Civil Servants of Gambia highlights its strategic design for decision-makers, aimed at equipping them with advanced knowledge, skills and tools crucial for effective public policy in a complex and interconnected global environment. Sponsored by the Ministry of External Affairs, Government of India, the four distinct programmes provide a platform for policy dialogue and knowledge sharing, emphasizing the role of good governance in sustainable development. These programmes facilitate cross-country experiences to avoid duplication of efforts, focusing on sharing lessons and best practices in governance, field administration and public policy.

**Group Presentation:** Civil servant officers from Gambia presented on topics such as Digital Gambia, Women Empowerment in Gambia and the Social Welfare Scheme in Gambia. These participants gained valuable practical knowledge from the group work.

**Feedback:**

#### ACADEMIC FEEDBACK FROM GAMBIA



- Total No. of participants – 59 Participants in 1<sup>st</sup> & 3<sup>rd</sup> Special Training Programme
- Most Successful Programme- 1<sup>st</sup> Training Programme with 93% Satisfaction Rate in training
- Quality of Programme- 3<sup>rd</sup> Programme achieved higher (86.94%) rate of satisfaction
- Lowest Rated Programme- 3<sup>rd</sup> Programme with 89% Satisfaction Rate in training

*Figure 10: Feedback of 1st & 3rd STP of Gambia*



### 3.1.1.13 Maldives

**No. of programme conducted:** 32

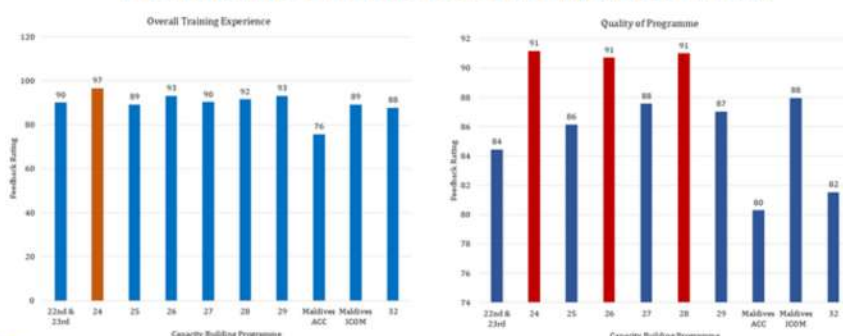
**No. of Participants/Alumni of NCGG:** 1003

**About the Programme:** The training module for Maldives Civil Servants addresses various issues related to public administration, e-governance and service delivery, public policy and implementation, information technology, best practices in fisheries in coastal areas, agro-based practices, self-help group initiatives, urban development and planning, ethics in administration, tourism and the challenges and implementation of Sustainable Development Goals (SDGs). NCGG has successfully conducted 32 Capacity Building Programmes in Field Administration for Maldivian civil servants, including specialized programmes for the Anti-Corruption Commission (ACC) and the Information Commission Office of Maldives (ICOM). Despite the challenges posed by the COVID-19 pandemic, NCGG has achieved a significant milestone, conducting capacity-building programmes for 1,000 Maldivian civil servants between 2019 and 2024 under the India-Maldives Memorandum of Understanding (MoU) between NCGG and the Civil Service Commission of Maldives. This comprehensive effort has trained a total of 1,003 officers, including civil servants, permanent secretaries, secretary generals and high-level delegates from the Maldives, thereby enhancing their capacity to deliver effective governance and public administration.

**Group Presentation:** The participants delivered presentations on several programmes including Vision @2031 Maldives; initiatives for a smart, resilient, safe and economically driven Maldives, emphasizing digital adaptation, decentralization and diversification, including digitalization of schools and health services; reforms in council administration and education, focusing on skills development; improving service delivery through Digital Maldives initiatives; the Maldives Vision 2030 and civil service reforms; digital education and health advancements; promoting ethics, accountability and transformational leadership in anti-corruption efforts; transparency, accountability and strengthening of the Right to Information (RTI) in the Maldives; and the role of civil society organizations in implementing RTI.

#### Feedback:

#### ACADEMIC FEEDBACK FROM MALDIVES



- Total No. of participants – 369 Participants from 22<sup>nd</sup> to 32<sup>nd</sup> Programme
- Most Successful Programme- 24<sup>th</sup> Capacity Building Programme with 97% Satisfaction Rate in training
- Quality of Programme- 24<sup>th</sup>-26<sup>th</sup> and 28<sup>th</sup> Programme achieved highest (94%) rate of satisfaction
- Lowest Rated Programme- Maldives ACC Programme with 76% Satisfaction Rate in training
- Quality of Programme- Maldives ACC Programme with lowest (80%) rate of satisfaction

Figure 11: Feedback of 22nd to 32nd CBP of Maldives



### 3.1.1.14 Myanmar

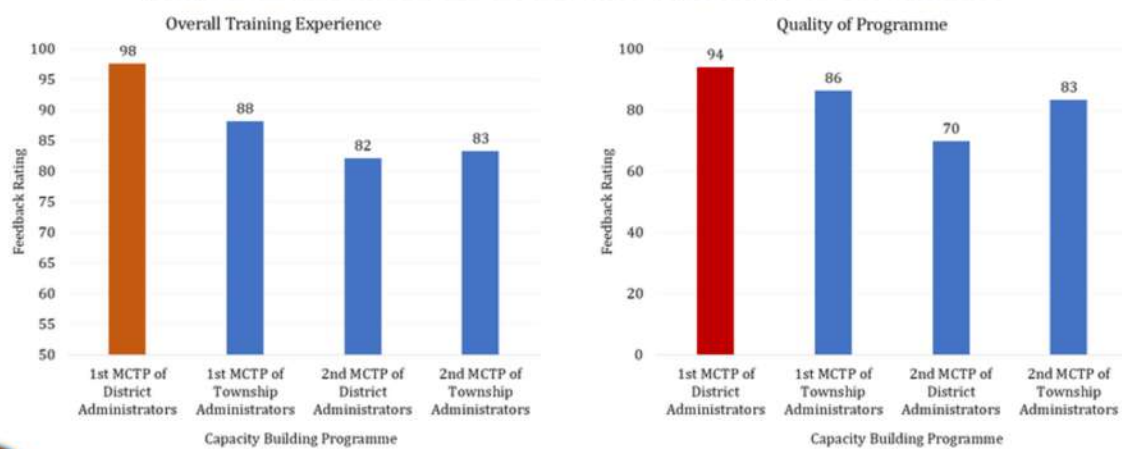
**No. of Programme conducted: 4**

**No. of Participants/Alumni of NCGG: 97**

**About the Programme:** NCGG conducted two Mid-Career Training Programme for Township Administrators and District Administrators of Myanmar. In the four training programmes, the Myanmar training focused on public administration, e-governance and service delivery, public policy and implementation, information technology, best practices in coastal fisheries, agro-based practices, self-help group initiatives, urban development and planning, ethics in administration, tourism and the challenges and implementation of Sustainable Development Goals (SDGs), corruption and other related topics.

**Feedback:**

#### ACADEMIC FEEDBACK FROM MYANMAR



- Total No. of participants – 97 Participants from 1<sup>st</sup> to 2<sup>nd</sup> Programme for District & Township Administrators
- Most Successful Programme- 1<sup>st</sup> MCTP of District Administrators with 98% Satisfaction Rate in training
- Quality of Programme- 1<sup>st</sup> MCTP of District Administrators achieved highest (94%) rate of satisfaction
- Lowest Rated Programme- 2<sup>nd</sup> MCTP of District Administrators with 82% Satisfaction Rate in training
- Quality of Programme- 2<sup>nd</sup> MCTP of District Administrators with lowest (70%) rate of satisfaction

Figure 12: Feedback for 1st to 2nd MCTP of Myanmar



### 3.1.1.15 Sri Lanka

**No. of programme conducted:** 3

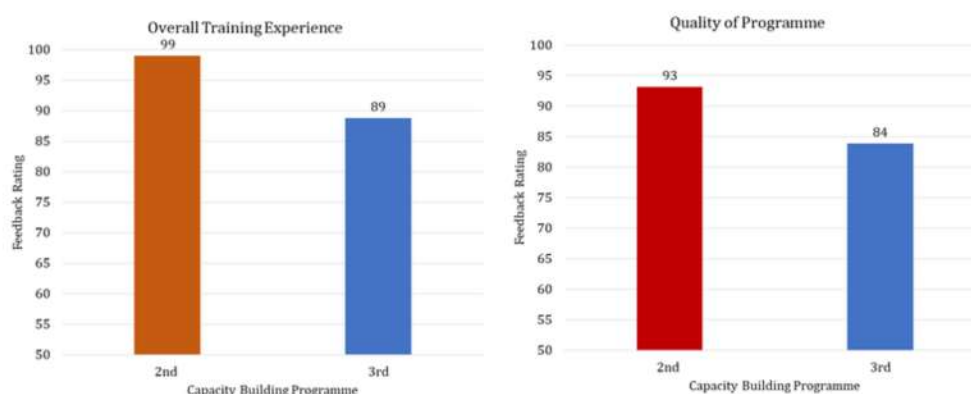
**No. of Participants/Alumni of NCGG:** 95

**About the Programme:** The three programmes structured for civil servants of Sri Lanka so far facilitated robust policy dialogue and cross-country knowledge exchange, enabling Sri Lankan officers to learn from India's successful governance models. Immersive field visits provided practical exposure to effective governance practices, further enriching their understanding. This comprehensive initiative aimed to enhance their understanding and skills in various facets of public policy and governance, drawing on India's successful models and practices. The programme was structured to provide deep insights into key areas such as administrative reforms, effective public grievance redressal and the role of digital infrastructure in governance. Participants engaged with experts and policymakers to explore topics ranging from fiscal policy reforms to ethical considerations in governance. Field visits to prominent institutions and cultural landmarks further enriched their learning experience, offering practical exposure to India's governance mechanisms. By fostering dialogue and knowledge exchange, the programme sought to empower Sri Lankan civil servants with the tools and perspectives necessary for fostering good governance and sustainable development in their context.

**Group Presentation:** Sri Lankan civil servants focused on key areas such as land digitalization, the implementation of the Public Personnel Management System (PPMS) and the impact of post-boom tourism developments. These presentations created a platform for mutual knowledge sharing and discussions on effective strategies. The sessions addressed urban governance, social safety nets, public grievance redressal and initiatives to advance Sri Lanka's digital landscape. Emphasis was placed on fostering meritocracy, implementing sound governance practices, combating corruption and upholding ethics in public service.

### Feedback:

#### ACADEMIC FEEDBACK FROM SRILANKA



- Total No. of participants – 81 Participants for 2<sup>nd</sup> and 3<sup>rd</sup> Programme
- Most Successful Programme- 2<sup>nd</sup> Capacity Building Programme with 99% Satisfaction Rate in training
- Quality of Programme- 2<sup>nd</sup> Programme achieved highest (93%) rate of satisfaction

*Figure 13: Feedback for 2nd & 3rd CBP of Sri Lanka*



### 3.1.1.16 Tanzania

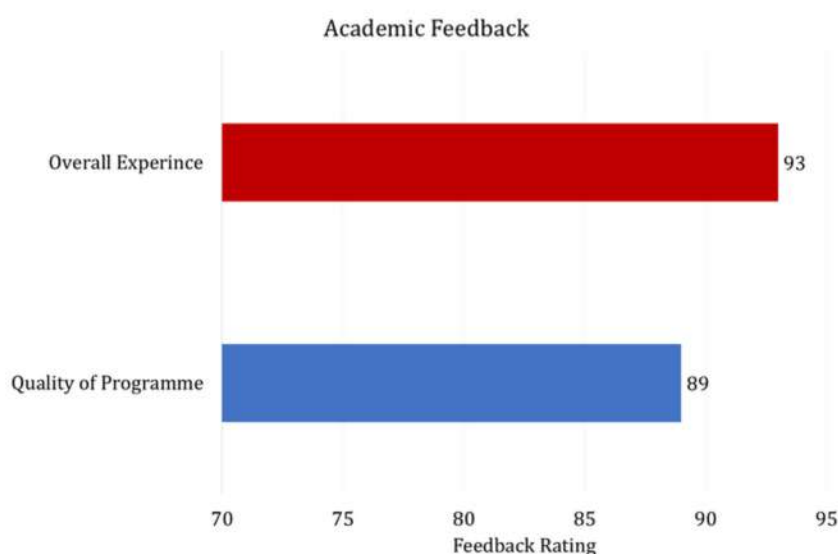
**No. of programme conducted:** 1

**No. of Participants/Alumni of NCGG:** 39

**About the Programme:** The Capacity Building Programme on Project and Risk Management for Public Works for officials of Tanzania was meticulously designed for decision-making level officers, aimed at equipping them with essential skills in project and risk management. Recognizing the global trend of governments undertaking significant initiatives for public welfare, this programme addresses the substantial social and economic impacts these initiatives have. The programme emphasizes the importance of analyzing large databases related to these initiatives to enhance policymaking in public works. By focusing on project and risk management, the programme aims to improve performance management systems, enabling policymakers to identify emerging risk trends, make proactive decisions and manage projects effectively.

**Group Presentation:** The participant presented on various topics, including key takeaways on project and risk management in Tanzanian public projects, experiences from the Dodoma City Outer Ring Road concerning project planning, execution and delivery and a case study on stakeholder involvement and consensus building in the DART Project in Tanzania.

#### **Feedback:**



*Figure 14: Feedback of 1st CBP of Tanzania*



### **3.1.1.17 International Management Development Programme (IMDB)**

NCGG organized the International Management Development Programme (IMDB) in 2013 exclusively focused on the intricate issues of 'Infrastructure Development and Public-Private Partnership'. The programme was attended by 33 participants from countries including, Afghanistan, Bangladesh, Bhutan, Cambodia, Laos, Nepal, Sri Lanka, and Vietnam. The overall rate of satisfaction given by the international participants was 84.52%.

## **3.1.2 Capacity Building Programme for Domestic Civil Servants**

**3.1.2.1 Domestic Training Programme:** NCGG extended its training initiatives for Domestic civil servant officers from various states within India, including Gujarat, Jammu Kashmir and Arunachal Pradesh, reaffirming its commitment to contributing to the enhancement of India's governance.

**3.1.2.2 Aim & Objective Domestic Training Programme:** For the domestic programme, NCGG aims to bring together and continuously train the capacity of domestic civil servant officers. The goal is to provide a platform for officers to convene, discuss successes & challenges and seek solutions through interactive lecture programmes. The objective is to strengthen the governance system by training civil servant officers and equipping them with additional strategies to tackle the developmental challenges they encounter in their states, offering comprehensive insights into schemes that can elevate their state's status.

**3.1.2.3 Design of Programme:** In the domestic programme, the emphasis is on designing and sharing state-specific initiatives that highlight central and state sector schemes and prioritize state development. These programmes are structured to enhance capacity building tailored to state-specific needs, leveraging central sector schemes, state initiatives and case studies to deliver efficient governance solutions that benefit the general population and promote growth within the state. The focus remains on integrating effective governance delivery methods that align with both central and state-level developmental objectives.

**3.1.2.4 The focus of the programme:** The domestic programmes of NCGG emphasize more on the dissemination of knowledge about central and state-level schemes. These programmes are meticulously designed with the focus on equipping officers with the expertise and tools needed to improve governance delivery and drive sustainable development at the state and local levels.

**3.1.2.5 Selection of Speakers:** The speakers are selected based on their previous experiences in a particular field. Most of the speakers are senior civil servants, both currently serving and retired. Besides, NCGG also invites academicians from prestigious institutions such as IITs and IIMs. This diverse selection of speakers aimed to provide participants with a balanced blend of practical wisdom from experienced administrators and innovative perspectives from academic leaders.

**3.1.2.6 Group Presentations:** Based on the sessions conducted through the week's long training, the participants towards the end are engaged to represent their insights and learnings through presentations. All the participants are divided into groups and they prepare the presentations on themes and schemes related to enhancing citizen-centric governance and improved public service deliveries. Officers engage in detailed discussions



on initiatives like the Back to Village programme, which seeks to empower rural communities through enhanced governance and grassroots participation.

**3.1.2.7 Feedback:** NCGG conducts the feedback through feedback forms given in **Annexure 2**. Similar to the feedback mechanism of International CBPs, the feedback for domestic CBPs is structured into two categories: academic and non-academic. The feedback is collected from all the participants of the training programmes after every session. This iterative process of feedback and adaptation underscored the commitment to delivering impactful capacity-building initiatives and helped NCGG in bringing improvements to the existing structure of the programmes.

### 3.1.2.8 Jammu & Kashmir:

NCGG has conducted 8 training programmes for the civil servants of Jammu and Kashmir. In total, 310 civil servants have been trained till date. The most popular session was the Crisis Management and Decision Making in Government among the civil servants of J&K. Figure 15 also presents the feedback rating of the individual session.

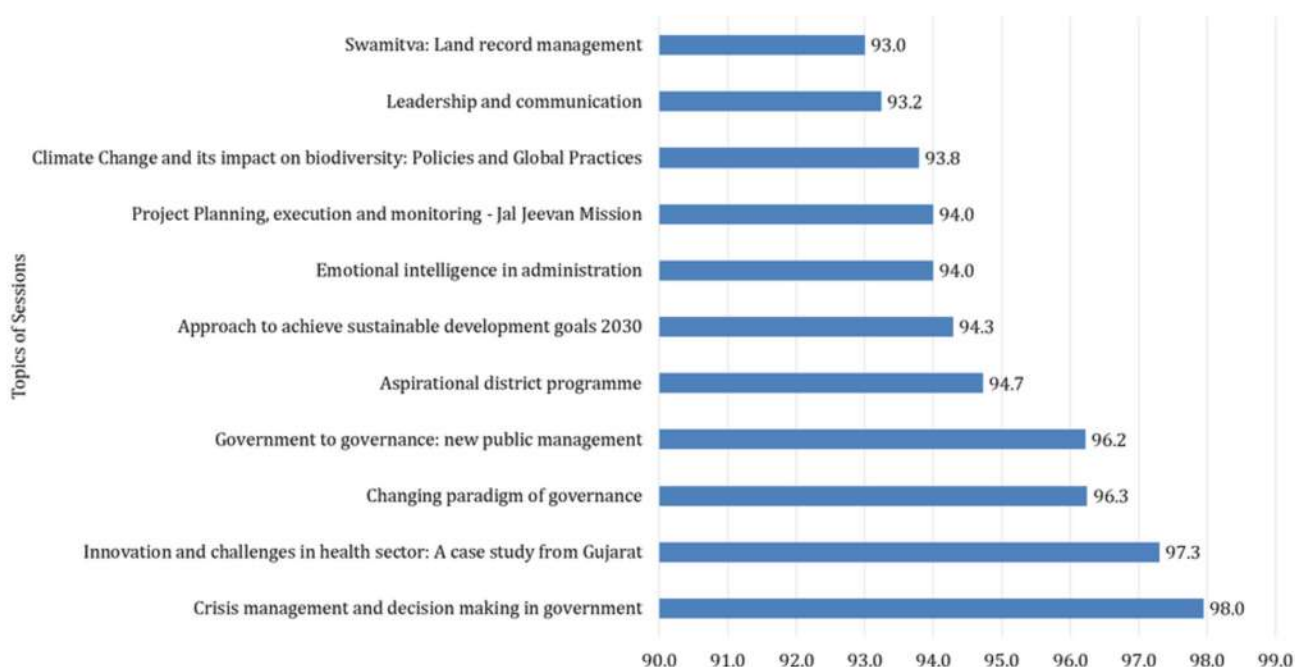


Figure 15: Popular sessions during CBP of civil servants of J&K

### 3.1.2.9 Arunchanal Pradesh:

NCGG conducted a total of 4 Capacity Building Programme for the civil servants of Arunachal Pradesh. Till date, NCGG has trained 113 civil servants from Arunachal Pradesh. The 4th Capacity Building programme has the highest satisfaction rate with 93.10% rating.





Figure 16: Feedback of 1st to 4th CBP of Arunachal Pradesh

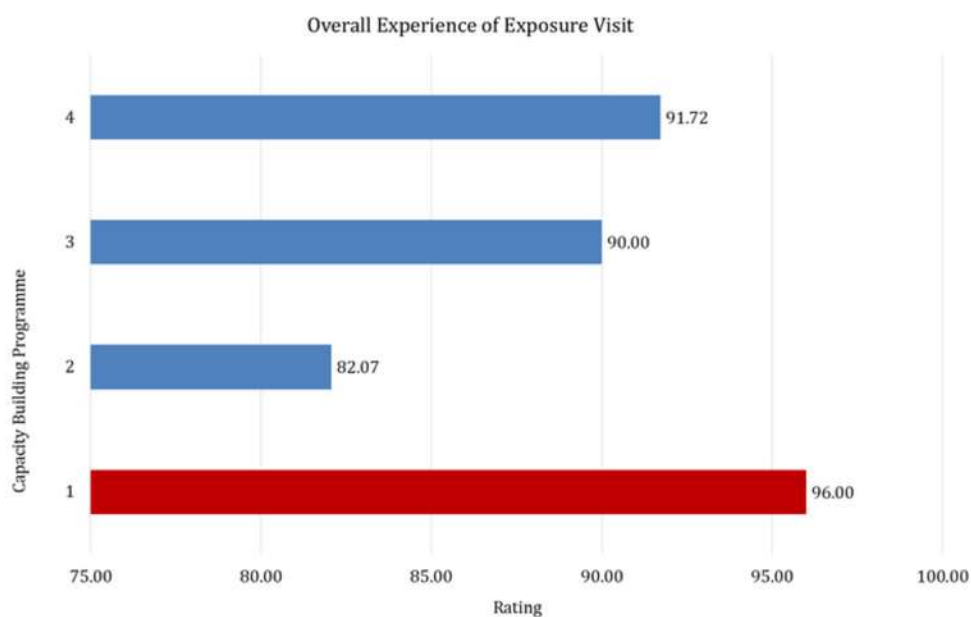


Figure 17: Feedback of Exposure visits during 1st to 4th CBP civil servants of Arunachal Pradesh

### 3.1.2.7 Gujarat

The National Centre for Good Governance trained 75 officers from Gujarat under two public-private partnership programmes with the Indian Institute of Corporate Affairs (IICA) for senior officers of the Government of Gujarat.



## **3.2 Recommendations:**

The Committee provided several recommendations after understanding the process of capacity-building programmes at both global & domestic levels. To enhance the effectiveness & reach of the NCGG in conducting international training programmes following recommendations were made:

### **3.2.1 Inclusion of mid-ranking Government Officials/Experts**

- The Evaluation Committee recommended including mid-ranking all-India Civil Service rank officers, such as IFS Officers on a deputation basis to NCGG, to facilitate & enhance NCGG's expansion for collaborations to conduct international training programmes. Their role can help in ensuring that the programmes are effective, culturally sensitive & aligned with both India's strategic interests & the broader goals of international cooperation & development. Their coordination skills help in managing the logistics & administrative aspects effectively, especially with ITEC.
- Officers for other services such as revenue, audit & account, trade and information can strengthen & add to the richness of NCGG.

### **3.2.2 Delivery of Programme**

- The Evaluation Committee recommended having a pool of industry experts, experienced practitioners, serving/retired civil servants and academicians as Professors of Practice (PoPs) who can take the sessions in the capacity-building training programme.
- The committee recommended building a resource pool of PoP to facilitate research and publications by NCGG. PoP can provide industry perspectives, hands-on skills and up-to-date knowledge of current practices, to bring real-world experience and practical insights to the training programme participants. That will bring a better & more practical understanding of India's best practices & governance model to the international participants.
- PoP may be assigned to work on thematic areas such as the effectiveness of criminal prosecution, effective service delivery, consumer satisfaction, digitization, goods & services tax, agriculture, etc. They can be mandated to develop high-quality reports/papers that will be published by NCGG. The resource pool of PoPs can include retired/serving civil servants or Public Sector Unit (PSU) employees or from academia who have experience in governance & can contribute to generating well-researched reports /publications & developing advocacies for policy-making. PoP can include serving officers who may be allowed to come and formulate a report on their areas of choice within a specific period.
- Further, the committee also recommended the inclusion of young training managers to improve the delivery of programmes to reflect the latest developments & best practices in the relevant fields. The regular update of the content of the training programme aligned with the participants & national mandate should be practiced.
- The committee also recommended combining traditional face-to-face training with online learning platforms to create a blended learning experience. Including sessions on the topics that can be shown to all the participants in the field & enhance their practical experiences.



- Use digital tools to manage logistics, track attendance & collect feedback. Include a mix of instructional methods, such as lectures, discussions, case studies, role plays, & hands-on activities.

### **3.2.3 Area of Focus**

- The Evaluation Committee recommended that the NCGG should focus on collaborations and conducting CBPs with neighboring countries, under the Neighborhood First policy.
- The Committee was of the view that MEA should decide on including the countries with which NCGG can collaborate and MEA could sit with NCGG and work on the prioritization of the training with different countries as the capabilities of NCGG to conduct multiple trainings.
- The Committee recommends that NCGG should engage in both single-country Capacity Building Programmes (CBPs) and multi-country CBPs wherever required and with MEA sanctions.



## 4. REVIEW OF THE INTERNSHIP PROGRAMME;

### NCGG - INSA LEADS PROGRAMME & DOMESTIC COLLABORATION

#### 4.1 Collaborations with Institutes of National Importance including IIMs/IITs

NCGG intends to extend its outreach and strengthen the National Good Governance Grid by collaborating with the various Institutes of National Importance. The table below represents the MoUs between NCGG and other organizations, with objectives.

Sl. No.	Partner Institutions	Objectives
1	Indian Institute of Public Administration (IIPA), New Delhi & IIPA J&K Regional Branch Jammu	To promote excellence in capacity-building programmes in areas such as RTI, CPGRAM, e-office and other contemporary governance issues and practices related to public administration, public policy, citizen-centric administration, improving service delivery and fostering innovations.
2	Collaboration with J&K IMPARD, Government of J&K & Department of Administrative Reforms, Government of Arunachal Pradesh	<ul style="list-style-type: none"> <li>To enhance academic and intellectual interaction to promote excellence in capacity-building programmes focused on Good Governance, GFR 2017, PPP, eProcurement (GeM).</li> <li>The initiative will train senior officials, including officers from the Jammu and Kashmir Administrative Service and Arunachal Pradesh, following the mid-career IAS training pattern of the DoPT, Government of India.</li> </ul>
3	Collaboration with the Indian Institute of Management-Visakhapatnam & Indore	<ul style="list-style-type: none"> <li>Encourage faculty and researcher exchange, collaborate on joint initiatives,</li> <li>Share resources, design joint training programmes and promote joint research</li> <li>Social initiatives, policy formulation, GG Indexes ranking and data exchange for training.</li> </ul>



4	Collaboration with Centre for Innovations in Public Systems, ASCI, Hyderabad	<ul style="list-style-type: none"> <li>• The agreement includes exchanging knowledge and innovations for potential replication</li> <li>• Hosting and visiting delegations</li> <li>• Undertaking joint assignments, sharing infrastructure facilities, exchanging relevant publications and conducting biannual progress discussions.</li> </ul>
5	Collaboration with National Institute of Rural Development & Panchayati Raj (NIRD&PR), Hyderabad	<ul style="list-style-type: none"> <li>• Collaborate on promoting good governance in rural development activities</li> <li>• Capacity building through joint training programmes including module design</li> <li>• Undertaking joint projects, organizing sponsored projects related to good governance and exchanging resource persons for guest lectures.</li> </ul>
6	Collaboration with IC Centre for Good Governance, New Delhi	The initiative involves preparing case studies on best administrative practices for dissemination and replication, along with conducting research studies on administrative reforms to enhance the quality of public governance.
7	1. IIT-Tirupati 2. IIT- New Delhi 3. IIT- Bombay 4. IIT- Jodhpur 5. IIT- Gandhinagar 6. IIT- Kanpur 7. IIM-Kozhikode 8. IIM- Tiruchirappalli 9. IIM- Kashipur 10. IIM- Sirmaur 11. IIM- Ahmedabad 12. IIM- Calcutta 13. IIM- Lucknow	The initiative aims to establish Centers of Excellence for best practices in policy and governance, facilitate faculty exchange for continuous learning, conduct targeted training programmes and contribute high-quality research papers for the IIAS conference on diverse governance themes.

### Recommendation:

In addition to growing the Good Governance grid through collaborations with institutes, these institutes can function as satellite centers where the domestic pieces of training can be planned and executed.



## 4.2 NCGG-INSA LEADS Programme

The Leadership Development Programme in Science and Technology (LEADS), a collaboration between the Indian National Science Academy (INSA) and the National Centre for Good Governance (NCGG), is tailored for scientists aged 40-50. It aims to bolster their leadership capabilities and governance proficiency within scientific laboratories and institutions. The programme emphasizes both technical expertise and managerial skills essential for optimizing institutional performance and aligning with national priorities. Key themes include scientific leadership, administrative best practices, financial management, gender equality promotion in leadership roles, mental health prioritization, fostering an entrepreneurial mindset in innovation, legal frameworks relevant to government sectors, and excellence in policy formulation and implementation.

### Participants Engagement:

Batches of Forty-four senior scientists each from government labs and academic institutions participated in the first batch (July 2023) and second batch (April 2024) on NCGG-INSA LEADS. In the third batch, 37 participants participated in the programme which was held in July 2024. They brought extensive administrative experience in technology development across various fields. Participants actively engaged in sessions, contributing actively to discussions and exchanging insights, reflecting strong interest and positive feedback on the programme's success in enhancing leadership skills and interdisciplinary collaboration.

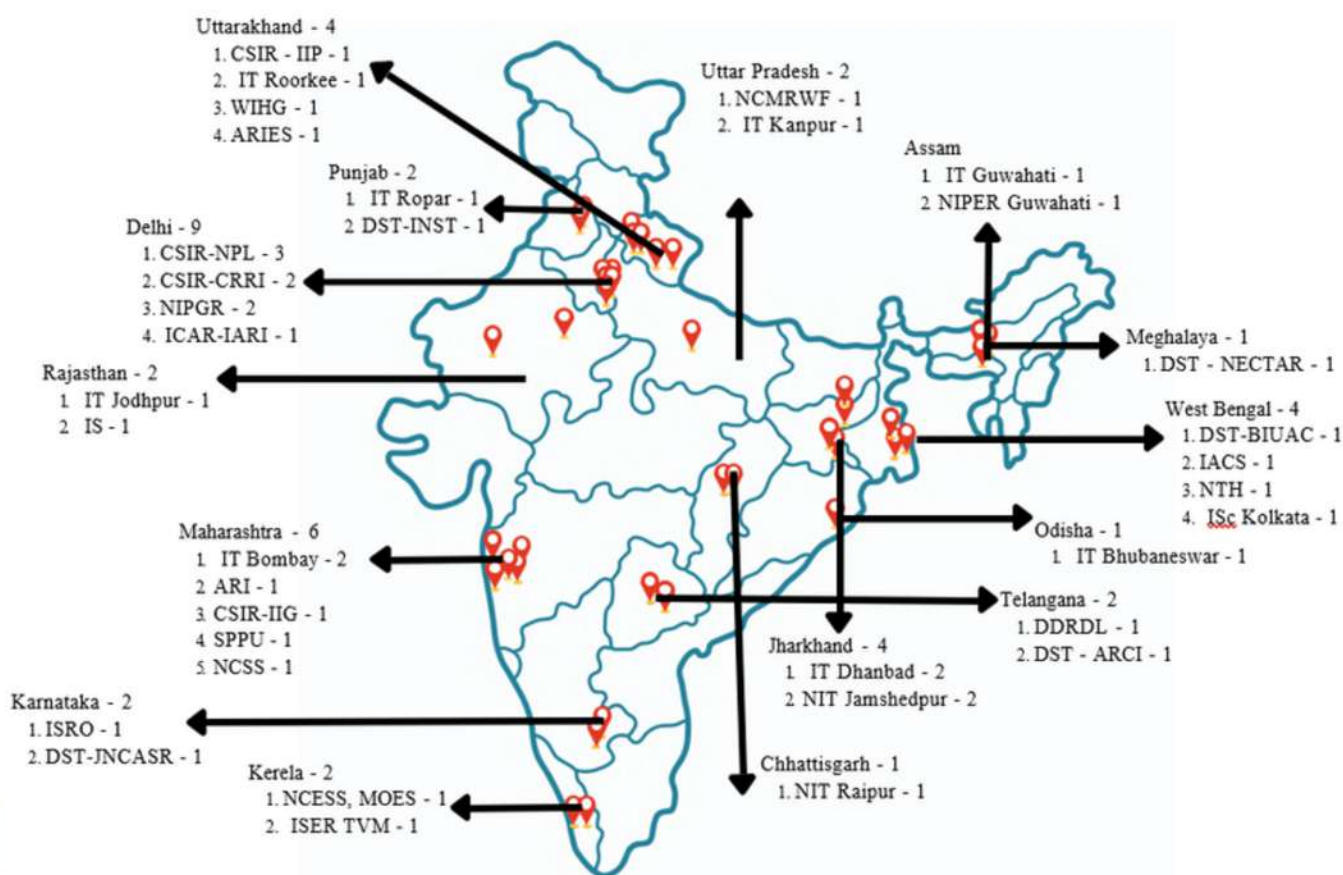
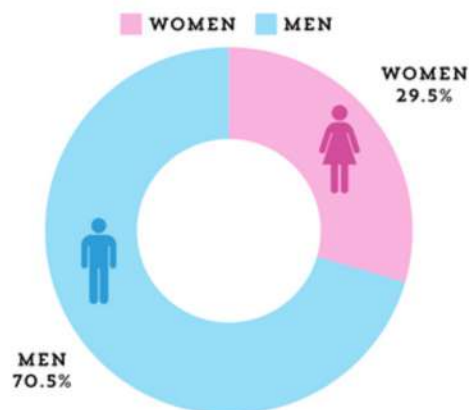


Figure 18: Demographic Representation of Participants of 2nd Batch





*Figure 19: Gender Distribution of Participants of 2nd Batch*

### **Trainers Performance:**

The speakers for LEADS-2023 and 2024 were distinguished by their profound subject knowledge, impeccable performance and outstanding communication skills. They excelled in engaging participants through interactive sessions, fostering a dynamic learning environment where ideas flourished and knowledge was shared effectively. Their ability to captivate audiences and facilitate meaningful discussions ensured a transformative learning experience for all attendees.



*Figure 20: Speakers & Participants of 2nd Batch*

### **Takeaway and learning outcomes:**

- Expectations for achieving the vision of Viksit Bharat were discussed.
- Improved hands-on application of learned concepts for real-world scenarios.
- Positive shifts in participant's attitudes, increased confidence, motivation, and adaptability.
- Increased readiness to tackle challenges and pursue opportunities within their respective fields.

### **Recommendations from the evaluation committee for the upcoming LEADS programme:**

- Additional areas could be incorporated to provide a more holistic and comprehensive learning experience such as strategic planning, team building, interpersonal relationship management, change management, etc. can be included on.
- Increasing participation from women scientists/directors/ in top leadership positions in the programme.



- Facilitate mentorship opportunities for participants, pairing them with experienced leaders in their respective fields. This can provide valuable guidance, support and personalized development plans to enhance their leadership skills.
- Create opportunities for participants to collaborate with peers from different scientific disciplines. Cross-disciplinary interactions foster creativity, innovation and the exchange of diverse perspectives, enriching the learning experience.
- Continuously evaluate the programme's effectiveness through participant feedback, post-programme assessments, and tracking of leadership outcomes. Use this data to identify areas for improvement and iteratively enhance the programme over time.
- Foster a culture of continuous learning and professional development within the scientific community. Encourage participants to engage in lifelong learning, pursue additional leadership opportunities and share their knowledge and experiences with others.
- NCGG can contribute the funds for the programme based on the actuals and utilization certificates.
- The major share of the funds can be taken as the fee from the home institutions of participants.

### 4.3 Expansion of the Internship Programme

The NCGG Internship Programme is a short-term engagement of 'selected students' from universities across India who apply for interning with the National Centre for Good Governance (NCGG), Ministry of Personnel, Public Grievances & Pensions, Government of India. The programme facilitates the interns to carry out both primary and secondary research. This internship also provides the opportunity for the interns to document their learnings as well as contribute to public policy.

#### Batches Conducted

Sl.No.	Internship Batch	No. of Interns	Period	Areas of Work
1.	1st Batch	13	June 2023 – Sept 2023	<ul style="list-style-type: none"> <li>• Public Policy &amp; Governance</li> <li>• Climate Change</li> <li>• Environment &amp; Clean Energy</li> <li>• Innovation and Entrepreneurship</li> <li>• e-Governance</li> <li>• Public Service Delivery</li> <li>• Tribal Affairs</li> <li>• Rural Development &amp; Poverty Elimination</li> <li>• Monitoring, Data Analytics &amp; Evaluation</li> <li>• Education</li> <li>• Sustainable Development</li> <li>• Other</li> </ul>
2.	2nd Batch	7	Oct 2023 – Jan 2024	
3.	3rd Batch	18	April 2024 - June 2024	



## List of mentors for NCGG Internship Programme

### BATCH - 1

Sl. No.	Name	Designation	Department/ Institute
1	Mr. Ankit Jain	Assistant Advisor	Central Public Health & Environmental Engineering Organisation (CPHEEO), Ministry of Housing and Urban Affairs, Government of India
2	Prof. (Dr.) Monika Arora	Vice President (Research and Health Promotion)	Public Health Foundation of India
3	Shri Yugal Joshi	Adviser	NITI Aayog
4	Mr. Satish	Assistant Advisor	Central Public Health & Environmental Engineering Organisation (CPHEEO), Ministry of Housing and Urban Affairs, Government of India
5	Dr. Amit Dubey	Scientist 'D'	Chhattisgarh Council of Science and Technology (CCST)
6	Dr. Rajiv Kumar	Former Vice Chairman	NITI Aayog
7	Shri Ranjit Kumar	Director	National Jal Jeevan Mission
8	Dr. A.P. Singh	Associate Professor	National Centre for Good Governance (NCGG)
9	Shri Sunil Nautiyal	Director	Govind Ballabh Pant Hospital
10	Mr. Victor Shinde	Head, Climate Centre for Cities	National Institute of Urban Affairs (NIUA)



11	Ms. Shravanti	Assistant Advisor	Central Public Health & Environmental Engineering Organisation (CPHEEO), Ministry of Housing and Urban Affairs, Government of India
12	Mr. Pravin Bharadwaj	Team Lead	National Institute of Urban Affairs (NIUA)

### BATCH - 2

Sl. No.	Name	Designation	Department/ Institute
1.	Dr. Shyamli Singh	Assistant Professor	Indian Institute of Public Administration (IIPA)
2.	Prof. Josyula Srinivas	Associate Professor	IIM, Visakhapatnam
3.	Dr. Kusum Lata	Associate Professor	Indian Institute of Public Administration (IIPA)
4.	Shri Apruv Mishra	Consultant	Economic Advisory Council to the Prime Minister (EAC-PM)
5.	Dr. Neha Aneja	Assistant Professor	Campus Law Centre, University of Delhi



### BATCH - 3

Sl. No.	Name	Designation	Department/ Institute
1.	Dr. Ram Pravesh Kumar	Assistant Professor	School of Environmental Science, JNU, New Delhi
2.	Prof. Ajay Kumar Singh	Head, Centre for Federal Studies	Public Policy & Governance, Jamia Hamdard & Dean, School of Humanities and Social Sciences, Jamia Hamdard, New Delhi
3.	Dr. Sigamani Panner	Professor	Centre for The Study of Law & Governance, JNU, New Delhi
4.	Dr. Deep Narayan Pandey	Assistant Professor	Special Centre for Disaster Research, JNU, New Delhi
5.	Dr. Padmini Pani	Professor	Centre for the Study of Regional Development, School of Social Sciences, JNU, New Delhi
6.	Prof. Charru Malhotra	Professor	Indian Institute of Public Administration (IIPA)
7.	Dr. Ashwani Kumar Singh	Professor	Department of Social Work, Jamia Millia Islamia, New Delhi
8.	Dr. Vikram Bansal	Assistant Professor	Atal Bihari Vajpayee School of Management and Entrepreneurship, JNU, New Delhi
9.	Dr. Shuchi Yadav	Associate Professor	Centre for Media Studies, School of Social Sciences, JNU
10.	Dr. Seema Bathla	Professor	CSRD, JNU, New Delhi



11	Dr. Roma Debanath	Associate Professor	Indian Institute of Public Administration (IIPA)
12	Dr. Shyamli Singh	Assistant Professor	Indian Institute of Public Administration (IIPA)

### **Recommendations from the Evaluation Committee:**

1. Internship programmes may be redesigned and the 'Interns' may be termed as associate fellows who may work under training managers and Professors of Practice in assisting the conduct of the CBPs of NCGG.
2. The internship period may be extended to one year.
3. The stipend for interns may be revised.



#### 4.4 National Good Governance Webinar Series on Prime Minister's award-winning initiatives

Sl. No.	Webinars	Sessions	Date
1	1st Webinar on Improving Service Delivery	<b>Session 1:</b> Sakala, Karnataka <b>Session 2:</b> e-Seva, Andhra Pradesh	28-04-2022
2	2nd Webinar on Health Sector	<b>Session 1:</b> Sickle Cell Anemia Control Programme, Gujarat <b>Session 2:</b> Making Medicines Affordable- Chittorgarh, Rajasthan	27-05-2022
3	3rd Webinar on 'Aspirational District Programme'	<b>Session 1:</b> Shrawasti and Siddharth Nagar, Uttar Pradesh <b>Session 2:</b> Asifabad District, Telangana	24-06-2022
4	4th Webinar on 'Redressal of Public Grievances'	<b>Session 1:</b> Prajavani - Janahitha, Telangana <b>Session 2:</b> Sarkar Aapke Dwar, Arunachal Pradesh	29-07-2022
5	5th Webinar on 'Environment'	<b>Session 1:</b> Revival of Sasur Khaderi-2, Uttar Pradesh <b>Session 2:</b> Canal Top Solar Power Project, Gujarat	26-08-2022
6	6th Webinar on 'Public Service Delivery'	<b>Session 1:</b> “Seamless, End-To-End Delivery of Services Without Human Intervention”- “NDMC APP 311”, Delhi <b>Session 2:</b> “Seamless, End-To-End Delivery of Services Without Human Intervention”- “SEVA SINDHU PORTAL”, Karnataka	30-09-2022
7	7th Webinar on 'Jan Bhagidari through Swachh Bharat Mission'	<b>Session 1:</b> “Promoting People’s movements through Public Participation (Jan- Bhagidari) — Swachh Bharat Mission (Gramin)”, Gujarat <b>Session 2:</b> "Promoting People’s Movements through Public Participation (Jan- Bhagidari) — Swachh Bharat Mission (Urban)", Madhya Pradesh	28-10-2022



8	8th Webinar on 'Innovations'	<b>Session 1:</b> National Generic Document Registration System (NGDRS), Dept of Land Resource, Govt. of India <b>Session 2:</b> One Nation One Ration Card, Dept of Food & Public Distribution, Govt. of India	25-11-2022
9	9th Webinar on 'Jal/ Water Management'	<b>Session 1:</b> River Linking Project Jalgaon, Maharashtra <b>Session 2:</b> Innovative Participatory Drinking Water Delivery Approach in Rural Areas, Gujarat	30-12-2022
10	10th Webinar on 'Innovations at District Level'	<b>Session 1:</b> Bleed with Pride, Maipur <b>Session 2:</b> eAttendance Application (Lok Sewak), Madhya Pradesh	27-01-2023
11	11th Webinar on 'Aspirational District'	<b>Session 1:</b> Goalpara, Assam <b>Session 2:</b> Kupwara, Jammu & Kashmir	24-02-2023
12	12th Webinar on 'Namami Gange'	<b>Session 1:</b> Chamoli District, Uttarakhand <b>Session 2:</b> Uttarkashi District, Uttarakhand	31-03-2023
13	13th Webinar on 'Innovation - State'	<b>Session 1:</b> Building of Efficient Greenhouse to Grow Crops, Ladakh <b>Session 2:</b> Data Driven Transformation of School Education System through Vidya Samiksha Kendra, Gujarat	27-04-2023
14	14th Webinar on 'Innovation - District'	<b>Session 1:</b> 'Sanvardhana' – Vocal for Local, Rampur, Uttar Pradesh <b>Session 2:</b> New Age Learning Centre (NALC), Changlang, Arunachal Pradesh	26-05-2023
15	15th Webinar on 'Samagra Shiksha'	<b>Session 1:</b> Quality education with an equitable and inclusive classroom environment through Samagra Shiksha, Chitrakoot, Uttar Pradesh <b>Session 2:</b> 'Promoting Quality education with an equitable and inclusive classroom environment through Samagra Shiksha, Mehsana, Gujarat	30-06-2023



16	16th Webinar on 'Innovation - District'	<b>Session 1:</b> Black Rice Initiative, Chandauli, Uttar Pradesh <b>Session 2:</b> Operation Parivartan, Solapur, Maharashtra	28-07-2023
17	17th Webinar on 'Aspirational Districts Programme'	<b>Session 1:</b> Baramulla, Jammu & Kashmir <b>Session 2:</b> Gulma, Jharkhand	31-08-2023
18	18th Webinar on 'Swasth Bharat - Ayushman Bharat: Health and Wellness Centres'	<b>Session 1:</b> Anakapalli, Andhra Pradesh <b>Session 2:</b> Latur, Maharashtra	27-10-2023
19	19th Webinar on 'Innovation at District Level'	<b>Session 1:</b> Navpravartan Startup, Chanpatia, West Champaran, Bihar <b>Session 2:</b> Sampoorna, Bongaigaon, Assam	28-11-2023
20	20th Webinar on 'Promoting Sports - Khelo India Scheme'	<b>Session 1:</b> Churu District, Rajasthan <b>Session 2:</b> Bishnupur District, Manipur	31-01-2024

### **Recommendations from the Evaluation Committee:**

More efforts can be made to increase the outreach of these webinars. This can also be done by including the international audience.



## **5. IN CONCLUSION: ROADMAP FORWARD IN PROMOTING ACTIVITIES OF NCGG IN TERMS OF ITS MANDATE UNDER MEMORANDUM OF AGREEMENT.**

### **5.1 Recommendations:**

After thorough consultation between NCGG, the Evaluation Committee and the requirements put forward by CBC, the following are the achievable suggestions.

#### **5.1.1 How should the Expansion of the Training Programme be-**

##### **International Programmes**

- Widening the outreach of training programmes of NCGG by collaborating with more countries, their training academies and administrative institutions. Big Areas of Focus may be Southeast Asia / Africa / Sub-Saharan Africa / Francophone Africa / BIMSTEC Countries. This can be achieved through multiple advocacy and interactions with MEA, GoI.
- The diversity of countries trained within each month can be increased. Regular training/courses can be organized for Neighborhood countries (including Bangladesh, Maldives, Sri Lanka, Nepal and others) and CBP for Southeast Asian countries, one CBP for African countries and other divisions.
- Overall NCGG can allow flexibility wherein requests from MEA or an embassy abroad can be accommodated. This will lead to clarity on the total number of CBPs that could be optimally conducted per year, without compromising/ hampering the quality of the training programme.
- NCGG can engage both single-country CBPs and multi-country/ region-wise CBPs with MEA sanctions.
- Courtesy call-ons with dignitaries such as governors and ministers can be included.
- An alumni portal or Facebook page can also be developed and strengthened.

##### **Domestic Programmes**

- Building on the 'Good Governance Grid' and liaising with maximum Institutions of National Importance in the country. Signing MoUs with these institutions will build the resource person pool and add to various collaborations for NCGG. Centers of Excellence (such as BIMSTEC, SAARC, FIPIC, LAC, AU, etc) are also suggested to function at these institutions in collaboration with NCGG.
- The domestic training programmes proposed through new collaborations may be conducted in the concerned IITs/IIMs while as per the existing practice, the international training programme could continue to be conducted by NCGG head office and a branch office.
- The domestic training is designed for provincial service officers and the programmes can also be planned at different venues other than their home states.
- NCGG may identify 4-5 distinguished institutions like IIMs, ISB, CGG, ASCI and AIGGPA whose representatives may be included as Members of the NCGG society.



## 4.4 Recruitment of Staff

- Onboarding of Professors of Practice (PoP) based on a fixed honorarium for a specific period. The resource pool of PoPs may be retired/serving civil servants or Public Sector Unit (PSU) employees or from academia who have experience in governance and can contribute to generating well-researched reports / publications and developing advocacies for policy-making.
- The post of the DG may be ex-officio, i.e. the Secretary, DARPG may be the ex-officio DG of NCGG.
- It is recommended that NCGG should create only one post of DDG, and Recruitment Rules (RRs) should allow recruitment of an all-India Civil Service rank officer / IFS Officer on a deputation basis which would facilitate and enhance NCGG's expansion for collaborations to conduct international training programmes.
- NCGG can recruit young training managers in the age group of 35-40 years. The RRs of these Training Managers need to be drawn up by NCGG as per the requirements.
- Internship programme can be redesigned 'Interns' can work as associate fellows who may work under Training Managers and Professors of Practice in assisting the conduction of the CBPs of NCGG.
- With the expansion of NCGG, the roles and responsibilities of the interns can be reworked. The interns can be hired year-round based on their availability. They can assist in training programmes, office work and training managers for conducting International and domestic training programmes and other works. The stipend for Interns can be reworked.
- The expansion of NCGG can be done in a phased manner keeping in mind the trajectory and requirement of the NCGG as it grows.

## 5.3 Policy Lab at NCGG

- The NCGG works to align theory with practices in the field of policy, governance and public service delivery. Hence, the evaluation committee recommends setting up a National Public Policy & Governance Laboratory, namely Anusandhan for experienced people like eminent scholars, serving or retired government employees, social scientists and other domain experts who can engage in research and conduct training programmes on relevant policy issues and governance.
- The committee recommended that PoPs can be attached to the Policy Lab for conducting research and contributing to the conduct of both international and domestic CBPs who may take sessions and address the specific needs of the participants of the training programme.
- It is suggested that NCGG may work on publishing research papers/ journals/ reports and develop its resources.



# 6. LIST OF ANNEXURE

## 6.1 Annexure 1: Constitution of Evaluation Committee

No. A/8/2024 – NCGG (C.No. 8823)  
Government of India  
National Center for Good Governance  
Ministry of Personnel, Public Grievances & Pensions  
Department of Administrative Reforms and Public Grievances  
\*\*\*

9<sup>th</sup> Floor NDCC – II Building,  
Jai Singh Marg, New Delhi  
Dated the 29<sup>th</sup> May, 2024

**Subject: Constitution of Evaluation Committee for evaluation of International and domestic Capacity Building Programmes of NCGG– regarding-**

The National Centre for Good Governance (NCGG) is an autonomous Institution under the aegis of Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions, New Delhi. The major mandate and objective of NCGG is to focus on research studies, and capacity building on public policy & governance at national and international levels.

2. The NCGG has achieved the milestone of conducting 71 Capacity Building Programmes since 2014 for 2660 Civil Servants of Bangladesh, 32 Capacity Building Programmes for 1000 Civil Servants of Maldives, 8 Capacity Building Programmes for 300 Civil Servants of Jammu & Kashmir. Thus NCGG has been curating the CBC Programmes for the last decade and it is proposed to undertake an independent evaluation of the International and Domestic Programs of NCGG. Accordingly, it is proposed to constitute an Evaluation Committee for the purpose as under:

(i)	Shri K V Eapen, IAS (retd.), Former Secretary, DARPG & DPPW and DG, NCGG	Chairperson
(ii)	Shri Sanjeev Chopra, IAS (retd.), Former Director, LBSNAA, Mussoorie	Member
(iii)	Shri Arun Kumar Mehta, IAS (retd.), Former Chief Secretary, J&K	Member
(iv)	Dr. Himanshi Rastogi, Associate Professor, NCGG	Member-Secretary

3. The Terms of Reference for the Committee is as under:

- Review of Capacity Building Programmes for International Civil servants and domestic Civil servants and recommendations for improvement;
- Review of the Internship Programme; INSA-LEADS Programme and Domestic collaboration;
- Roadmap forward in promoting activities of NCGG in terms of its mandate under MoA.



4. The Evaluation Committee may submit its report within a period of 2 months of issue of this order. NCGG will provide Secretariat assistance for preparation of the Report to the Evaluation Committee.

5. The TA/DA will be admissible as per Government of India entitlements

6. This issues with the approval of the Competent Authority.

*Prisca*  
29/5/2024

(Prisca Mathew)  
Chief Administrative Officer & Consultant  
Tele : 21401189  
Email ID: pmathew.edu@nic.in

To

- i. Shri K V Eapen, IAS (retd.), Former Secretary, DARPG & DPPW and DG, NCGG
- ii. Shri Sanjeev Chopra, , IAS (retd.), Former Director, LBSNAA
- iii. Shri Arun Kumar Mehta, , IAS (retd.), Former Chief Secretary, J&K.
- iv. Dr. Himanshi Rastogi, Associate Professor, NCGG

**Copy for information also to:-**

1. Prime Minister's Office (Shri C.Sridar, Joint Secretary), South Block, New Delhi
2. PS to Hon'ble MoS(PP), North Block, New Delhi
3. Cabinet Secretariat , (Ms Kavita Singh, Joint Secretary), Rashtrapati Bhawan, New Delhi
4. PSO to Secretary (AR&PG)
5. PA to JS(AR)
6. Guard File



## 6.2 Annexure 2: Sample of Training Feedback Forms Format



**National Centre for Good Governance**  
Cozy Nook Complex Mussoorie – 248 179

### End of Course Evaluation Form – I (Academic Inputs)

1. Did you find the Course Content related and relevant for the following (rate on a scale from 1 to 5):

Q 2	Course Content	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(a) Your Present Work								
	% answered in each category.								
	(b) Your Future Work								
	% answered in each category.								
	(c) Your Overall Development								
	% answered in each category.								

2. What are the changes in the Course Content that you would like to suggest by way of addition, alteration or deletion?

3. Programme Design:

How would you rate the following (rate on a scale from 1 to 5):

Q 4	Programme Design:	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(i) Area and Subject Coverage								
	% answered in each category.								
	(ii) Distribution of time among various components of the course								



	% answered in each category.								
(iii)	Sequencing								
	% answered in each category.								

**Suggestions, if any:**

4. Kindly indicate the usefulness of the training material (rate on a scale of 1 to 5):

Q 5	Usefulness of the training material	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(i) Background Readings								
	% answered in each category.								
	(ii) Classroom material given in form of cases, handouts, etc.								
	% answered in each category.								

5. How did the following pedagogical methods employed in the Programme appeal to you (rate on a scale of 1 to 5)?

Q 6	Pedagogical methods	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(i) Lectures								
	% answered in each category.								
	(ii) Case Study Method								
	% answered in each category.								
	(iii) Exercises								
	% answered in each category.								

**Suggestions, if any:**



6. How do you rate the following administrative aspects of the Programme (rate on a scale of 1 to 5)?

Q 7	Administrative aspects of the Programme	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(a) Classroom Facilities								
	% answered in each category.								
	(b) Accommodation Facilities								
	% answered in each category.								
	(c) Housekeeping & Room Service								
	% answered in each category.								
	(d) Food Quality and Mess Service								
	% answered in each category.								
	(e) Transport Arrangements								
	% answered in each category.								

Suggestions, if any:

7. General Feedback on Programme Design and Delivery on the following

Q. 8	General Feedback on Programme Design and Delivery	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(i) Faculty-mix of Academicians and Practitioners								
	% answered in each category.								
	(ii) Programme Administration								
	% answered in each category.								

8. How do you evaluate your Overall Experience of Training (rate on a scale of 1 to 5)?



<b>Q 9</b>	<b>How do you evaluate your Overall Experience of Training</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Not given</b>	<b>Total</b>	<b>Weighted Average</b>
	Overall Experience of Training								
	<i>% answered in each category.</i>								

**Suggestions, if any:**





**National Centre for Good Governance**  
Cozy Nook, Mussoorie – 248 179

**End of Course Evaluation Form – II (Pertaining to Exposure Visits)**

**1. Exposure Visits - (rate on a scale of 1 to 5)**

<b>Q 1</b>	<b>Non-academic activities</b>	<b>Excellent</b>	<b>Very Good</b>	<b>Good</b>	<b>Fair</b>	<b>Poor</b>	<b>Not given</b>	<b>Total</b>	<b>Weighted Average</b>
a	Local sightseeing at Mussoorie								
	<i>% answered in each category.</i>								
b	Visit to ITDA, Dehradun								
	<i>% answered in each category.</i>								
c	PM Sangrahalaya								
	<i>% answered in each category.</i>								
d	DMRC								
	<i>% answered in each category.</i>								
e	AIIMS								
	<i>% answered in each category.</i>								
f	Visit to Taj Mahal								
	<i>% answered in each category.</i>								



2. How would you rate your stay at New Delhi?

Q 2	Non-academic activities	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	(a) Stay at New Delhi								
	<i>% answered in each category.</i>								

Suggestions, if any:

3. Please list out **three** significant learning's from the training Programme.

4. How do you evaluate your Overall Experience of Training (rate on a scale of 1 to 5)?

Q 4	How do you your Overall Experience of Training	Excellent	Very Good	Good	Fair	Poor	Not given	Total	Weighted Average
	Overall Experience of Training								
	<i>% answered in each category.</i>								


Suggestions, if any:

5. Any other comments you wish to make, particularly with regard to improving the content/ delivery of the Training Programme:



## 6.3 Annexure 3: Programme Timetables for the programmes

The Timetable of the 2nd Training Programme for Civil Servants of African Region




सर्वोच्च शासक  
Government of India

**NCGG**  
National Centre for Good Governance  
The Secretariat of Good Governance

**National Centre for Good Governance (NCGG)**

**Advanced Leadership Development Programme on Public Policy and Governance for Civil Servants of African Region**



**ITEC**

Date: 22<sup>nd</sup> January 2024 – 2<sup>nd</sup> February 2024

**1<sup>st</sup> Week Time-Table**

TIME	Monday 22 January, 2024	Tuesday 23 January, 2024	Wednesday 24 January, 2024	Thursday 25 January, 2024	Friday 26 January, 2024	Saturday 27 January, 2024
09:30 hrs to 10:45 hrs	Registration	Digital Public Infrastructure as a global public good  Shri Alkesh Kr. Sharma	SVAMITVA Scheme: rural property survey programme  Shri Niranjan Kr. Sudhanshu	Climate Change and its impact on biodiversity: policies and Global Practices  Shri Promode Kant	Republic Day	Land acquisition, compensation and rehabilitation: An overview  Dr. Anita Choudhary
11:05 hrs to 12:20 hrs		GeM: Brining transparency in government procurement  Shri Ajit B. Chavan	Right to Service: Ease of Living  Shri S Ramaswamy	Approach to achieve sustainable development goals by 2030 Ms. Sanyukta Samadar	Republic Day	Land Litigation  Shri Anand Vardhan
12:20 hrs to 13:35 hrs		Changing Paradigm of Governance  Dr. Sanjeev Chopra	Public Private Partnerships  Ms. Sharmila	Agriculture in India: Policy & Practices  Republic Day	Republic Day	India-Africa Relations with special reference to Gambia
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Inaugural session (14:30 hrs to 15:30 hrs)  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Land Records Modernization Programme  Shri Sonmoni Borah	e-office: A tool of effective office administration  Shri Ashesh Kumar Agarwal	Perspectives on Public Policy and Administration  Shri N Ravishankar	Republic Day	RERA: real estate projects with regulator  Shri Anand Kumar
Tea/Coffee Break (15:45 hrs – 16:00 hrs)						
16:00 hrs to 17:15 hrs	Housing to all: Leveraging digital technology Shri Prashant Kumar (16:00 hrs to 17:00 hrs)  Making of Aadhar: A tool for Good Governance Lt. Col. Praveen Kumar Singh (17:00 hrs to 18:00 hrs)	Interaction with Director, LBSNAA  Shri Sriram Taranikanti	Preparation of Group Work	Preparation of Group Work	Republic Day	Preparation of Group Work



**National Centre for Good Governance (NCGG)  
Advanced Leadership Development Programme on Public  
Policy and Governance for  
Civil Servants of African Region**

**Date: 22<sup>nd</sup> January 2024 – 2<sup>nd</sup> February 2024**

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 28 January, 2024	Monday 29 January, 2024	Tuesday 30 January, 2024	Wednesday 31 January, 2024	Thursday 1 <sup>st</sup> February, 2024	Friday 2 <sup>nd</sup> February, 2024
09:30 hrs to 10:45 hrs	Mussoorie Visit	Visit to ITDA, Dehradun	PM Sangrahalaya	Visit to Taj Mahal	PM Gati Shakti	Electoral Reforms in India
Tea/Coffee break (10:45 hrs – 11:05 hrs)			DMRC		Smt. Sumita Dawra	Shri Sushil Chandra
11:05 hrs to 12:20 hrs	Mussoorie Visit				Agriculture Research in India	Tea/Coffee break (10:45 hrs – 11:05 hrs)
12:20 hrs to 13:35 hrs	Mussoorie Visit				Dr. Himanshu Pathak	Anti- corruption strategies
		Namami Gange  Shri G Ashok Kumar	Vigilance Administration  Ms. Arti C Srivastava			
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Mussoorie Visit	Departure to Delhi	AIIMS	Visit to Taj Mahal	Poverty Alleviation initiatives in India	Valedictory
16:00 hrs to 17:15 hrs					Dr. Amarjeet Sinha	
					Preparation of Group work	



DETAILS OF THE SPEAKERS	
Shri V. Srinivas, IAS	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), GoI
Shri Prashant Kumar, IFS (R)	Member CAT and Former Special Secretary MORD, GoI
Lt. Col. Praveen Kumar Singh	Director, UIDAI, GoI
Shri Alkesh Kr. Sharma, IAS (R)	Former Secretary, MeitY, GoI
Shri Ajit B. Chavan	Joint Secretary & Addl. Chief Executive Officer (CEO) of Government e Marketplace (GeM), GoI
Dr. Sanjeev Chopra, IAS (R)	Former Director, LBSNAA, Mussoorie
Shri Sonmoni Borah, IAS	Joint Secretary, Department of Land Resources, MORD, GoI
Shri Sriram Taranikanti, IAS	Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie, GoI.
Dr. Basant Garg, IAS	Additional Chief Executive Officer, National Health Authority, GoI
Shri Niranjana Kr. Sudhanshu, IAS	Settlement Commissioner and Director, Land Records, Pune
Shri S Ramaswamy	Chairman, Right to Service Commission, Govt. of Uttarakhand
Ms. Sharmila Chavaly, IAS	Former Joint Secretary (I&E), Department of Economic Affairs, Ministry of Finance, Government of India, New Delhi
Shri Ashesh Kumar Agarwal	Deputy Director General & SIO, Uttarakhand, Dehradun.
Shri Promode Kant, IFS (R)	Visiting Faculty IGFNA, Dehradun
Ms. Sanyukta Samadar, IAS	Principal Secretary to Govt of UP & Commissioner, NCR, ex-Adviser (SDGs), NITI Aayog, GoI
Dr. M. Muruganandam	Principal Scientist (Fisheries and Aquaculture), ICAR, Dehradun
Shri N. Ravishankar, IAS (R)	Former Chief Secretary, Govt. of Uttarakhand, Dehradun
Dr. Anita Choudhary, IAS (R)	Former Secretary, of Rural Development, GoI
Shri Anand Vardhan, IAS	Chairman, Board of Revenue, & ACS, Government of Uttarakhand
Shri Sevala Naik Mude, IFS	Additional Secretary, Ministry of External Affairs, GoI
Shri Anand Kumar	Chairman, Real Estate Regulatory Authority for Delhi & Chandigarh
Smt. Sumita Dawra, IAS	Special Secretary-Logistics, DPIIT, Ministry of Commerce & Industry, GoI
Dr. Himanshu Pathak, IAS	Secretary (DARE), Ministry of Agriculture, GoI
Shri G Ashok Kumar, IAS	Special Secretary and DG, National Mission of Clean Ganga, Ministry of Jal Shakti, GoI
Dr. Amarjeet Sinha, IAS (R)	Member PSEB & Former Secretary Ministry of Rural Development, GoI
Shri Sushil Chandra	Former Chief Election Commissioner, GoI
Shri Praveen Sinha, IPS (R)	Special Secretary, National Security Council and Former Special Director CBI, GoI
Ms. Arti C Srivastava	Additional Secretary, Chief Vigilance Commission CBC, GoI

COURSE TEAM	
Dr. A.P. Singh	Associate Professor & Course Coordinator, NCGG, Government of India
Dr. Mukesh Bhandari	Associate Course Coordinator, NCGG, Government of India
Shri Sanjay Dutt Pant	Programme Assistant, NCGG, Government of India



## The Timetable of 67th to 71st CBPs for Civil Servants of Bangladesh



### National Centre for Good Governance (NCGG) 67<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh



Date: 21<sup>st</sup> August, 2023 to 1<sup>st</sup> September, 2023

Venue: Mussoorie

#### 1<sup>st</sup> Week Time-Table

TIME	Monday 21.08.2023	Tuesday 22.08.2023	Wednesday 23.08.2023	Thursday 24.08.2023	Friday 25.08.2023	Saturday 26.08.2023
09:30 hrs to 10:45 hrs	Registration	<b>Inaugural session (09:30 hrs to 10:15 hrs)</b>  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Disaster management with special reference to coastal region  Shri Chiranjiv Choudhary	Land record management for rural India  Dr. A. P. Singh	Emotional Intelligence for Administrators  Ms. Nivedita Kukreti	Agriculture Infrastructure fund  Shri B.L. Meena
Tea/Coffee Break (10:45 hrs – 11:05 hrs)						
11:05 hrs to 12:20 hrs	Course Briefing	Changing paradigm of governance  Dr. Sanjeev Chopra	Climate Change and its impact on biodiversity: Policies and Global Practices  Shri Chiranjiv Choudhary	Anti-corruption strategies  Shri Anurag	Public contracts and policies  Prof. A.B. Suraj	Realising Prosperity through Cooperation: India's recent initiatives for cooperative movement 2.0  Ms. B. Chandrakala
12:20 hrs to 13:35 hrs	Understanding yourself & others: ice breaking session	Leadership and motivation  Prof. Deepti	Public Service Guarantee Enactments: Uttarakhand experiences	Housing to all: Leveraging digital technology	Friday Namaz	Solid waste management: A case study of NDMC
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Group Formation	Overview of All India Services  Shri N. Ravishankar	GeM: Bringing transparency in government procurement  Shri Jayavadivel Raja	Vigilance administration  Shri Prem Prakash	Constitutional foundation of policy making and decentralization in India  Prof. A.B. Suraj	E-governance and digital India  Shri Vinay Thakur
Tea/Coffee Break (15:45 hrs – 16:00 hrs)						
16:00 hrs to 17:15 hrs	Briefing on outdoor activities	Preparation of group work	Preparation of group work	Preparation of group work	Preparation of group work	Preparation of group work



## National Centre for Good Governance (NCGG)

### 67<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh

Date: 21<sup>st</sup> August, 2023 to 1<sup>st</sup> September, 2023

Venue: New Delhi

#### II<sup>nd</sup> Week Time-Table

TIME	Sunday 27.08.2023	Monday 28.08.2023	Tuesday 29.08.2023	Wednesday 30.08.2023	Thursday 31.08.2023	Friday 01.09.2023
09:30 hrs to 10:45 hrs	Mussoorie Visit	Administration at a glance: Exposure visit of District Haridwar, Uttarakhand	Visit to Zero Energy Project	Visit to Taj Mahal	Election Management in India  <b>Shri Akshay Kr. Rout</b>	Ethics in Public Service  <b>Shri Shashi Bhushan Roy &amp; Dr. Amit Mukherjee</b>
Tea/Coffee break (10:45 hrs – 11:05 hrs)					Tea/Coffee break (10:45 hrs – 11:05 hrs)	Tea/Coffee break (10:45 hrs – 11:05 hrs)
11:05 hrs to 12:20 hrs	Mussoorie Visit				Public finance management system  <b>Ms. Bharati Das</b>	Ethics in Public Service  <b>Shri Shashi Bhushan Roy &amp; Dr. Amit Mukherjee</b>
12:20 hrs to 13:35 hrs	Mussoorie Visit				Overview of National Security Scenario  <b>Shri A.B. Mathur</b>	Valedictory Session
Lunch (13:35 hrs – 14:30 hrs)			Lunch (13:35 hrs – 14:30 hrs)	Lunch (13:35 hrs – 14:30 hrs)	Lunch (13:35 hrs – 14:30 hrs)	
14:30 hrs to 15:45 hrs	Mussoorie Visit	Departure to New Delhi	Visit to Pradhanmantri Sangrahalaya	Visit to Taj Mahal	Performance optimization in Health Sector  <b>Dr. Amarjit Singh</b>	Bon voyage
16:00 hrs to 17:15 hrs					Overview of MSME Sector and different schemes for MSME <b>Shri Vinay Kumar</b>	



#### DETAILS OF THE SPEAKERS

<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, LBSNAA, Mussoorie
<b>Prof. Deepti Bhatnagar</b>	Professor IIM Ahmedabad
<b>Shri N. Ravishankar, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand
<b>Dr. Ranjit Kumar Sinha, IAS</b>	Secretary, Disaster Management, Govt. of Uttarakhand, Dehradun
<b>Shri Chiranjiv Choudhary, IFS</b>	Principal Secretary, Marketing & Cooperation Department, Govt. of Andhra Pradesh
<b>Shri Alok Kumar Jain, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand, Dehradun
<b>Shri Jayavadevel Raja</b>	Training Coordinator GeM, Govt. of India
<b>Shri Krishna Mohan, IAS (R)</b>	Former Additional Chief Secretary and Financial Commissioner, Govt. of Haryana
<b>Shri Anurag, IPS</b>	Former Additional Director, Central Bureau of Investigation, GoI, New Delhi
<b>Shri Prashant Kumar, IFoS(R)</b>	Former Special Secretary, Ministry of Rural Development, Government of India
<b>Shri Prem Prakash, IFS</b>	Chief Vigilance Officer, NHPC & THDC, New Delhi
<b>Ms. Nivedita Kukreti, IPS</b>	Additional Secretary, Department of Home, Government of Uttarakhand.
<b>Prof. A.B. Suraj</b>	Professor, Centre for Public Policy, Indian Institute of Management, Bengaluru
<b>Shri B.L. Meena, IAS</b>	Principal Secretary and Registrar of Cooperative Societies, Govt. of UP
<b>Dr. K.K. Tripathy, IES</b>	OSD to Hon'ble Minister of Cooperation, Govt. of India, New Delhi
<b>Shri Surendra Singh, IAS</b>	Secretary to Hon'ble Lt. Governor, Delhi & Officer on Special Duty (OSD), NDMC, New Delhi
<b>Shri Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, GoI, New Delhi
<b>Dr. A.P. Singh</b>	Associate Professor, NCGG, Govt. of India
<b>Shri Akshay Kr. Rout</b>	Sr. Fellow, NITI Aayog, Govt. of India, New Delhi
<b>Shri A.B. Mathur, IPS (R)</b>	Director, Neighbourhood Strategy Division, National Security Council Secretariat, Government of India, New Delhi
<b>Ms. Bharati Das, ICAS (R)</b>	Controller General of Accounts, Department of Expenditure, Ministry of Finance, Govt. of India
<b>Dr. Amarjit Singh, IAS(R)</b>	Former Chairman, RERA and Former Secretary, GoI

#### COURSE TEAM

<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India



**National Centre for Good Governance (NCGG)**  
**68<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh**

Date: 22<sup>nd</sup> August, 2023 to 2<sup>nd</sup> September, 2023

Venue: Mussoorie

**1<sup>st</sup> Week Time-Table**

TIME	Tuesday 22.08.2023	Wednesday 23.08.2023	Thursday 24.08.2023	Friday 25.08.2023	Saturday 26.08.2023
09:30 hrs to 10:45 hrs	<b>Registration (09:00 hrs to 9:25 hrs) Inaugural session (09:30 hrs to 10:15 hrs)</b>  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Disaster management with special reference to coastal region  Shri Chiranjiv Choudhary	Land record management for rural India  Dr. A. P. Singh	Emotional Intelligence for Administrators  Ms. Nivedita Kukreti	Agriculture Infrastructure fund  Shri B.L. Meena
<b>Tea/Coffee Break (10:45 hrs – 11:05 hrs)</b>					
11:05 hrs to 12:20 hrs	Changing paradigm of governance  Dr. Sanjeev Chopra	Climate Change and its impact on biodiversity: Policies and Global Practices  Shri Chiranjiv Choudhary	Anti-corruption strategies  Shri Anurag	Public contracts and policies  Prof. A.B. Suraj	Realising Prosperity through Cooperation: India's recent initiatives for cooperative movement 2.0  Ms. B. Chandrakala
12:20 hrs to 13:35 hrs	Leadership and motivation	Public Service Guarantee Enactments: Uttarakhand experiences	Housing to all: Leveraging digital technology	<b>Friday Namaz</b>	Solid waste management: A case study of NDMC
<b>Lunch (13:35 hrs – 14:30 hrs)</b>					
14:30 hrs to 15:45 hrs	Overview of All India Services  Shri N. Ravishankar	GeM: Bringing transparency in government procurement  Shri Jayavadevel Raja	Vigilance administration  Shri Prem Prakash	Constitutional foundation of policy making and decentralization in India  Prof. A.B. Suraj	E-governance and digital India  Shri Vinay Thakur
<b>Tea/Coffee Break (15:45 hrs – 16:00 hrs)</b>					
16:00 hrs to 17:15 hrs	Understanding yourself & others: ice breaking session-68 <sup>th</sup> Bangladesh	Preparation of group work	Preparation of group work	Preparation of group work	Preparation of group work



**National Centre for Good Governance (NCGG)**  
**68<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh**

Date: 22<sup>nd</sup> August, 2023 to 2<sup>nd</sup> September, 2023

Venue: New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 27.08.2023	Monday 28.08.2023	Tuesday 29.08.2023	Wednesday 30.08.2023	Thursday 31.08.2023	Friday 01.09.2023	Saturday 02.09.2023
09:30 hrs to 10:45 hrs	Mussoorie Visit	Administration at a glance: Exposure visit of District Haridwar, Uttarakhand	Visit to Zero Energy Project	Visit to Taj Mahal	Election Management in India  <b>Shri Akshay Kr. Rout</b>	Ethics in Public Service  <b>Shri Shashi Bhushan Roy &amp; Dr. Amit Mukherjee</b>	Delhi Heritage Visit
Tea/Coffee break (10:45 hrs - 11:05 hrs)					Tea/Coffee break (10:45 hrs - 11:05 hrs)		
11:05 hrs to 12:20 hrs	Mussoorie Visit				Public finance management system  <b>Ms. Bharati Das</b>	Ethics in Public Service  <b>Shri Shashi Bhushan Roy &amp; Dr. Amit Mukherjee</b>	Delhi Heritage Visit
12:20 hrs to 13:35 hrs	Mussoorie Visit				Overview of National Security Scenario  <b>Shri A.B. Mathur</b>	Valedictory Session	Delhi Heritage Visit
Lunch (13:35 hrs - 14:30 hrs)			Lunch (13:35 hrs - 14:30 hrs)		Lunch (13:35 hrs - 14:30 hrs)		
14:30 hrs to 15:45 hrs	Mussoorie Visit	Departure to New Delhi	Visit to Pradhanmantri Sangrahalaya	Visit to Taj Mahal	Performance optimization in Health Sector  <b>Dr. Amarjit Singh</b>	<b>Bon voyage</b>	Delhi Heritage Visit
16:00 hrs to 17:15 hrs					Overview of MSME Sector and different schemes for MSME  <b>Shri Vinay Kumar</b>		



DETAILS OF THE SPEAKERS									
<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India								
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, LBSNAA, Mussoorie								
<b>Prof. Deepti Bhatnagar</b>	Professor IIM Ahmedabad								
<b>Shri N. Ravishankar, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand								
<b>Dr. Ranjit Kumar Sinha, IAS</b>	Secretary, Disaster Management, Govt. of Uttarakhand, Dehradun								
<b>Shri Chiranjiv Choudhary, IFS</b>	Principal Secretary, Marketing & Cooperation Department, Govt. of Andhra Pradesh								
<b>Shri Alok Kumar Jain, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand, Dehradun								
<b>Shri Jayavadevel Raja</b>	Training Coordinator GeM, Govt. of India								
<b>Shri Krishna Mohan, IAS (R)</b>	Former Additional Chief Secretary and Financial Commissioner, Govt. of Haryana								
<b>Shri Anurag, IPS</b>	Former Additional Director, Central Bureau of Investigation, GoI, New Delhi								
<b>Shri Prashant Kumar, IFoS(R)</b>	Former Special Secretary, Ministry of Rural Development, Government of India								
<b>Shri Prem Prakash, IFS</b>	Chief Vigilance Officer, NHPC & THDC, New Delhi								
<b>Ms. Nivedita Kukreti, IPS</b>	Additional Secretary, Department of Home, Government of Uttarakhand.								
<b>Prof. A.B. Suraj</b>	Professor, Centre for Public Policy, Indian Institute of Management, Bengaluru								
<b>Shri B.L. Meena, IAS</b>	Principal Secretary and Registrar of Cooperative Societies, Govt. of UP								
<b>Dr. K.K. Tripathy, IES</b>	OSD to Hon'ble Minister of Cooperation, Govt. of India, New Delhi								
<b>Shri Surendra Singh, IAS</b>	Secretary to Hon'ble Lt. Governor, Delhi & Officer on Special Duty (OSD), NDMC, New Delhi								
<b>Shri Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, GoI, New Delhi								
<b>Dr. A.P. Singh</b>	Associate Professor, NCGG, Govt. of India								
<b>Shri Akshay Kr. Rout</b>	Sr. Fellow, NITI Aayog, Govt. of India, New Delhi								
<b>Shri A.B. Mathur, IPS (R)</b>	Director, Neighbourhood Strategy Division, National Security Council Secretariat, Government of India, New Delhi								
<b>Ms. Bharati Das, ICAS (R)</b>	Controller General of Accounts, Department of Expenditure, Ministry of Finance, Govt. of India								
<b>Dr. Amarjit Singh, IAS(R)</b>	Former Chairman, RERA and Former Secretary, GoI								
<table border="1"> <thead> <tr> <th colspan="2">COURSE TEAM</th></tr> </thead> <tbody> <tr> <td><b>Dr. A.P. Singh</b></td><td>Course Coordinator, NCGG, Government of India</td></tr> <tr> <td><b>Dr. M.K. Bhandari</b></td><td>Associate Course Coordinator, NCGG, Government of India</td></tr> <tr> <td><b>Shri Sanjay Dutt Pant</b></td><td>Programme Assistant, NCGG, Government of India</td></tr> </tbody> </table>		COURSE TEAM		<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India	<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India	<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India
COURSE TEAM									
<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India								
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India								
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India								



**National Centre for Good Governance (NCGG)**  
**69<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh**

Date: 5<sup>th</sup> February, 2024 to 16<sup>th</sup> February, 2024

Venue: Mussoorie

**1<sup>st</sup> Week Time-Table**

TIME	Monday 05.02.2024	Tuesday 06.02.2024	Wednesday 07.02.2024	Thursday 08.02.2024	Friday 09.02.2024	Saturday 10.02.2024
09:30 hrs to 10:45 hrs	Registration	Inaugural session (10:00 hrs to 10:15 hrs)  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Public private partnership for infrastructure development  Shri Sumanta Sharma	Aspirational district programme  Shri Rakesh Ranjan	Digital Health in India  Dr. Minu Bajpai	Agriculture Infrastructure fund  Shri B.L. Meena
		Tea/Coffee Break (10:45 hrs – 11:05 hrs)				
11:05 hrs to 12:20 hrs	Course Briefing	Disaster management with special reference to coastal region  Maj Gen. V.K. Datta	Climate Change and its impact on biodiversity: Policies and Global Practices  Dr. Pradeep Mehta	Leadership, Coordination and Communication Skills  Ms. Anupam Talwar	PM Mudra Yojana: MSME loan & SME loan scheme  Shri Vinay Kumar	Housing to all : Leveraging digital technology  Shri Prashant Kumar
12:20 hrs to 13:35 hrs	Understanding yourself and others: Ice breaking session	Land acquisition, compensation and rehabilitation: An overview	Approach to achieve SDG by 2030	GeM: Bringing Transparency in Government Procurement	Friday Namaz	Public Policy & Implementation  Shri Sharat
		Lunch (13:35 hrs – 14:30 hrs)				
14:30 hrs to 15:45 hrs	Group Formation	Changing paradigm of governance  Dr. Sanjeev Chopra	e-Governance and Digital India  Dr. Vinay Thakur	Swamitva scheme: Property validation for rural India  Dr. A. P. Singh	Emotional Intelligence  Prof. K.M. Pathi	Ethics in Administration  Shri Padamvir Singh
		Tea/Coffee Break (15:45 hrs – 16:00 hrs)				
16:00 hrs to 17:15 hrs	Briefing on Outdoor activities	Preparation of group work	Preparation of group work	Interaction with Director, LBSNAA  Shri Sriram Taranikanti	Preparation of group work	Preparation of group work



**National Centre for Good Governance (NCGG)**  
**69<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh**

Date: 5<sup>th</sup> February, 2024 to 16<sup>th</sup> February, 2024

Venue: New Delhi

**II<sup>nd</sup> Week Time Table**

TIME	Sunday 11.02.2024	Monday 12.02.2024	Tuesday 13.02.2024	Wednesday 14.02.2024	Thursday 15.02.2024	Friday 16.02.2024
09:30 hrs to 10:45 hrs	Mussoorie Visit	ITDA, Dehradun	Administration at a glance: Exposure visit of District Bulandshahr	Visit to Taj Mahal	Visit to IIIDEM	Circular Economy and LiFE mission
Tea/Coffee break (10:45 hrs – 11:05 hrs)						Shri Yugal Kishore Joshi
11:05 hrs to 12:20 hrs	Mussoorie Visit					Tea/Coffee break (10:45 hrs – 11:05 hrs)
12:20 hrs to 13:35 hrs	Mussoorie Visit					Realising Prosperity through Cooperation: India's recent initiatives for cooperative movement 2.0
						Dr. S.K.Wadkar
						Friday Namaz
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Mussoorie Visit	FRI, Dehradun				
16:00 hrs to 17:15 hrs		Departure to New Delhi			Visit to Pradhanmantri Sangrahalaya	Valedictory Session



#### DETAILS OF THE SPEAKERS

<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri Sriram Taranikanti</b>	Director, LBSNAA, Mussoorie
<b>Maj. Gen. V.K. Datta, AVSM, SM, VSM</b>	Senior Specialist, National Disaster Management Authority, GoI
<b>Dr. Anita Chaudhary, IAS (R)</b>	Former Secretary, Ministry of Rural Development, Government of India
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Sumanta Sharma</b>	State Coordinator, PPP Cell, Govt. of Uttarakhand
<b>Dr. Pradeep Mehta</b>	State Head, Uttarakhand UNDP, Dehradun
<b>Ms. Sanyukta Samaddar, IAS</b>	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
<b>Shri Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, GoI, New Delhi
<b>Shri Rakesh Ranjan, IPS (R)</b>	Former Mission Director, NITI Aayog, Government of India
<b>Ms. Anupam Talwar, IDES</b>	Deputy Director, LBSNAA, Mussoorie
<b>Shri Ajit B. Chavan</b>	Addl. CEO, Govt. e-Marketplace (GeM), GoI
<b>Dr. Minu Bajpai</b>	Dean (Academics), AIIMS, GoI, New Delhi
<b>Shri Vinay Kumar</b>	Deputy General Manager, SIDBI, New Delhi
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Shri B.L. Meena, IAS</b>	Principal Secretary and Registrar of Cooperative Societies, Govt. of UP
<b>Shri Prashant Kumar, IFS (R)</b>	Member CAT and Former Special Secretary MORD, GoI
<b>Shri Sharat Chander</b>	Former OSD, Prime Minister Office, Govt. of India, New Delhi
<b>Shri Padamvir Singh, IAS(R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Yugal Kishore Joshi</b>	Advisor, NITI Aayog, Govt. of India, New Delhi
<b>Dr. S.K. Wadkar</b>	Advisor to National Cooperative Union of India, Ministry of Cooperation, Govt. of India

#### COURSE TEAM

<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India



**National Centre for Good Governance (NCGG)**  
**70<sup>th</sup> Capacity Building Programme for the Civil Servants of**  
**Bangladesh**

Date: 6<sup>th</sup> February, 2024 to 17<sup>th</sup> February, 2024

Venue: Mussoorie

**1<sup>st</sup> Week Time-Table**

TIME	Tuesday 06.02.2024	Wednesday 07.02.2024	Thursday 08.02.2024	Friday 09.02.2024	Saturday 10.02.2024
09:30 hrs to 10:45 hrs	<b>Inaugural session (10:00 hrs to 10:45 hrs)</b>  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Public private partnership for infrastructure development  Shri Sumanta Sharma	Aspirational district programme  Shri Rakesh Ranjan	Digital Health in India  Dr. Minu Bajpai	Agriculture Infrastructure fund  Shri B.L. Meena
<b>Tea/Coffee Break (10:45 hrs – 11:05 hrs)</b>					
11:05 hrs to 12:20 hrs	Disaster management with special reference to coastal region  Maj Gen. V.K. Datta	Climate Change and its impact on biodiversity: Policies and Global Practices  Dr. Pradeep Mehta	Leadership, Coordination and Communication Skills  Ms. Anupam Talwar	PM Mudra Yojana: MSME loan & SME loan scheme  Shri Vinay Kumar	Housing to all : Leveraging digital technology  Shri Prashant Kumar
12:20 hrs to 13:35 hrs	Land acquisition, compensation and rehabilitation: An overview	Approach to achieve SDG by 2030	GeM: Bringing Transparency in Government Procurement	<b>Friday Namaz</b>	Public Policy & Implementation  Shri Sharat Chander
<b>Lunch (13:35 hrs – 14:30 hrs)</b>					
14:30 hrs to 15:45 hrs	Changing paradigm of governance  Dr. Sanjeev Chopra	e-Governance and Digital India  Dr. Vinay Thakur	Swamitva scheme: Property validation for rural India  Dr. A. P. Singh	Emotional Intelligence  Prof. K.M. Pathi	Ethics in Administration  Shri Padamvir Singh
<b>Tea/Coffee Break (15:45 hrs – 16:00 hrs)</b>					
16:00 hrs to 17:15 hrs	Understanding yourself & Others: Ice breaking session	Preparation of group work	Interaction with Director LBSNAA  Shri Sriram Taranikanti	Preparation of group work	Preparation of group work



**National Centre for Good Governance (NCGG)**  
**70<sup>th</sup> Capacity Building Programme for the Civil Servants of Bangladesh**

Date: 6<sup>th</sup> February, 2024 to 17<sup>th</sup> February, 2024

Venue: New Delhi

**II<sup>nd</sup> Week Time Table**

TIME	Sunday 11.02.2024	Monday 12.02.2024	Tuesday 13.02.2024	Wednesday 14.02.2024	Thursday 15.02.2024	Friday 16.02.2024	Saturday 17.02.2024
09:30 hrs to 10:45 hrs	Mussoorie Visit	ITDA, Dehradun	Administration at a glance: Exposure visit of District Buland Sahar Administration at a glance: Exposure visit of District Bulandshahr	Visit to Taj Mahal	Visit to IIIDEM	Circular Economy and LiFE mission  <b>Shri Yugal Kishore Joshi</b>	Delhi Heritage Visit
Tea/Coffee break (10:45 hrs – 11:05 hrs)						<b>Tea/Coffee break (10:45 hrs – 11:05 hrs)</b>	
11:05 hrs to 12:20 hrs	Mussoorie Visit					Realising Prosperity through Cooperation: India's recent initiatives for cooperative movement 2.0  <b>Dr. S.K.Wadkar</b>	Delhi Heritage Visit
12:20 hrs to 13:35 hrs	Mussoorie Visit					Friday Namaz	Delhi Heritage Visit
Lunch (13:35 hrs – 14:30 hrs)					Lunch (13:35 hrs – 14:30 hrs)		
14:30 hrs to 15:45 hrs	Mussoorie Visit	FRI, Dehradun			Visit to Pradhanmantri Sangrahalaya	Valedictory Session	Delhi Heritage Visit
16:00 hrs to 17:15 hrs		Departure to New Delhi					



#### DETAILS OF THE SPEAKERS

<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri Sriram Taranikanti</b>	Director, LBSNAA, Mussoorie
<b>Maj. Gen. V.K. Datta, AVSM, SM, VSM</b>	Senior Specialist, National Disaster Management Authority, GoI
<b>Dr. Anita Chaudhary, IAS (R)</b>	Former Secretary, Ministry of Rural Development, Government of India
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Sumanta Sharma</b>	State Coordinator, PPP Cell, Govt. of Uttarakhand
<b>Dr. Pradeep Mehta</b>	State Head, Uttarakhand UNDP, Dehradun
<b>Ms. Sanyukta Samaddar, IAS</b>	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
<b>Shri Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, GoI, New Delhi
<b>Shri Rakesh Ranjan, IPS (R)</b>	Former Mission Director, NITI Aayog, Government of India
<b>Ms. Anupam Talwar, IDES</b>	Deputy Director, LBSNAA, Mussoorie
<b>Shri Ajit B. Chavan</b>	Addl. CEO, Govt. e-Marketplace (GeM), GoI
<b>Dr. Minu Bajpai</b>	Dean (Academics), AIIMS, GoI, New Delhi
<b>Shri Vinay Kumar</b>	Deputy General Manager, SIDBI, New Delhi
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Shri B.L. Meena, IAS</b>	Principal Secretary and Registrar of Cooperative Societies, Govt. of UP
<b>Shri Prashant Kumar, IFS (R)</b>	Member CAT and Former Special Secretary MORD, GoI
<b>Shri Sharat Chander</b>	Former OSD, Prime Minister Office, Govt. of India, New Delhi
<b>Shri Padamvir Singh, IAS(R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Yugal Kishore Joshi</b>	Advisor, NITI Aayog, Govt. of India, New Delhi
<b>Dr. S.K. Wadkar</b>	Advisor to National Cooperative Union of India, Ministry of Cooperation, Govt. of India

#### COURSE TEAM

<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India



**National Centre for Good Governance (NCGG)**  
**71<sup>st</sup> Capacity Building Programme for the Civil**  
**Servants of Bangladesh**

Date: 4<sup>th</sup> March, 2024 to 15<sup>th</sup> March, 2024

Venue: Mussoorie

**1<sup>st</sup> Week Time-Table**

TIME	Monday 04.03.2024	Tuesday 05.03.2024	Wednesday 06.03.2024	Thursday 07.03.2024	Friday 08.03.2024	Saturday 09.03.2024
09:30 hrs to 10:45 hrs	<b>Inaugural session</b> (09:30 hrs to 10:15 hrs)  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Gender and development  Ms. Disha Pannu	Agriculture in India: Policy and Practice  Shri Vijay Sonavane	GeM: Bringing Transparency in Government Procurement  Shri Kush Tyagi	Mussoorie Visit	Housing to all: Leveraging digital technology  Shri Prashant Kumar
<b>Tea/Coffee Break (10:45 hrs – 11:05 hrs)</b>						
11:05 hrs to 12:20 hrs	Changing paradigm of governance  Dr. Sanjeev Chopra	Disaster management with special reference to coastal region  Maj Gen. V.K. Datta	Climate Change and its impact on biodiversity: Policies and Global Practices  Dr. Pradeep Mehta	Land acquisition, compensation and rehabilitation: An overview  Shri Hukum Singh Meena	Mussoorie Visit	Public Policy & Implementation  Shri Sharat Chander
12:20 hrs to 13:35 hrs	Ethics in Administration  Shri Padamvir Singh	Leadership Coordination and Communication Skills  Shri Krishna Mohan  Prof. K.M. Pathi	Swamitva scheme: Property validation for rural India  Dr. A. P. Singh	Aspirational district programme  Shri Rakesh Ranjan	<b>Friday Namaz</b>	National Security: An Overview  Shri A.B. Mathur
<b>Lunch (13:35 hrs – 14:30 hrs)</b>						
14:30 hrs to 15:45 hrs	Decentralized Governance  Shri Kumar Alok	Emotional Intelligence  Shri K. M. Pathi	Innovation in Administration  Dr. Amarjit Singh	Overview of All India Services  Shri N. Ravishankar	Mussoorie Visit	Approach to achieve SDG by 2030  Ms. Sanyukta Samaddar
<b>Tea/Coffee Break (15:45 hrs – 16:00 hrs)</b>						
16:00 hrs to 17:15 hrs	Preparation of group work	Preparation of group work	Preparation of group work	Preparation of group work	Mussoorie Visit	Preparation of group work



## National Centre for Good Governance (NCGG) 71<sup>st</sup> Capacity Building Programme for the Civil Servants of Bangladesh



Date: 4<sup>th</sup> March, 2024 to 15<sup>th</sup> March, 2024

Venue: New Delhi

### II<sup>nd</sup> Week Time-Table

TIME	Sunday 10.03.2024	Monday 11.03.2024	Tuesday 12. 03.2024	Wednesday 13.03.2024	Thursday 14.03.2024	Friday 15.03.2024
09:30 hrs to 10:45 hrs	e-Governance and Digital India  Dr. Vinay Thakur	ITDA	Administration at a glance: Exposure visit of District Saharanpur	Visit to Taj Mahal	Visit to IIIDEM	Project planning, execution and monitoring – Jal Jeevan Mission  Shri Pradeep Singh
Tea/Coffee break (10:45 hrs – 11:05 hrs)						Tea/Coffee break (10:45 hrs – 11:05 hrs)
11:05 hrs to 12:20 hrs	Right to service: ease of living  Shri Alok Kr. Jain					Anti- Corruption Strategies  Shri Praveen Sinha
12:20 hrs to 13:35 hrs	Briefing about the exposure visits  Course Team					Sharing of Outcomes
Lunch (13:35 hrs – 14:30 hrs)						Lunch (13:35 hrs – 14:30 hrs)
14:30 hrs to 15:45 hrs	Departure to Dehradun	FRI			Visit to Pradhanmantri Sangrahalaya	Valedictory Session
16:00 hrs to 17:15 hrs						



#### DETAILS OF THE SPEAKERS

<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Padamvir Singh, IAS (R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Kumar Alok, IAS</b>	Former Chief Secretary, Govt. of Tripura
<b>Ms. Disha Pannu, IPoS</b>	Deputy Director (Sr.), LBSNAA, Mussoorie
<b>Maj. Gen. V.K. Datta, AVSM, SM, VSM</b>	Senior Specialist, National Disaster Management Authority, GoI
<b>Shri Krishana Mohan, IAS (R)</b>	Former Additional Chief Secretary & Financial Commissioner, Govt. of Haryana
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Shri Vijay Sonavane, IAS(R)</b>	Former Principal Secretary, Govt. of Gujarat
<b>Dr. Pradeep Mehta</b>	State Head, Uttarakhand UNDP, Dehradun
<b>Dr. Amarjit Singh, IAS(R)</b>	Former Chairman RERA and Former Secretary, GoI
<b>Shri Kush Tyagi</b>	Manager, Training, Trg. & Communication, Govt. e-Marketplace (GeM), GoI
<b>Shri Hukum Singh Meena, IAS(R)</b>	Former Additional Secretary, Department of Land Resources, Ministry of Rural Development, GoI
<b>Shri Rakesh Ranjan, IPS (R)</b>	Former Mission Director, NITI Aayog, Government of India
<b>Shri N. Ravishankar, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand
<b>Shri Prashant Kumar, IFoS(R)</b>	Former Special Secretary, Ministry of Rural Development, Government of India
<b>Shri Sharat Chander</b>	Former OSD, Prime Minister Office, Govt. of India, New Delhi
<b>Shri A.B. Mathur, IPS(R)</b>	Director, Neighbourhood Strategy Division, National Security Council Secretariat, Government of India, New Delhi
<b>Ms. Sanyukta Samaddar, IAS</b>	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
<b>Shri Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, GoI, New Delhi
<b>Shri Alok Kumar Jain, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand
<b>Shri Pradeep Singh, IFoS</b>	Director, Jal Jeevan Mission, Ministry of Jal Shakti, GoI
<b>Shri Praveen Sinha, IPS(R)</b>	Special Secretary, National Security Council Secretariat & For Special Director, CBI, GoI, New Delhi

#### COURSE TEAM

<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India



## The Timetable of 1st to 4th CBP for Civil Servants of Cambodia



### National Centre for Good Governance (NCGG) First Training Programme on Public Policy and Governance for the Civil Servants of Cambodia



Date: 11<sup>th</sup> December, 2023 to 22<sup>nd</sup> December, 2023

Venue: Mussoorie

#### 1<sup>st</sup> Week Time-Table

TIME	Monday 11.12.2023	Tuesday 12.12.2023	Wednesday 13.12.2023	Thursday 14.12.2023	Friday 15.12.2023	Saturday 16.12.2023
09:30 hrs to 10:45 hrs	Departure from New Delhi to Mussoorie	Inaugural session (10:00 hrs to 10:45 hrs) Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Leveraging technology in Disaster management  Shri Abhiram Sankar	Housing to all: Leveraging digital technology  Shri Shailesh Kumar	Public policy & implementation  Shri Amit Mohan Prasad	Vigilance Administration  Shri Prem Prakash
11:05 hrs to 12:20 hrs		Tea/Coffee Break (10:45 hrs – 11:05 hrs)				
12:20 hrs to 13:35 hrs		Changing paradigm of governance  Dr. Sanjeev Chopra	GeM: Bringing transparency in government procurement  Ms. Manju Sharma	Climate Change and its impact on biodiversity: Policies and Global Practices  Shri Chiranjiv Choudhary	Emotional Intelligence for Administrators  Shri Krishna Mohan	Gender & Development  Ms. Nivedita Kukreti
		Digital governance: case studies of passport seva and MADAD  Shri Sanjay Bhattacharyya	Ethics in Administration  Shri Padamvir Singh	Essence of Leadership- a personal view  Shri Jishnu Barua	Overview of All India Services  Shri Nand Kumaran	Women Centric Governance  Ms. Shalini Prasad
		Lunch (13:35 hrs – 14:30 hrs)				
14:30 hrs to 15:45 hrs	Departure from New Delhi to Mussoorie	Public Private Partnership  Shri Debasish Ghosh	Land Governance in India  Dr. A. P. Singh	Behavioural dimension of Public Policy  Prof. Ritika Narula	Performance optimization in health sector  Dr. Amarjit Singh	E-governance and digital India  Shri Vinay Thakur
		Tea/Coffee Break (15:45 hrs – 16:00 hrs)				
16:00 hrs to 17:15 hrs	Registration & Course briefing	Understanding yourself & others: ice breaking session & Group Formation	Academy Visit	Preparation of group work	Preparation of groupwork	Composite culture of India: A transcendental journey  Dr. Babita Singh



**National Centre for Good Governance (NCGG)**  
**First Training Programme on Public Policy and Governance for the**  
**Civil Servants of Cambodia**

Date: 11<sup>th</sup> December, 2023 to 22<sup>nd</sup> December, 2023

Venue: Mussoorie/New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 17.12.2023	Monday 18.12.2023	Tuesday 19.12.2023	Wednesday 20.12.2023	Thursday 21.12.2023	Friday 22.12.2023
09:30 hrs to 10:45 hrs	Mussoorie Visit	Visit of Smart CityProject & ITDA, Dehradun  <b>Ms. Sonika</b>	Visit to Indian Administration at a glance: Exposure visit of District Haridwar, Uttarakhand  <b>Shri D. S. Garbyal/ Shri Prateek Jain</b>	Interaction with <b>Shri Vikas Kumar,MD, DMRC</b>	Visit to Taj Mahal	Digital governance in healthcare  <b>Dr. Basant Garg</b>
Tea/Coffee break (10:45 hrs – 11:05 hrs)				<b>Tea/Coffee break (10:45 hrs – 11:05 hrs)</b>		
11:05 hrs to 12:20 hrs	Mussoorie Visit			Jal Shakti Abhiyan: Catch the rain  <b>Ms. Archana Varma</b>		
12:20 hrs to 13:35 hrs	Mussoorie Visit			Indo- Cambodia Relations  <b>Shri Ravi Shankar</b>		
Lunch (13:35 hrs – 14:30 hrs)						<b>Lunch (13:35 hrs – 14:30 hrs)</b>
14:30 hrs to 15:45 hrs	Mussoorie Visit	Visit of Buddha Temple, Clement town, Dehradun	Visit to Indian Administration at a glance: Exposure visit ofDistrict Haridwar, Uttarakhand  <b>Shri D. S. Garbyal/ Shri Prateek Jain</b>	Visit of Indian Parliament		Valedictory Session
16:00 hrs to 17:15 hrs						



DETAILS OF THE SPEAKERS	
Shri V. Srinivas, IAS	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
Dr. Sanjeev Chopra, IAS (R)	Former Director, LBSNAA, Mussoorie
Shri Sanjay Bhattacharyya, IFS (R)	Former Secretary (CPV & OIA), Ministry of External Affairs, Government of India
Shri Debashis Ghosh	Senior Vice President, Infrastructure Development Corporation Limited, Bengaluru
Shri Abhiram Sankar, IAS	Deputy Director, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie
Ms. Manju Sharma	Addl. CEO, GeM, Government of India
Shri Padamvir Singh, IAS (R)	Former Director, LBSNAA, Mussoorie
Shri Shailesh Kumar	Director, Integrated Finance Division, Ministry of Rural Development, Government of India
Shri Chiranjiv Choudhary, IFS	Principal Secretary, Marketing & Cooperation Department, Govt. of Andhra Pradesh
Shri Jishnu Barua, IAS (R)	Former Chief Secretary, Government of Assam
Prof. Ritika Narula	Professor of Economics, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie
Shri Amit Mohan Prasad, IAS	Additional Chief Secretary, MSME, Handloom, Textile, Khadi and Village Industries, Govt. of Uttar Pradesh, Lucknow
Shri Krishna Mohan, IAS (R)	Former Additional Chief Secretary, Government of Haryana
Shri Nand Kumaran	Deputy Director (Sr.), LBSNAA, Mussoorie
Dr. Amarjit Singh	Former Chairman RERA and Former Secretary, Government of India
Shri Prem Prakash, IFS	Chief Vigilance Officer, NHPC & THDC, New Delhi
Ms. Nivedita Kukreti, IPS	Additional Secretary, Department of Home, Government of Uttarakhand.
Ms. Shalini Prasad, IAS (R)	Former Special Secretary, NITI Aayog, Government of India, New Delhi
Shri Vinay Thakur	Managing Director, National Informatic Centre Services, Government of India
Dr. Babita Singh	Additional Director, Lok Sabha Secretariat
Ms. Sonika, IAS	District Magistrate, Dehradun, Uttarakhand
Shri D.S. Garbyal, IAS	District Magistrate, Haridwar, Uttarakhand
Shri Prateek Jain, IAS	CDO, Haridwar, Uttarakhand
Shri Vikas Kumar	Managing Director, Delhi Metro Rail Corporation
Dr. Basant Garg, IAS	Addl. Chief Executive Officer & Mission Director (ABDM), National Health Authority, Government of India
Ms. Archana Varma, IAS	Mission Director, National Water Mission, Ministry of Jal Shakti, Government of India
Shri Ravi Shankar, IFS	Additional Secretary, Southern Division, Ministry of External Affairs, Government of India

COURSE TEAM	
Dr. A.P. Singh	Associate Professor & Course Coordinator, NCGG, Government of India
Dr. M.K. Bhandari	Associate Course Coordinator, NCGG, Government of India
Shri Sanjay Dutt Pant	Programme Assistant, NCGG, Government of India



**2<sup>nd</sup> Training Programme on Public Policy and Governance for the  
Civil Servants of Cambodia**

Date: 26<sup>th</sup> December, 2023 to 06<sup>th</sup> January, 2024

Venue: IB Campus, LBSNAA, Mussoorie/CSOI, K.G. Marg, New Delhi

**1<sup>st</sup> Week Time-Table**

TIME	Tuesday 26.12.2023	Wednesday 27.12.2023	Thursday 28.12.2023	Friday 29.12.2023	Saturday 30.12.2023	Sunday 31.12.2023	
09:30 hrs to 10:45 hrs	Departure from New Delhi to Mussoorie	<b>Inaugural Session (10:00 hrs to 10:30 hrs)</b>  <b>Inaugural Address Shri V. Srinivas, IAS Secretary DARPG &amp; DG, NCGG</b>	Leveraging Technology in Disaster Management  <b>Maj. Gen. V. K. Datta</b>	Interaction with Director, LBSNAA  <b>Shri Sriram Taranikanti</b>	Leadership and Communication  <b>Prof. K.M. Pathi</b>	Mussoorie Visit	
		<b>Tea/Coffee Break (10:45 hrs – 11:05 hrs)</b>					
11:05 hrs to 12:20 hrs		Changing Paradigm of Governance  <b>Dr. Sanjeev Chopra</b>	Overview of All India Services  <b>Dr. Milind Ramteke</b>	Managing Behavioral Change  <b>Prof. Deepti Bhatnagar</b>	E-governance and Digital India  <b>Dr. Vinay Thakur</b>		
12:20 hrs to 13:35 hrs		Approach to Achieve SDG by 2030  <b>Ms. Sanyukta Samaddar</b>	Digital Governance: Case Studies of Passport Seva and MADAD  <b>Shri Sanjay Bhattacharya</b>	Government to Governance: New Public Management  <b>Shri Padamvir Singh</b>	Gender & Development  <b>Ms. Nivedita Kukreti</b>		
<b>Lunch (13:35 hrs – 14:30 hrs)</b>							
14:30 hrs to 15:45 hrs	Departure from New Delhi to Mussoorie	Public Policy & Implementation  <b>Dr. Srinivas Josyula</b>	Performance Optimization in Health Sector  <b>Dr. Amarjit Singh</b>	Financial Inclusion  <b>Shri Shailesh Nawal</b>	GeM: Bringing Transparency in Government Procurement  <b>Shri Ajit B. Chavan</b>		
<b>Tea/Coffee Break (15:45 hrs – 16:00 hrs)</b>							
16:00 hrs to 17:15 hrs	Registration & Course Briefing	Ethics in Administration  <b>Prof. Alka Sharma</b>	Smart and Sustainable Cities  <b>Dr. Ashish Kr. Srivastava</b>	Preparation of Group Work	Preparation of Group Work		



## National Centre for Good Governance (NCGG)

### 2<sup>nd</sup> Training Programme on Public Policy and Governance for the Civil Servants of Cambodia

Date: 26<sup>th</sup> December, 2023 to 06<sup>th</sup> January, 2024

Venue: IB Campus, LBSNAA, Mussoorie/CSOI, K.G. Marg, New Delhi

#### III<sup>rd</sup> Week Time-Table

TIME	Monday 01.01.2024	Tuesday 02.01.2024	Wednesday 03.01.2024	Thursday 04.01.2024	Friday 05.01.2024	Saturday 06.01.2024
09:30 hrs to 10:45 hrs	Best Practices from Various Development Schemes  Dr. B. S. Bisht	Visit of Smart City Project & ITDA, Dehradun  Ms. Sonika	Visit to Indian Administration at a Glance: Exposure Visit of District Ghaziabad, Uttar Pradesh  Shri R.K. Singh & Shri Abhinav Gopal	Exposure Visit to AIIMS & Session on "Citizen Friendly e-Initiatives at AIIMS"  Dr. M. Srinivas	Indo-Cambodia Relations  Shri Ravi Shankar	Visit to Taj Mahal
	Tea/Coffee break (10:45 hrs – 11:05 hrs)				Tea/Coffee break (10:45 hrs – 11:05 hrs)	
11:05 hrs to 12:20 hrs	Public Private Partnership  Shri Sumanta Sharma			Digital Governance in Healthcare Ms. Preeti Sudan		
12:20 hrs to 13:35 hrs	Emotional Intelligence for Administrators  Shri Manish Loomba			Digital Governance Dr. Neeta Verma		
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Friends for Evermore: A Documentary film by Ministry of External Affairs, Government of India	Visit of Buddha Temple, Clement Town, Dehradun	Visit to Indian Administration at a Glance: Exposure Visit of District Ghaziabad, Uttar Pradesh  Shri R.K. Singh & Shri Abhinav Gopal	Visit to Pradhanmantri Sangrahalaya	Valedictory Session	
16:00 hrs to 17:15 hrs	Preparation of Group Work		Departure to New Delhi			



DETAILS OF THE SPEAKERS	
<b>Shri V. Srinivas, IAS</b>	Secretary, DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri Sriram Taranikanti, IAS</b>	Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Ms. Samyukta Samaddar, IAS</b>	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
<b>Dr. Srinivas Josyula</b>	Associate Professor, Indian Institute of Management, Vishakhapatnam
<b>Prof. Alka Sharma</b>	Indian Institute of Public Administration (IIPA), Jammu
<b>Maj. Gen. V.K. Datta</b>	Senior Specialist, National Disaster Management Authority (NDMA), New Delhi
<b>Dr. Milind Ramteke, IAS</b>	PS to Minister of State for Social Justice and Empowerment, Government of India
<b>Shri Sanjay Bhattacharyya, IFS (R)</b>	Former Ambassador to Switzerland, Turkey & Egypt; Former Secretary at Government of India
<b>Dr. Amarjit Singh, IAS (R)</b>	Former Chairman RERA and Former Secretary, Government of India
<b>Dr. Ashish Kumar Srivastava, IAS</b>	Additional Secretary, Science & Technology, Higher Education, Information Technology, Government of Uttarakhand
<b>Prof. Deepti Bhatnagar</b>	Former Professor, Indian Institute of Management, Ahmedabad
<b>Shri Padamvir Singh, IAS (R)</b>	Former Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Shri Shailesh Nawal, IAS</b>	Deputy Director (Sr.), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Dr. Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, Government of India
<b>Ms. Nivedita Kukreti, IPS</b>	Additional Secretary, Department of Home, Government of Uttarakhand
<b>Shri Ajit B. Chavan, ICSTS</b>	Additional CEO, Government e Marketplace, Jeewan Bharti Building, Connaught Place, New Delhi
<b>Dr. B.S. Bisht</b>	Associate Professor, National Centre for Good Governance, Government of India
<b>Shri Sumanta Sharma</b>	State PPP Expert and Nodal Officer, Government of Uttarakhand
<b>Shri Manish Loomba</b>	Strategic Management Consultant, All India Management Association (AIMA), New Delhi
<b>Ms. Sonika, IAS</b>	District Magistrate, Dehradun, Uttarakhand
<b>Shri R.K. Singh, IAS</b>	District Magistrate, Ghaziabad, Uttar Pradesh
<b>Shri Abhinav Gopal, IAS</b>	Chief Development Officer, Ghaziabad, Uttar Pradesh
<b>Dr. M. Srinivas</b>	Director, All India Institute of Medical Sciences (AIIMS), New Delhi
<b>Shri Ravi Shankar, IFS</b>	Additional Secretary, Southern Division, Ministry of External Affairs, Government of India
<b>Ms. Preeti Sudan, IAS (R)</b>	Former, Union Health Secretary and Member, Union Public Service Commission, Government of India
<b>Dr. Neeta Verma</b>	Former Director General, National Informatics Centre, Government of India

COURSE TEAM	
<b>Dr. B.S. Bisht</b>	Associate Professor & Course Coordinator, NCGG, Government of India
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Brijesh Bisht</b>	Training Assistant, NCGG, Government of India



**3<sup>rd</sup> Training Programme on Public Policy and Governance for the  
Civil Servants of Cambodia**

Date: 8<sup>th</sup> January, 2024 to 19<sup>th</sup> January, 2024

Venue: Mussoorie

**1<sup>st</sup> Week Time-Table**

TIME	Monday 08.01.2024	Tuesday 09.01.2024	Wednesday 10.01.2024	Thursday 11.01.2024	Friday 12.01.2024	Saturday 13.01.2024
09:30 hrs to 10:45 hrs	Departure from New Delhi to Mussoorie	Inaugural Session (09:30 hrs to 10:00 hrs) Inaugural Address Shri V. Srinivas, IAS Secretary, DARPG & DG, NCGG	Ethics in Administration Prof. Reva Sharma	Overview of All India Services Shri Milind Ramteke	Digital Governance and Public Service Delivery Shri Apurv Kumar Mishra	Skill India: Policy and Practices Shri Ravi Chilukoti
11:05 hrs to 12:20 hrs		Tea/Coffee Break (10:45 hrs – 11:05 hrs)				
12:20 hrs to 13:35 hrs		Changing Paradigm of Governance Dr. Sanjeev Chopra	Public Policy & Implementation Shri Kumar Alok	Equity and Government Intervention Shri Bhaskar Jyoti Sharma	E-Governance and Digital India Shri Alkesh Sharma	Gender & Development Ms. Disha Pannu
		Climate Change and its Impact on Biodiversity: Policies and Global Practices Dr. Savita	GeM: Bringing Transparency in Government Procurement Shri Deepak Goyal	Leadership and Communication Prof. K. M. Pathi	Approach to Achieve SDG by 2030 Ms. Sanyukta Samaddar	Emotional Intelligence for Administrators Shri Krishna Mohan
		Lunch (13:35 hrs – 14:30 hrs)				
14:30 hrs to 15:45 hrs	Departure from New Delhi to Mussoorie	Behavioural Dimension of Public Policy Prof. Ritika Narula	Leveraging Technology in Disaster Management Maj. Gen. V.K. Datta	Best Practices from Various Development Schemes Dr. B. S. Bisht	Crises Management in Governance Dr. B.N. Ramesh	Policy Intervention to Strengthen Governance: Case Studies Dr. Dinesh Dasa
		Tea/Coffee Break (15:45 hrs – 16:00 hrs)				
16:00 hrs to 17:15 hrs	Registration & Course Briefing	Interaction with Director, LBSNAA Shri Sriram Taranikanti	Land Governance in India Dr. A. P. Singh	Preparation of Group Work	Preparation of Group Work	Preparation of Group Work

**Date:** 8<sup>th</sup> January, 2024 to 19<sup>th</sup> January, 2024

**Venue:** Mussoorie/Dehradun/New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 14.01.2024	Monday 15.01.2024	Tuesday 16.01.2024	Wednesday 17.01.2024	Thursday 18.01.2024	Friday 19.01.2024
09:30 hrs to 10:45 hrs	Mussoorie Visit	Visit of Smart City Project & ITDA, Dehradun  <b>Ms. Sonika</b>	Visit to Indian Administration at a Glance: Exposure Visit of District Muzaffarnagar, Uttar Pradesh  <b>Shri Arvind Mallappa Bangari &amp; Shri Sandeep Bhagia</b>	Exposure Visit to AIIMS – Session on "Citizen Friendly e- Initiatives at AIIMS"	Visit to Taj Mahal	Digital Governance  <b>Dr. Neeta Verma</b>
Tea/Coffee Break (10:45 hrs – 11:05 hrs)				<b>Dr. M. Srinivas</b>		<b>Tea/Coffee Break (10:45 hrs – 11:05 hrs)</b>
11:05 hrs to 12:20 hrs	Mussoorie Visit			Interaction with Secretary (Posts)  <b>Shri Vineet Pandey</b>		Sharing of Outcomes
12:20 hrs to 13:35 hrs	Mussoorie Visit			Central Public Grievance Redressal Mechanism (CPGRAM)  <b>Shri Parthsarthy B. Devarakonda</b>		Valedictory Session  <b>(12:00 hrs – 13:00 hrs)</b>
Lunch (13:35 hrs – 14:30 hrs)						<b>Lunch (13:35 hrs – 14:30 hrs)</b>
14:30 hrs to 15:45 hrs	Mussoorie Visit	Visit of Buddha Temple, Clement Town, Dehradun	Visit to Indian Administration at a Glance: Exposure Visit of District Muzaffarnagar, Uttar Pradesh	Visit to Sanchar Bhawan & Interaction with Secretary (Telecom) <b>Dr. Neeraj Mittal</b>	Bon Voyage	



DETAILS OF THE SPEAKERS	
Shri V. Srinivas, IAS	Secretary, DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
Shri Sriram Taranikanti, IAS	Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
Dr. Sanjeev Chopra, IAS (R)	Former Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
Dr. Savita, IFS (R)	Former PCCF & Former Head of Forest Force, Govt. of Himachal Pradesh
Prof. Ritika Narula	Professor of Economics, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie
Prof. Reva Sharma	Director, Jammu & Kashmir Institute of Management, Public Administration and Rural Development, Government of India
Shri Kumar Alok, IAS	Former Chief Secretary, Government of Tripura, Agartala
Shri Deepak Goyal	Business Facilitator, Government e-Marketplace (GeM), Uttarakhand
Maj. Gen. V.K. Datta, AVSM, SM, VSM	Senior Specialist, National Disaster Management Authority, Government of India
Dr. A. P. Singh	Associate Professor, National Centre for Good Governance, Government of India
Shri Milind Ramteke, IAS	PS to Minister of State for Social Justice and Empowerment, Government of India, New Delhi
Shri Bhaskar Jyoti Sharma, IAS	Commissioner Cum Secretary, Social Justice Department, Govt. of Odisha
Prof. K.M. Pathi	Professor, Indian Institute of Information Technology, New Delhi
Dr. B.S. Bisht	Associate Professor, National Centre for Good Governance, Government of India
Shri Apurv Kumar Mishra	Consultant, Economic Advisory Council to the Prime Minister, Government of India, New Delhi
Shri Alkesh Sharma, IAS (R)	Secretary, Ministry of Electronics & Information Technology, Government of India
Ms. Samyukta Samaddar, IAS	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
Dr. B.N. Ramesh, IPS (R)	Former Director General of Police (Training), Govt. of West Bengal, Kolkata and Dean, Maharashtra National Law University, Aurangabad
Shri Ravi Chilukoti	
Ms. Disha Pannu, IPoS	Deputy Director (Sr.), Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
Shri Krishna Mohan, IAS (R)	Former Additional Chief Secretary, Government of Haryana
Dr. Dinesh Dasa	Member, Union Public Service Commission, Government of India
Ms. Sonika, IAS	District Magistrate, Dehradun, Uttarakhand
Shri Arvind Mallappa Bangari, IAS	District Magistrate, Muzaffarnagar, Uttar Pradesh
Shri Sandeep Bhagia, IAS	Chief Development Officer, Government of Uttar Pradesh
Dr. M. Srinivas	Director, All India Institute of Medical Sciences (AIIMS), New Delhi
Shri Vineet Pandey, IPoS	Secretary, Department of Posts, Ministry of Communications, Government of India
Shri Parthasarathy B. Devarakonda	Deputy Secretary, DARPG, Government of India
Dr. Neeraj Mittal	Chairman, Digital Communications Commission & Secretary (T), Department of Telecommunications, Ministry of Communications, Government of India
Dr. Neeta Verma	Director Centre Information Technology, Election Commission of India, Government of India

COURSE TEAM	
Dr. B.S. Bisht	Associate Professor & Course Coordinator, NCGG, Government of India
Dr. Sanjeev Sharma	Associate Course Coordinator, NCGG, Government of India
Shri Brijesh Bisht	Training Assistant, NCGG, Government of India 7906053844, 7456057988

**4<sup>th</sup> Training Programme on Public Policy and Governance  
for the  
Civil Servants of Cambodia**

**Date:** 26<sup>th</sup> March, 2024 to 06<sup>th</sup> April, 2024 **Venue:** IB Campus, LBSNAA, Mussoorie/CSOI, K.G. Marg, New Delhi

**1<sup>st</sup> Week Time-Table**

TIME	Tuesday 26.03.2024	Wednesday 27.03.2024	Thursday 28.03.2024	Friday 29.03.2024	Saturday 30.03.2024	Sunday 31.03.2024	
09:30 hrs to 10:45 hrs	Departure from New Delhi to Mussoorie	Course Briefing & Presentation on NCGG  Dr. B.S. Bisht & Course Team	Industrial Development and Economic Growth  Ms. Richa Sekhani	Skill India: Policy and Practices  Shri Vijay Mathur	Education: Policies and Practices in India  Shri Harshit Mishra	Mussoorie Visit	
		Tea/Coffee Break (10:45 hrs – 11:05 hrs)					
11:05 hrs to 12:20 hrs		Changing Paradigm of Governance  Dr. Sanjeev Chopra	Smart and Sustainable Cities  Dr. Milind Ramteke	E-Governance and Digital India  Dr. Vinay Thakur	Financial Inclusion  Prof. Tushar Kakde		
12:20 hrs to 13:35 hrs		Interaction with Director, LBSNAA "Overview of All India Services"  Shri Sriram Taranikanti	Approach to Achieve SDG by 2030  Ms. Sanyukta Samaddar	Ethics in Administration  Shri Padamvir Singh	Leadership and Communication  Prof. K.M. Pathi		
Lunch (13:35 hrs – 14:30 hrs)							
14:30 hrs to 15:45 hrs	Departure from New Delhi to Mussoorie	Viksit Bharat @2047  Prof. M.K. Agarwal	Public Policy & Implementation  Dr. Srinivas Josyula	Urban Governance  Dr. Ashish Srivastava	Public Private Partnership  Shri Sumanta Sharma		
Tea/Coffee Break (15:45 hrs – 16:00 hrs)							
16:00 hrs to 17:15 hrs	Departure from New Delhi to Mussoorie	Address by Shri V. Srinivas, IAS Secretary, DARPG & DG, NCGG (17:00 hrs onwards) followed by Group Photograph & Dinner	Preparation of Group Work	Preparation of Group Work	Preparation of Group Work		



**Date:** 26<sup>th</sup> March, 2024 to 06<sup>th</sup> April, 2024 **Venue:** IB Campus, LBSNAA, Mussoorie/CSOI, K.G. Marg, New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Monday 01.04.2024	Tuesday 02.04.2024	Wednesday 03.04.2024	Thursday 04.04.2024	Friday 05.04.2024	Saturday 06.04.2024
09:30 hrs to 10:45 hrs	Sanitation, Hygiene and Public Health Behaviour  Shri Akshay Rout	Visit to Information Technology Development Agency (ITDA)	Visit to Indian Administration at a Glance: Exposure Visit of District Patiala  Shri Showkat Ahmad Parray	Exposure Visit to Central Bureau of Investigation (CBI) & Session on "Anti- Corruption Strategies in India"  Shri Praveen Sood	Vigilance Administration  Ms. Arti Srivastava	Visit to Taj Mahal
	Tea/Coffee Break (10:45 hrs – 11:05 hrs)				Tea/Coffee Break (10:45 hrs – 11:05 hrs)	
11:05 hrs to 12:20 hrs	Gender & Development: Policies and Practices  Dr. Anju Choudhary				Interaction with Shri Muktesh K. Pardeshi, Secretary (CPV and OIA)	
12:20 hrs to 13:35 hrs	Best Practices in Developmental Scheme  Dr. B. S. Bisht				Sharing of Outcomes	
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Visit of Smart School, Dehradun  Ms. Sonika  &	Proceeding to District Patiala	Visit to National Institute of Sports, Patiala  Prof. Kalpana Sharma	Visit to Pradhanmantri Sangrahalaya	Valedictory Session	
16:00 hrs to 17:15 hrs	Common Service Centre (CSC), Dehradun		Departure to New Delhi			

DETAILS OF THE SPEAKERS	
<b>Shri V. Srinivas, IAS</b>	Secretary, DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri Sriram Taranikanti, IAS</b>	Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Prof. M.K. Agarwal</b>	Head, Department of Economics and Director, Institute of Development Studies, University of Lucknow
<b>Ms. Richa Sekhani</b>	Consultant, Department of Promotion of Industry and Internal Trade (DPIIT), Government of India
<b>Dr. Milind Ramteke, IAS</b>	PS to Minister of State for Social Justice and Empowerment, Government of India
<b>Ms. Sanyukta Samaddar, IAS</b>	Former Senior Adviser (SDG), NITI Aayog and Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
<b>Dr. Srinivas Josyula</b>	Associate Professor, Indian Institute of Management, Vishakhapatnam
<b>Shri Vijay Mathur</b>	Director General, Apparel Training & Design Center, Gurugram, Haryana
<b>Dr. Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, Government of India
<b>Shri Padamvir Singh, IAS (R)</b>	Former Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Dr. Ashish Srivastava, IAS</b>	Additional Secretary, Higher Education, Government of Uttarakhand
<b>Shri Harshit Mishra</b>	Deputy Advisor, NITI Aayog, Government of India, New Delhi
<b>Prof. Tushar Kakade</b>	Visiting Faculty, IIM Bangalore and Global Head of Asset Services and Fixed Income Data Management, HSBC, Pune
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Shri Sumanta Sharma</b>	State PPP Expert and Nodal Officer, Government of Uttarakhand
<b>Shri Akshay Rout, IIS (R)</b>	Senior Fellow, NITI Aayog, Government of India
<b>Dr. Anju Choudhary</b>	Reader in Law, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Dr. B.S. Bisht</b>	Associate Professor, National Centre for Good Governance, Government of India
<b>Ms. Sonika, IAS</b>	District Magistrate, Dehradun, Uttarakhand
<b>Shri Showkat Ahmad Parry, IAS</b>	District Collector, Patiala, Government of Punjab
<b>Prof. Kalpana Sharma</b>	Director (Academics), Netaji Subhas National Institute of Sports, Patiala, Government of Punjab
<b>Shri Praveen Sood, IPS</b>	Director, Central Bureau of Investigation (CBI), Government of India, New Delhi
<b>Ms. Arti Srivastava</b>	Additional Secretary, Central Vigilance Commission, New Delhi
<b>Shri Muktesh K. Pardeshi, IFS</b>	Secretary (Consular, Passport, Visa and Overseas Indian Affairs), Ministry of External Affairs, Government of India

COURSE TEAM	
<b>Dr. B. S. Bisht</b>	Associate Professor & Course Coordinator, NCGG, Government of India
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Brijesh Bisht</b>	Training Assistant, NCGG, Government of India



# The Timetable of 2nd to 4th Training Programme for Civil Servants of Gambia



**National Centre for Good Governance**  
(Department of Administrative Reforms and Public Grievances)  
Ministry of Personnel, Public Grievances and Pensions,  
Government of India



**One-Week Capacity Building Programme on Public Policy & Governance for the Sr. Civil Servants of Gambia**

**(16th May 2022 – 21st May 2022)**

**Time -Table**

**Venue: New Delhi**

Day 1 Monday 16-05-22	Day 2 Tuesday 17-05-22	TIME	Day 3 Wednesday 18-05-22	Day 4 Thursday 19-05-22	Day 5 Friday 20-05-22	Day 6 Saturday 21-05-22
Visit to Taj Mahal	Registration (0930 Hrs ~ 1000 Hrs) <b>NAUGURAL SESSION(1000 Hrs ~ 1030 Hrs)</b>	0930 Hrs ~ 1030 Hrs	New Pension Scheme  (Supratim Bandyopadhyay)	Sharing of outcomes - Classroom Sessions	Visit to  <b>Research &amp; Information System(RIS)</b>  <b>India Habitat Centre</b>	Delhi Heritage Visit
		1030 Hrs ~ 1045 Hrs	<b>TEA BREAK</b>			
	India-Africa Relations (Ruchi Ghanashyam) (1030 Hrs ~ 1130 Hrs)	1045 Hrs ~ 1145 Hrs	Structure of Government  (S.N. Tripathi)	Interaction with  <b>Amitabh Kant</b> CEO, NITI Aayog on "Aspirational District Programme" (1100 Hrs ~ 1215 Hrs)		
	<b>Tea Break (1130 Hrs ~ 1200 Hrs)</b>	1145 Hrs ~ 1245 Hrs	e-Governance & Digital IndiaUMANG (Rajendra Kumar)		Valedictory Ceremony	
Visit to Taj Mahal	Interaction with <b>Hon'ble MoS(PP) Dr. Jitendra Singh Ji</b> (1200 Hrs ~ 1300 Hrs) <i>Ceremonial Photographs followed by Lunch</i>	1245 Hrs ~ 1345 Hrs	Improving Public Service Delivery: An Essence for Good Governance: Citizen Centric Governance (Dharmendra)	Visit to  <b>UIDAI</b> (1245 Hrs ~ 1345 Hrs)	<b>Address by - Shri V. Srinivas</b> Secretary, DARPG & Director General, NCGG (Public Policy & Governance)	Delhi Heritage Visit
	<b>LUNCH (1300 Hrs ~ 1400 Hrs)</b>	1345 Hrs ~ 1430 Hrs	<b>LUNCH</b>	<b>FRIDAY NAMAAS</b>		
	Leadership & Civil Services (Amarjeet Sinha) (1430 Hrs ~ 1530 Hrs)	1430 Hrs ~ 1530 Hrs	Ethical Perspective in Good Governance (Sanjay Kothari)			
	e-Recruitment (Pradeep S. Kharola) (1530 Hrs ~ 1630 Hrs)			Visit to		
Visit to Taj Mahal	Interaction with <b>Hon'ble MoS (EA) Shri V. Muraleedharan Ji</b> (1700 Hrs onwards)	1530 Hrs ~ 1630 Hrs	Transparency & Accountability (Uday Mahurkar)	<b>AIIMS "India's Response to COVID"</b>	Bon Voyage	Delhi Heritage Visit

#### DETAILS OF THE SPEAKERS

<b>Shri V. Srinivas</b>	Secretary, Department of Administrative Reforms & Public Grievances, Government of India and Director General, NCGG
<b>Ms. Ruchi Ghanashyam</b>	Former Commissioner of India to South Africa
<b>Shri Sanjay Kothari</b>	Former Chief Vigilance Commissioner, Government of India
<b>Shri Amarjeet Sinha</b>	Member, Public Enterprises Selection Board (PESB)
<b>Shri Pradeep Singh Kharola</b>	Chairman, National Recruitment Agency (NRA), Department of Personnel & Training, Government of India
<b>Shri Supratim Bandyopadhyay</b>	Chairperson, Pension Fund Regulatory & Development Authority (PFRDA)
<b>Dr. Rajendra Kumar</b>	Additional Secretary, Ministry of Electronics & Information Technology, Government of India
<b>Shri Dharmendra</b>	Chairman, New Delhi Municipal Corporation (NDMC)
<b>Shri Uday Mahurkar</b>	Information Commissioner, Central Information Commission, Government of India
<b>Shri S.N. Tripathi</b>	Director General, Indian Institute of Public Administration (IIPA)





## National Centre for Good Governance

### Training Programme on Public Policy and Governance for Civil Servants of Gambia (18<sup>th</sup> September to 23<sup>rd</sup> September, 2023)

#### Time-Table

Venue: NCGG, Mussoorie & New Delhi

TIME	Monday 18/09/23	Tuesday 19/09/23	Wednesday 20/09/23	Thursday 21/09/23	Friday 22/09/23	Saturday 23/09/23
09:30 hrs to 10:45 hrs	Registration (09:00 hrs to 09:30 hrs)  Self Introduction & Ice Breaking Session (09:30 hrs to 10:15 hrs) Course Team  Inaugural Ceremony (10:15 hrs onwards)	Housing to all : Leveraging digital technology  Shri Prashant Kumar	I-startup Rajasthan : A Case Study of Startup  Ms. Anandhi	Visit to Unique Identification Authority of India(UIDAI)	Visit to All India Institute of Medical Sciences(AIIMS)	Visit to Taj Mahal
11:05 hrs to 12:20 hrs	India-Africa Relations with special reference to Gambia  Shri Sevala Naik Mude	Civil Services in India: Insights on Governance  Shri Jishnu Barua	Digital Public Infrastructure  Shri Alkesh Kr. Sharma	Visit to Unique Identification Authority of India(UIDAI)	Visit to All India Institute of Medical Sciences(AIIMS)	
12:20 hrs to 13:35 hrs	Digital Governance in Healthcare  Dr. R.S. Sharma	GeM : Bringing transparency in government procurement  Shri Prashant Kumar Singh	Artificial Intelligence in Government  Dr. Nisheeth Srivastava	Visit to National Institution for Transforming India(NITI) Aayog	Session with Pension Fund Regulatory and Development Authority(PFRDA)	
14:30 hrs to 15:45 hrs	Digital governance and public service delivery  Shri Apurv Kr. Mishra	Fintech & Financial Inclusion  Shri Shailesh Nawal	Departure to New Delhi	Visit to National Institution for Transforming India(NITI) Aayog	Courtesy Call on MOS, Personnel, PG and Pensions and MOS, External Affairs	
16:00 hrs to 17:15 hrs	Mussoorie Visit	Academy Visit	Departure to New Delhi	Visit to Research and Information System for Developing Countries(RIS)	Valedictory Ceremony	

DETAILS OF THE SPEAKERS	
<b>Shri V. Srinivas, IAS</b>	Secretary, DARPG & Director General, NCGG
<b>Shri Sevala Naik Mude, IFS</b>	Additional Secretary(C & WA), Ministry of External Affairs, GoI, New Delhi
<b>Dr. R.S. Sharma, IAS (R)</b>	Former CEO, National Health Authority, New Delhi
<b>Shri Apurv Kr. Mishra</b>	Consultant, Economic Advisory Council to the Prime Minister, Government of India, New Delhi
<b>Shri Prashant Kumar, IFoS(R)</b>	Former Special Secretary, Ministry of Rural Development, Government of India, New Delhi
<b>Shri Jishnu Barua, IAS(R)</b>	Chairperson, Central Electricity Regulatory Commission and Former Chief Secretary, Govt. of Assam
<b>Shri Prashant Kumar Singh, IAS</b>	Chief Executive Officer, Govt. e-Marketplace (GeM), Government of India
<b>Shri Shailesh Nawal, IAS</b>	Dy Director, LBSNAA, Mussoorie
<b>Shri Kumar Alok, IAS</b>	Former Chief Secretary, Govt. of Tripura, Agartala
<b>Ms. Anandhi, IAS</b>	Secretary, Information Technology and Communication Department, Govt. of Rajasthan, Jaipur
<b>Shri Alkesh Kumar Sharma, IAS(R)</b>	Former Secretary, Ministry of Electronics and Information Technology(MeitY), Govt. of India, New Delhi
<b>Dr. Nisheet Srivastava</b>	Associate Professor, Department of Computer Science and Engineering, Indian Institute of Technology (IIT), Kanpur

COURSE TEAM	
<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India



**National Centre for Good Governance (NCGG)**  
**4<sup>th</sup> Mid-Career Training Programme for mid-level Civil Servants**  
**of Gambia**

Date: 27<sup>th</sup> May to 7<sup>th</sup> June, 2024

Mussoorie

Venue: Indira Bhawan Campus, LBSNAA,

**1<sup>st</sup> Week Time-Table**

TIME	Monday 27-05-2024	Tuesday 28-05-2024	Wednesday 29-05-2024	Thursday 30-05-2024	Friday 31-05-2024	Saturday 01-06-2024
09:30 hrs to 10:45 hrs	Registration (09:30 hrs to 10:15 hrs) Inaugural session (10:15 hrs to 11:15 hrs) Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Land acquisition, compensation, and rehabilitation: An overview  Dr. Anita Chaudhary	Public Private Partnerships  Shri Rohit Kumar Singh	India's Growth story and way ahead  Shri Shailesh Nawal	Poverty Alleviation initiatives in India  Shri Gaya Prasad	Housing to all : Leveraging digital technology  Shri Prashant Kumar
Tea/Coffee Break (10:45 hrs – 11:05 hrs)						
11:05 hrs to 12:20 hrs	Overview of All India Services  Shri Nand Kumarum	India's Fiscal Policy Reforms: Key Elements and Goals  Shri Ashish Vachhani	Approach to achieve sustainable development goals  Ms. Sanyukta Samaddar	Changing paradigm of governance  Dr. Sanjeev Chopra	Official and unofficial stakeholders in public policy  Shri Krishna Mohan	Experience sharing of years as Chief Secretary  Shri Arun Kumar Mehta
12:20 hrs to 13:35 hrs	Digital Public Infrastructure as a global public good  Shri Alkesh Sharma	Perspectives on Public Policy and Administration  Shri Amit Mohan Prasad	Vigilance Administration in India  Shri Prem Prakash	GeM: Bringing transparency in government procurement  Shri Aman Sharma	Friday Namaz	Environment and public policy  Shri Promode Kant
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Ayushman Bharat Pradhan Mantri Jan Aarogya Yojana  Dr. Minu Bajpai	Leadership, Coordination & Communication  Ms. Anupam Talwar	Right to service: ease of living  Shri S Ramaswamy	Behavioural Dimension of Public Policy  Prof. Ritika Narula	Making of Aadhar: A tool for Good Governance  Lt. Col. Praveen Kumar Singh	Land Record Management: Swamitva scheme & DILRMP  Dr. A P Singh
Tea/Coffee Break (15:45 hrs – 16:00 hrs)						
16:00 hrs to 17:15 hrs	Preparation of group work	Preparation of group work	India- Africa Relations  Shri Sevala N Mude	Interaction with Director, LBSNAA  Shri Sriram Taranikanti	Preparation of group work	Preparation of group work

**National Centre for Good Governance (NCGG)**  
**4<sup>th</sup> Mid-Career Training Programme for mid-level Civil Servants of Gambia**

Date: 27<sup>th</sup> May to 7<sup>th</sup> June, 2024

Venue: Mussoorie/New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 02-06-2024	Monday 03-06-2024	Tuesday 04-06-2024	Wednesday 05-06-2024	Thursday 06-06-2024	Friday 07-06-2024
30 hrsto 10:45 hrs	Mussoorie Visit	ITDA, Dehradun	Visit to Taj Mahal	Zero Energy Project	Investment Facilitation: PMGati Shakti Scheme	Mission Karmayogi
					Ms. Jivisha Joshi	Shri S P Roy
	Tea/Coffee break (10:45 hrs – 11:05 hrs)		Tea/Coffee break (10:45 hrs – 11:05 hrs)		Tea/Coffee break (10:45 hrs – 11:05 hrs)	Tea/Coffee break (10:45 hrs – 11:05 hrs)
05 hrsto 12:20 hrs	Mussoorie Visit		Visit to Taj Mahal		Lokpal in India: Functions & Powers	Are Employee tribunals necessary for resolving problems of Public Employees
					Shri D K Jain	Shri K V Eapen
20 hrsto 13:35 hrs	Mussoorie Visit	Forest Research Institute (FRI), Dehradun	Visit to Taj Mahal	Delhi Metro Rail Corporation (DMRC)	Visit of Bureau of Police Research and Development	Sharing of outcomes
	Lunch (13:35 hrs – 14:30 hrs)		Lunch (13:35 hrs – 14:30 hrs)		Lunch (13:35 hrs – 14:30 hrs)	
30 hrsto 15:45 hrs	Mussoorie Visit		Visit to Taj Mahal	Pradhanmantri Sanghralaya	Visit of Bureau of Police Research and Development	Valedictory Session
00 hrsto 17:15 hrs		Departure to New Delhi				



DETAILS OF THE SPEAKERS	
Shri V. Srinivas, IAS	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
Shri Sriram Taranikanti, IAS	Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie
Shri Nand Kumar, IAS	Deputy Director(Sr.), LBSNAA, Mussoorie
Shri Alkesh Sharma, IAS(R)	Former Secretary, Ministry of Electronics and Information Technology, Govt of India, New Delhi
Dr. Minu Bajpai	Former Dean ( Academics) AIIMS, Government of India, New Delhi
Dr. Anita Chaudhary, IAS (R)	Former Secretary, Ministry of Rural Development, Govt. of India, New Delhi
Shri Ashish Vachhani, IAS	Additional Secretary(Budget), Department of Economic Affairs, Ministry of Finance, Govt. of India, New Delhi
Shri Amit Mohan Prasad, IAS(R)	Former Additional Chief Secretary MSME, Govt of UP, Lucknow
Ms. Anupam Talwar, IDES	Deputy Director, LBSNAA, Mussoorie
Shri Rohit Kumar Singh, IAS (R)	Former Secretary, Department of Consumer Affairs, GoI, Krishi Bhawan, New Delhi
Ms. Sanyukta Samaddar, IAS	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
Shri Prem Prakash, IFS	Chief Vigilance Officer, NHPC & THDC, New Delhi
Shri S. Ramaswamy, IAS (R)	Chairman, Right to Service Commission, Govt. of Uttarakhand, Dehradun
Shri Sevala N. Mude, IFS	Additional Secretary (C&WA), Ministry of External Affairs, GoI, New Delhi
Shri Shailesh Nawal, IAS	Deputy Director, LBSNAA, Mussoorie
Dr. Sanjeev Chopra, IAS (R)	Former Director, LBSNAA, Mussoorie
Shri Aman Sharma	Director, Govt. e-Market, Govt of India
Prof. Ritika Narula	Professor of Economics, LBSNAA, Mussoorie
Shri Gaya Prasad, ISS	Joint Secretary, Secretary, Ministry of Rural Development, Govt. of India, New Delhi
Shri Krishna Mohan, IAS (R)	Former Additional Chief Secretary and Financial Commissioner, Govt. of Haryana
Lt. Col. Praveen Kumar Singh	Director, UIDAI Regional Office, Lucknow
Shri Prashant Kumar, IFoS(R)	Former Special Secretary, Ministry of Rural Development, Government of India
Shri Arun Kumar Mehta, IAS(Retd.)	Former Chief Secretary, Government of Jammu & Kashmir, Srinagar
Shri Promode Kant, IFoS (R)	Visiting Faculty, IGNTA, Dehradun
Ms. Jivisha Joshi	Deputy Secretary (Logistics), DPIIT, Govt. of India, New Delhi
Shri D.K. Jain, IAS (R)	Former Member, Lokpal of India, New Delhi
Shri S P Roy, CSS	Secretary, Capacity Building Commission, Jawahar Vyapar Bhawan, Tolstoy Road, New Delhi
Shri K V Eapen, IAS (R)	Former Administrative Member, Central Administrative Tribunal, Ernakulam Bench, Kerala
COURSE TEAM	
Dr. A.P. Singh	Course Coordinator & Associate Professor, NCGG, Government of India
Dr. M.K. Bhandari	Associate Course Coordinator & Faculty, NCGG, Government of India
Shri Sanjay Dutt Pant	Programme Assistant, NCGG, Government of India

# The Timetable of Capacity Building Programme for the Senior Officers of Anti-Corruption Commission(ACC), Maldives



## National Centre for Good Governance

### Capacity Building Programme for the Senior Officers of Anti-Corruption Commission (ACC), Maldives

Date: 17<sup>th</sup> – 22<sup>nd</sup> July, 2023

Venue: CSOI, KG Marg, New Delhi

#### Time Table (One-Week)

TIME	Monday 17-07-2023	Tuesday 18-07-2023	Wednesday 19-07-2023	Thursday 20-07-2023	Friday 21-07-2023	Saturday 22-07-2023
09:30 to 10:45 hrs	Registration (09:30 hrs to 10:00 hrs)  Inaugural Session (10:00 hrs-10:45 hrs)  Inaugural Address Shri V. Srinivas, IAS Secretary DARPG & DG, NCGG	Impact of corruption on society and economy  Shri G. S. Meena	Investigation of Illicit enrichment – property in name of others  Shri Anmol Sachan	PIDPI resolution and whistle-blower mechanism  Shri Sonal Agnihotri	Technology & innovation in cyber-crimes & cyber security  Shri Deepak Virmani	
Tea/ Coffee Break (10:45 hrs– 11:05 hrs)						
11:05 to 12:20 hrs	Right to information  Shri Ajit Kumar Sontakke	Handling of bribery cases – laying of traps  Shri Manoj Shashidhar	Investigation of Illicit enrichment – false business income  Shri Anmol Sachan	Investigation abroad – need in an inter-connected world  Shri Vijayendra Bidri	Preventive vigilance & Powers & functions of vigilance institutions  Shri Nitin Kumar	
12:20 to 13:35 hrs	Bank & financial fraud  Shri Anurag	Challenges & investigation of anti-corruption: case studies  Shri Vineet Vinayak	Economic crimes: case studies  Shri Vineet Vinayak	Conduct rules for government servants: case studies  Ms. Bharati Das	Friday Namaz	Visit to Taj Mahal
Lunch (13:35 hrs – 14:30 hrs)						
14:30 to 15:45 hrs	Modern forensic investigation techniques  Ms. Sampat Meena	Exposure visit to intelligence fusion and strategic operation cell (IFSO)	Exposure visit to Cyber Cell, District G.B. Nagar, Uttar Pradesh	Exposure visit to Interpol Wing of Central Bureau of Investigation	Valedictory Session	
Tea/Coffee Break (15:45 hrs– 16:00 hrs)						
16:00 to 17:15 hrs	Major challenges faced by the agencies in tackling corruption  Shri Rakesh Asthana	Exposure visit to intelligence fusion and strategic operation cell (IFSO)	Exposure visit to Cyber Cell, District G.B. Nagar, Uttar Pradesh	Exposure visit to Interpol Wing of Central Bureau of Investigation	Delhi Heritage	



#### DETAILS OF THE SPEAKERS

Shri V. Srinivas, IAS	Secretary, Department of Administrative Reforms & Public Grievances (DAR&PG) and Director General, National Centre for Good Governance (NCGG), Government of India
Shri Ajitkumar Sontakke, IOFS	Joint Secretary (Law), Central Information Commission (CIC), Government of India, New Delhi
Shri Praveen Sood, IPS	Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
Shri Anurag, IPS	Additional Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
Ms. Sampat Meena, IPS	Joint Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
Shri Rakesh Asthana, IPS (R)	Former Special Director, Central Bureau of Investigation & Former Police Commissioner of Delhi, Government of India
Shri G. S. Meena	Deputy Superintendent of Police, Anti-Corruption-2, New Delhi
Shri Manoj Shashidhar, IPS	Additional Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
Shri Vineet Vinayak, IPS	Joint Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
Shri Anmol Sachan	Deputy Superintendent of Police, Anti-Corruption Branch, New Delhi
Shri Sonal Agnihotri, IPS	Joint Secretary, Intelligence Bureau, Ministry of Home Affairs, Government of India
Shri Vijayendra Bidri, IPS	Joint Director, Central Bureau of Investigation's (CBI), New Delhi
Ms. Bharti Das, ICAS	Controller General of Accounts, Department of Expenditure, Ministry of Finance, Government of India
Shri Deepak Virmani, IAS	Deputy Secretary, Indian Cyber Crime Coordination Centre, CIS Division, MoH, Government of India
Shri Nitin Kumar	Director, Central Vigilance Commission (CVC), Government of India

#### COURSE TEAM

Dr. B.S. Bisht	Associate Professor & Course Coordinator, NCGG, Government of India
Dr. Sanjeev Sharma	Research Associate & Associate Course Coordinator, NCGG, Government of India
Shri Brijesh Bisht	Training Assistant, NCGG, Government of India

# The Timetable of Capacity Building Programme for the Senior Officers of Information Commission of Maldives (ICOM)



## National Centre for Good Governance

### Capacity Building Programme for Senior Officers of Information Commission of Maldives (ICOM)

Date: 23<sup>rd</sup> – 27<sup>th</sup> October, 2023

Venue: CSOI, Vinay Marg/K.G. Marg, New Delhi

#### Time Table

TIME	Monday 23.10.2023	Tuesday 24.10.2023	Wednesday 25.10.2023	Thursday 26.10.2023	Friday 27.10.2023
09:30 hrs to 10:45 hrs	Registration (09:00 hrs - 09:30 hrs)  Inaugural Session (09:30 hrs - 10:45 hrs)  Inaugural Address Shri V. Srinivas, IAS Secretary, DARPG & DG, NCGG	Visit to Agra	Capacity building of public information officers  Shri M.S. Kasana	Role in conducting RTI awareness raising exercises among public  Shri Venkatesh Nayak	Exposure visit to CIC on Functioning of CIC – application handling and management
Tea/ Coffee Break (10:45 hrs – 11:05 hrs)			Tea/ Coffee Break (10:45 hrs – 11:05 hrs)		
11:05 hrs to 12:20 hrs	RTI Act of India - a journey  Shri Y.K. Sinha		Case handling and management  Shri Suresh Chandra	Transparency audit  Ms. Bharati Das	Exposure visit to CIC on e- initiatives undertaken by CIC
12:20 hrs to 13:35 hrs	CIC - its roles and functions  Mrs. Rashmi Chowdhary		Appellate process  Shri Suresh Chandra	Process of decision making on appeal and complaint  Shri Neeraj Kumar Gupta	Friday Namaz
Lunch (13:35 hrs – 14:30 hrs)			Lunch (13:35 hrs – 14:30 hrs)		
14:30 hrs to 15:45 hrs	Obligation of public authority under Section 4 of RTI  Shri Ajitkumar Sontakke		Complaints & appeals management & processing  Brig. Vipin Chakrawarti	Monitoring and reporting function of CIC  Ms. Roop Avtar Kour	Valedictory session
Tea/Coffee Break (15:45 hrs – 16:00 hrs)			Tea/Coffee Break (15:45 hrs – 16:00 hrs)		
16:00 hrs to 17:15 hrs	State information commission and challenges  Shri Vivek Sharma		Preparation of group presentation	Visit to Pradhanmantri Sangrahalaya	Bon voyage



## The Timetable of Capacity Building Programme for the Senior Officers of Information Commission of Maldives (ICOM)

DETAILS OF THE SPEAKERS	
Shri V. Srinivas, IAS	Secretary, Department of Administrative Reforms & Public Grievances (DARPG) and Director General, National Centre for Good Governance (NCGG), Government of India
Shri Y.K. Sinha, IFS (R)	Former Chief Information Commissioner, Central Information Commission (CIC), Government of India
Mrs. Rashmi Chowdhary, IRPS	Secretary, Central Information Commission (CIC), Government of India
Shri Ajitkumar Sontakke, IOFS	Joint Secretary (Law), Central Information Commission (CIC), Government of India
Shri Vivek Sharma	State Information Commissioner, Uttarakhand
Shri M.S. Kasana	Master Trainer, Department of Personnel & Training (DoPT), Government of India
Shri Suresh Chandra	Information Commissioner, Central Information Commission (CIC), Government of India
Brig. Vipin Chakrawarti	Registrar, Central Information Commission (CIC), Government of India
Shri Venkatesh Nayak	Director, National Human Rights Initiatives
Ms. Bharati Das, ICAS	Former Controller General of Accounts, Department of Expenditure, Ministry of Finance, Government of India
Shri Neeraj Kumar Gupta, IAS (R)	Former Information Commissioner, Central Information Commission (CIC), Government of India
Ms. Roop Avtar Kour, IFS	Additional Secretary, Central Information Commission (CIC), Government of India

COURSE TEAM	
Dr. B.S. Bisht	Course Coordinator and Associate Professor, NCGG, Government of India
Dr. Sanjeev Sharma	Associate Course Coordinator, NCGG, Government of India

# The Timetable of 27th to 29th Capacity Building Programme for Civil Servants of Maldives



## National Centre for Good Governance (NCGG) 27<sup>th</sup> Capacity Building Programme for the Civil Servants of Maldives

Date: 14<sup>th</sup> – 25<sup>th</sup> August, 2023

Venue: Mussoorie/New Delhi

### 1<sup>st</sup> Week Time-Table

TIME	Monday 14-08-2023	Tuesday 15-08-2023	Wednesday 16-08-2023	Thursday 17-08-2023	Friday 18-08-2023	Saturday 19-08-2023
09:30 hrs to 10:45 hrs	Registration (09:30 hrs to 10:00 hrs)  Ice Breaking Session 10:00 hrs to 10:45 hrs	Independence Day Celebration	Public policy and implementation  Shri S. N. Tripathi	Leadership coordination and communication skills  Prof. K.M. Pathi	Climate change & its impact on biodiversity: policies and global practices  Shri Pradeep Mehta	Ethics in administration  Shri Jishnu Barua
Tea/Coffee Break (10:45 hrs – 11:05 hrs)						
11:05 hrs to 12:20 hrs	Inaugural Address  Shri V. Srinivas Secretary, DARPG & DG, NCGG	Independence Day Celebration	Public Private Partnership for Infrastructure Development  Shri Sumanta Sharma	Total quality management  Dr. Sudhanshu Joshi	Disaster Management with Special Reference to Coastal Region  Maj. Gen. V. K. Datta	e-Governance and digital India  Dr. Vinay Thakur
12:20 hrs to 13:35 hrs	Changing paradigm of governance  Shri Vivek Atray	Visit to Smart School Dehradun	Digital governance and public service delivery  Shri Apurv Kr. Mishra	Performance management  Dr. Shah Nawaz Abidin	Friday Namaz	Gender and development: policies and practices  Ms. Nivedita Kukreti
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Overview of all India service  Shri Shelesh Nawal	Smart city and urban housing - Dehradun	Approach to achieve SDG by 2030  Shri Christopher Garraway	Best practices from various development schemes  Dr. B. S. Bisht	Agro based practices in coastal regions  Prof. Subhash Chandra	Government e-Marketplace (GeM)  Shri Ajit Chavan
Tea/Coffee Break (15:45 hrs – 16:00 hrs)						
16:00 hrs to 17:15 hrs	India Maldives relation  Dr. Dhananjay Tripathi	Smart city and urban housing - Dehradun	Group discussion and preparation of presentation	Group discussion and preparation of presentation	Group discussion and preparation of presentation	Visit to Academy





**National Centre for Good Governance (NCGG)**  
**27<sup>th</sup> Capacity Building Programme for the Civil Servants of Maldives**

Date: 14<sup>th</sup> – 25<sup>th</sup> August, 2023

Venue: Mussoorie/New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 20-08-2023	Monday 21-08-2023	Tuesday 22-08-2023	Wednesday 23-08-2023	Thursday 24-08-2023	Friday 25-08-2023
09:30 hrs to 10:45 hrs	Mussoorie Visit	A technical, historical, sociological & tourism project: case study of Statue of Unity p-roject  Prof. Sanjay Joshi	Centralized public grievance redressal & monitoring system  Shri Parthasarathy B. Devarakonda	Visit to MDNIY	Visit to Taj Mahal	Fintech and inclusion  Shri Tushar Kakade
Tea/Coffee Break (10:45 hrs - 11:05 hrs)		Tea/Coffee Break (10:45 hrs - 11:05 hrs)		Tea/Coffee Break (10:45 hrs - 11:05 hrs)		
11:05 hrs to 12:20hrs		Mussoorie Visit	Friends for Evermore: A Documentary film by Ministry of External Affairs, Govt. of India  Dr. Ram Sewak Sharma	Health governance  Shri A.K. Tiwari		Valedictory session
12:20 hrs to 13:35 hrs	Departure to Delhi (12:20 onwards)  Vidushi Chaturvedi		Aadhar: a tool of good governance  Shri A. Muralidharan	Friday Namaz		
Lunch (13:35 hrs - 14:30 hrs)						
14:30 hrs to 15:45 hrs	Mussoorie Visit	Departure to Delhi	Pradhanmantri Sanghralaya	Visit to AIIMS	Visit to Taj Mahal	Delhi Heritage Visit
16:00 hrs to 17:15 hrs						

DETAILS OF THE SPEAKERS	
Shri V. Srinivas, IAS	Secretary, Department of Administrative Reforms & Public Grievances (DAR&PG) and Director General, National Centre for Good Governance (NCGG), Government of India
Shri Vivek Atray, IAS (R)	Former Secretary, Monitoring and Coordination Department, Govt. of Haryana, Chandigarh
Shri Shelesh Nawal, IAS	Deputy Director, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie
Dr. Dhananjay Tripathi	Senior Faculty of Social Sciences, Department of International Relations, South Asian University, New Delhi
Shri S.N. Tripathi, IAS (R)	Director General, IIPA, New Delhi
Shri Sumanta Sharma	State PPP Expert & Nodal Officer, Government of Uttarakhand
Shri Apurv Kr. Mishra	Consultant, NITI Aayog, Government of India, New Delhi
Shri Christopher Garroway	Economist, United Nations in India, UN House, 55 Lodhi Estate, New Delhi
Prof. K.M. Pathi	Former Professor, IIT, New Delhi
Dr. Sudhanshu Joshi	Professor, Doon University, Uttarakhand
Dr. Shah Nawaz Abidin	Professor, Department of Management, SMBS, Jamia Hamdard University, New Delhi
Dr. B.S. Bisht	Associate Professor, National Centre for Good Governance, Government of India
Shri Pradeep Mehta	State Head, UNDP, Uttarakhand
Maj. Gen. V.K. Datta, AVSM, SM, VSM, PPMG	Senior Specialist, National Disaster Management Authority, Government of India, New Delhi
Prof. Subhash Chandra	Professor, Agronomy, College of Agriculture, G.B. Pant University of Agriculture and Technology, Pant Nagar, Uttarakhand
Shri Jishnu Barua, IAS (R)	Chairperson, Central Electricity Regulatory Commission and Former Chief Secretary, Govt. of Assam.
Dr. Vinay Thakur	Managing Director, NICSI, Ministry of Electronics & Information Technology, Government of India
Ms. Nivedita Kukreti, IPS	DIG (Intelligence), Intelligence Headquarters, Dehradun, Uttarakhand
Shri Ajit B. Chavan	Additional CEO, Government e Marketplace, Connaught Place, New Delhi
Prof. Sanjay Joshi	Professor, Political Theory & Constitutional Law, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie
Shri Parthasarathy B. Devarakonda	Deputy Secretary, DARPG, Government of India
Dr. Ram Sewak Sharma, IAS (R)	Former Chief Executive Officer, National Health Authority, Government of India
Ms. Vidushi Chaturvedi	Deputy Director General, Law Finance & Accounts, Unique Identification Authority of India (UIDAI), Government of India
Shri A. Muralidharan	Deputy Adviser, Ministry of Jal Shakti, DDWS, Government of India
Shri A.K. Tiwari, IAS	Secretary, Ministry of Skill Development and Entrepreneurship, Govt. of India, New Delhi
Shri Tushar Kakade	Global Head of Asset Services and Fixed Income Data Management, HSBC, Pune

COURSE TEAM	
Dr. B.S. Bisht	Course Coordinator and Associate Professor, NCGG, Government of India
Dr. Sanjeev Sharma	Associate Course Coordinator, NCGG, Government of India
Shri Brijesh Bisht	Training Assistant, NCGG, Government of India





## National Centre for Good Governance (NCGG)

### 28<sup>th</sup> Capacity Building Programme for the Civil Servants of Maldives

Date: 30<sup>th</sup> October, 2023 – 10<sup>th</sup> November, 2023

Venue: Mussoorie/New Delhi

#### 1<sup>st</sup> Week Time-Table

TIME	Monday 30-10-2023	Tuesday 31-10-2023	Wednesday 01-11-2023	Thursday 02-11-2023	Friday 03-11-2023	Saturday 04-11-2023
09:30 hrs to 10:45 hrs	<b>Registration</b> (09:15 hrs to 09:30 hrs)  <b>Inaugural Session</b> 09:30 hrs to 10:30 hrs  <b>Inaugural Address</b> Shri V. Srinivas Secretary, DARG & DG, NCGG	Climate change & its impact on biodiversity: policies and global practices  <b>Dr. Pradeep Mehta</b>	Ethics in administration  <b>Shri Padamvir Singh</b>	Leadership coordination and communication skills  <b>Prof. K.M. Pathi</b>	Behavioural change management  <b>Prof. Deepti Bhatnagar</b>	Tourism: potential and growth  <b>Shri Uttank Joshi</b>
Tea/Coffee Break (10:45 hrs – 11:05 hrs)						
11:05 hrs to 12:20 hrs	Changing paradigm of governance  <b>Dr. Sanjeev Chopra</b>	Performance management  <b>Shri Krishna Mohan</b>	Public policy and implementation  <b>Shri Alok Ranjan</b>	Innovation in public administration  <b>Shri Prashant Salwan</b>	Disaster management with special reference to coastal region  <b>Maj. Gen. V.K. Datta</b>	Gender and development: policies and practices  <b>Ms. Nivedita Kukreti</b>
12:20 hrs to 13:35 hrs	Digital governance and public service delivery  <b>Shri Apurv Kr. Mishra</b>	Public financial management system  <b>Ms. Bharati Das</b>	Approach to achieve SDG by 2030  <b>Shri Christopher Garroway</b>	Aadhar: a tool of good governance  <b>Lt. Col. Sanjay Singh Rautela</b>	Friday Namaz	e-Governance and digital India  <b>Dr. Vinay Thakur</b>
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	India Maldives relation  <b>Dr. Dhananjay Tripathi</b>	Total quality management  <b>Dr. Sudhanshu Joshi</b>	Public private partnership for infrastructure development  <b>Shri Sumanta Sharma</b>	Agro based practices in coastal regions  <b>Dr. M. Muruganandam</b>	Best practices from various development schemes  <b>Dr. B. S. Bisht</b>	Government e-Marketplace (GeM)  <b>Shri Ajit B. Chavan</b>
Tea/Coffee Break (15:45 hrs – 16:00 hrs)						
16:00 hrs to 17:15 hrs	Overview of all India service  <b>Shri N. Ravishankar</b>	Group discussion and preparation of presentation	Group discussion and preparation of presentation	Group discussion and preparation of presentation	Group discussion and preparation of presentation	Academy visit



**National Centre for Good Governance (NCGG)**  
**28<sup>th</sup> Capacity Building Programme for the Civil Servants of Maldives**

Date: 30<sup>th</sup> October, 2023 – 10<sup>th</sup> November, 2023

Venue: Mussoorie/New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 05-11-2023	Monday 06-11-2023	Tuesday 07-11-2023	Wednesday 08-11-2023	Thursday 09-11-2023	Friday 10-11-2023
09:30 hrs to 10:45 hrs	Mussoorie Visit	Smart city and urban housing - Dehradun	Anti-corruption strategies  Ms. Sampat Meena	Health governance  Dr. Ram Sewak Sharma	Visit to Taj Mahal	Sharing of outcomes
Tea/Coffee Break (10:45 hrs – 11:05 hrs)			Tea/Coffee Break (10:45 hrs – 11:05 hrs)			Tea/Coffee Break (10:45 hrs – 11:05 hrs)
11:05 hrs to 12:20 hrs	Mussoorie Visit		Fintech and inclusion  Shri Tushar Kakade	Circular economy and LIFE  Shri Yugal Kishore Joshi		Valedictory session
12:20 hrs to 13:35 hrs			Centralized public grievance redressal & monitoring system  Shri Parthasarathy B. Devarakonda	Skill India: policy & practice  Shri A.K. Tiwari		
Lunch (13:35 hrs – 14:30 hrs)						
14:30 hrs to 15:45 hrs	Mussoorie Visit	Departure to Delhi (14:30 hrs onwards)	Visit to AIIMS	Visit to Pradhanmantri Sangrahalaya	Visit to Taj Mahal	Bon voyage
16:00 hrs to 17:15 hrs						



#### DETAILS OF THE SPEAKERS

<b>Shri V. Srinivas, IAS</b>	Secretary, Department of Administrative Reforms & Public Grievances (DAR&PG) and Director General, National Centre for Good Governance (NCGG), Government of India
<b>Dr. Sanjeev Chopra, IAS (R)</b>	Former Director, Lal Bahadur Shastri National Academy of Administration, Government of India, Mussoorie
<b>Shri Apurv Kr. Mishra</b>	Consultant, NITI Aayog, Government of India, New Delhi
<b>Dr. Dhananjay Tripathi</b>	Senior Faculty of Social Sciences, Department of International Relations, South Asian University, New Delhi
<b>Shri N. Ravishankar, IAS (R)</b>	Former Chief Secretary, Government of Uttarakhand, Dehradun
<b>Dr. Pradeep Mehta</b>	State Head, United Nations Development Programme, Uttarakhand
<b>Shri Krishna Mohan, IAS (R)</b>	Former Addl. Chief Secretary & Financial Commissioner, Govt. of Haryana
<b>Ms. Bharati Das, ICAS</b>	Former Controller General of Accounts, Department of Expenditure, Ministry of Finance, Government of India
<b>Dr. Sudhanshu Joshi</b>	Professor, Doon University, Uttarakhand
<b>Shri Padamvir Singh, IAS (R)</b>	Former Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Shri Alok Ranjan, IAS (R)</b>	Former Chief Secretary, Government of Uttar Pradesh, Lucknow
<b>Shri Christopher Garroway</b>	Development Economist, UN Resident Coordinator's Office, New Delhi
<b>Shri Sumanta Sharma</b>	State PPP Expert and Nodal Officer, Government of Uttarakhand
<b>Prof. K.M. Pathi</b>	Professor, IIT, New Delhi
<b>Prof. Prashant Salwan</b>	Professor of Strategy and International Business, Indian Institute of Management, Indore, Madhya Pradesh
<b>Lt. Col. Sanjay Singh Rautela</b>	Director, Unique Identification Authority of India (UIDAI) Regional Office, New Delhi
<b>Dr. M. Muruganandam</b>	Principal Scientist, India Council of Agriculture Research (ICAR)-Indian Institute of Soil & Water Conservation (IISWC), Dehradun
<b>Prof. Deepti Bhatnagar</b>	Former Professor, Indian Institute of Management, Ahmedabad
<b>Maj. Gen. V.K. Datta</b>	Senior Specialist, National Disaster Management Authority (NDMA), New Delhi
<b>Dr. B.S. Bisht</b>	Associate Professor, National Centre for Good Governance, Government of India
<b>Shri Uttank Joshi</b>	Assistant Director General, Ministry of Tourism, Government of India, New Delhi
<b>Ms. Nivedita Kukreti, IPS</b>	DIG (Intelligence), Intelligence Headquarters, Dehradun, Uttarakhand
<b>Dr. Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, Government of India
<b>Shri Ajit B. Chavan</b>	Additional CEO, Government e Marketplace, Jeewan Bharti Building, Connaught Place, New Delhi
<b>Ms. Sampat Meena, IPS</b>	Additional Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
<b>Shri Tushar Kakade</b>	Global Head of Asset Services and Fixed Income Data Management, HSBC, Pune
<b>Shri Parthasarathy B. Devarakonda</b>	Deputy Secretary, DARPG, Government of India
<b>Dr. Ram Sewak Sharma, IAS (R)</b>	Former Chief Executive Officer, National Health Authority, Government of India
<b>Shri Yugal Kishore Joshi</b>	Advisor, NITI Aayog, New Delhi
<b>Shri A. K. Tiwari, IAS</b>	Secretary, Ministry of Skill Development & Entrepreneurship, Government of India, New Delhi

#### COURSE TEAM

<b>Dr. B.S. Bisht</b>	Associate Professor & Course Coordinator, NCGG, Government of India
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Brijesh Bisht</b>	Training Assistant, NCGG, Government of India



**National Centre for Good Governance (NCGG)**  
**29<sup>th</sup> Capacity Building Programme for the Senior Civil Servants of Maldives**

Date: 11<sup>th</sup> – 16<sup>th</sup> December, 2023

Venue: CSOI, K.G. Marg, New Delhi

**Time-Table (One – Week)**

TIME	Monday 11-12-2023	Tuesday 12-12-2023	Wednesday 13-12-2023	Thursday 14-12-2023	Friday 15-12-2023	Saturday 16-12-2023
09:30 hrs to 10:45 hrs	Registration (09:15 hrs to 09:30 hrs)  Inaugural Session (09:30 hrs to 10:00 hrs)  Inaugural Address Shri V. Srinivas, IAS Secretary DARPG & DG, NCGG	Innovations in Public Administration  Prof. Prashant Salwan (08:15 hrs – 09:30 hrs)  Approach to Achieve SDG by 2030  Ms. Samyukta Samaddar (09:30 hrs – 10:45 hrs)	Circular Economy & Life   Shri Yugal Kishore Joshi	Anti-Corruption Strategies   Ms. Sampat Meena	Policy Intervention to Strengthen Governance: Case Studies   Shri Dinesh Dasa	Visit to Taj Mahal
Tea/Coffee Break (10:45 hrs – 11:05 hrs)						
11:05 hrs to 12:20hrs	Approaches for Inclusive Development  Shri M. J. Akbar	Public Policy and Implementation  Shri S.N. Tripathi	Digital Health in India  Dr. Ram Sewak Sharma	(GeM): Bringing Transparency in Government Procurement  Shri Ajit B. Chavan	Valedictory Ceremony	
12:20 hrs to 13:35 hrs	Digital Governance and Public Service Delivery  Shri Sanjay Bhattacharya	Interaction with Hon'ble Minister of State (PP)  Dr. Jitendra Singh	Public Financial Management System  Ms. Bharati Das	Aadhaar: A Tool of Good Governance  Col. Nikhil Sinha	Friday Namaz	
Lunch (13:35 hrs – 14:30 hrs)						Visit to Taj Mahal
14:30 hrs to 15:45 hrs	Running Mega Managing Large Scale Government Programme/ Schemes  Shri Akshay Rout	Skill India: Policy & Practice  Shri Vijay Mathur	e-Governance and Digital India  Shri Vinay Thakur	Exposure Visit to AIIMS & Session on "Citizen Friendly e-Initiatives at AIIMS"  Prof. Pooja Gupta	Visit to Pradhanmantri Sanghralaya	
Tea/Coffee Break (15:45 hrs – 16:00 hrs)						
16:00 hrs to 17:15 hrs	Overview of Right to Information (RTI)  Shri Ajit Kumar Sontakke	Group Discussion & Preparation of Presentation	Group Discussion & Preparation of Presentation	Exposure Visit to Indira Paryavaran Bhawan India's First Net Zero Energy Building	Visit to Pradhanmantri Sanghralaya	



#### DETAILS OF THE SPEAKERS

<b>Dr. Jitendra Singh</b>	Minister of State for S & T, Minister of State in the Prime Minister's Office, Ministry of Personnel, Public Grievances & Pensions, Department of Atomic Energy, Department of Space (Vice President, CSIR)
<b>Shri V. Srinivas, IAS</b>	Secretary, Department of Administrative Reforms & Public Grievances (DAR&PG) and Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri M. J. Akbar</b>	Former Minister of State for External Affairs, Government of India
<b>Shri Sanjay Bhattacharya, IFS</b>	Former Ambassador to Switzerland, Turkey and Egypt; Former Secretary to Government of India
<b>Shri Akshay Rout, IIS (R)</b>	Former Director General, Swachh Bharat Mission & Senior Fellow, NITI Aayog, Government of India
<b>Shri Ajit Kumar Sontakke</b>	Joint Secretary (Law), Central Information Commission, Government of India
<b>Prof. Prashant Salwan</b>	Professor of Strategy and International Business, Indian Institute of Management, Indore, Madhya Pradesh, India
<b>Ms. Samyukta Samaddar, IAS</b>	Adviser (SDG), NITI Aayog, Government of India
<b>Shri S.N. Tripathi, IAS (R)</b>	Director General, Indian Institute of Public Administration, Government of India
<b>Shri Vijay Mathur</b>	Director General, Apparel Training & Design Center, Gurugram, Haryana
<b>Shri Yugal Kishore Joshi</b>	Advisor, NITI Aayog, New Delhi
<b>Dr. Ram Sewak Sharma, IAS (R)</b>	Former Chief Executive Officer, National Health Authority, Government of India
<b>Ms. Bharati Das, ICAS</b>	Controller General of Accounts, Department of Expenditure, Ministry of Finance, Government of India
<b>Shri Vinay Thakur</b>	Managing Director, National Informatic Centre Services, Government of India
<b>Ms. Sampat Meena, IPS</b>	Additional Director, Central Bureau of Investigation's (CBI), Government of India, New Delhi
<b>Shri Ajit B. Chavan, ICSTS</b>	Additional CEO, Government e Marketplace, Jeewan Bharti Building, Connaught Place, New Delhi
<b>Col. Nikhil Sinha</b>	Director, Unique Identification Authority of India, Government of India
<b>Prof. Pooja Gupta</b>	Professor, Computer Facility, Center Coordinator for Adverse Event Monitoring of Drugs and Medical Devices, AIIMS, New Delhi
<b>Shri Dinesh Dasa</b>	Member, Union Public Service Commission & Former Chairman, State Public Service Commission, Government of Gujarat

#### COURSE TEAM

<b>Dr. B.S. Bisht</b>	Associate Professor & Course Coordinator, NCGG, Government of India
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Brijesh Bisht</b>	Training Assistant, NCGG, Government of India

# The Timetable of 1st to 3rd Capacity Building Programme for Civil Servants of Sri Lanka



**National Centre for Good Governance**  
(Department of Administrative Reforms and Public Grievances)  
Ministry of Personnel, Public Grievances and Pensions, Government of India

## 1<sup>st</sup> Special Capacity Building Programme for Senior Civil Servants of Sri Lanka

Date: 12<sup>th</sup> February, 2024 – 17<sup>th</sup> February, 2024

Venue: CSOI, KG Marg, New Delhi

### Time-Table (One – Week)

TIME	Monday 12.02.24	Tuesday 13.02.24	Wednesday 14.02.24	Thursday 15.02.24	Friday 16.02.24	Saturday 17.02.24
09:45 hrs to 10:45 hrs	Administrative Reforms in India: Effective Redressal of Public Grievances  Shri V. Srinivas	Making of Aadhar: A tool for Good Governance  Shri Amit Agrawal	Pricing of Goods in India Shri Rohit Kumar Singh	India's COVID-19 Vaccine Journey Prof. V. K. Paul	Visit to National Museum	Visit to Taj Mahal
Tea/Coffee Break (10:45 hrs - 11:05 hrs)						
11:05 hrs to 12:20 hrs	Digital Public Infrastructure as a global public good  Shri S. Krishnan	India's Fiscal Policy Reforms: Key Elements and Goals  Shri T. V. Somanathan	Capacity Building of the Officials: Initiatives in India  Smt. Radha Chauhan	Investment Facilitation: PM Gati Shakti Scheme  Dr. Jivisha Joshi	Mission Karmayogi  Shri Adil Zainulbhai	
12:20 hrs to 13:35 hrs	Ayushman Bharat Pradhan Mantri Jan Aarogya Yojana  Smt. Deepti Gaur Mukerjee	Anti- corruption strategies  Shri P. Daniel	Rapid development of logistics & mobility sector: case study of National Highways  Shri Anurag Jain	Interaction with the Hon'ble Minister of State for Personnel, Public Grievances & Pensions Dr. Jitendra Singh	Valedictory Session	
Lunch (13:30 hrs - 14:30 hrs)						
14:30 hrs to 15:45 hrs	Open Network for Digital Commerce  Rajesh Kumar Singh	Lok Pal in India: Functions & Powers  Shri D.K. Jain	Land Records Modernization Programme  Ms. Nidhi Khare	Courtesy callon  Shri Rajiv Gauba	Bon Voyage	
Tea/Coffee Break (15:45 hrs - 16:00 hrs)						
16:00 hrs to 17:15 hrs	GeM: Bringing transparency in government procurement  Shri Prashant Kumar Singh	NITI Aayog: Vision India @2047  Shri B.V.R. Subrahmanyam	Rural Development in India  Shri Shailesh K. Singh	India-Sri Lanka Relations  Shri Puneet Agarwal	Bon Voyage	



DETAILS OF THE SPEAKERS	
<b>Dr. Jitendra Singh</b>	Hon'ble Minister of State for Personnel, Public Grievances & Pensions, Government of India
<b>Shri V. Muraleedharan</b>	Hon'ble Minister of State for External Affairs of India
<b>Shri Rajiv Gauba, IAS</b>	Cabinet Secretary, Government of India
<b>Shri V. Srinivas, IAS</b>	Secretary, DARPG & Director General, NCGG, Ministry of Personnel, Public Grievances and Pensions, GoI.
<b>Shri S. Krishnan, IAS</b>	Secretary, Ministry of Electronics and Information Technology, GoI.
<b>Shri Rajesh Kumar Singh, IAS</b>	Secretary, Department for Promotion of Industry and Internal Trade (DPIIT), Ministry of Commerce & Industry, GoI.
<b>Shri Prashant Kumar Singh, IAS</b>	CEO, Government e Marketplace, GoI
<b>Shri Amit Agrawal, IAS</b>	CEO, UIDAI, GoI
<b>Smt Deepti Gaur Mukerjee, IAS</b>	CEO, National Health Authority, GoI.
<b>Shri T.V. Somanathan, IAS</b>	Secretary, Ministry of Finance, Government of India
<b>Ms. Nidhi Khare, IAS</b>	Secretary, Department of Land Resources, MoRD, GoI
<b>Shri B.V.R. Subrahmanyam, IAS(R)</b>	CEO, NITI Aayog, GoI
<b>Shri Adil Zainulbhai</b>	Chairman, Capacity Building Commission, Jawahar Vyapar Bhavan, Tolstoy Road, New Delhi
<b>Smt. Radha Chauhan, IAS</b>	Department of Personnel & Training, Ministry of Personnel, Public Grievances and Pensions, GoI.
<b>Shri P. Daniel</b>	Secretary, Central Vigilance Commissioner, GoI.
<b>Shri D.K.Jain, IAS (Rtd.)</b>	Member, Lokpal, GoI.
<b>Shri Shailesh K. Singh, IAS</b>	Secretary, Ministry of Rural Development, GoI.
<b>Shri Rohit Kumar Singh, IAS</b>	Secretary, Department of Consumer Affairs, Krishi Bhawan, New Delhi
<b>Dr. Jivisha Joshi</b>	Deputy Secretary (Logistics); DPIIT, GoI
<b>Shri Anurag Jain, IAS</b>	Secretary, Ministry of Road Transport & Highways, GoI.
<b>Shri Puneet Agarwal, IFS</b>	Joint Secretary, IOR Division, Ministry of External Affairs, Government of India
<b>Prof. V. K. Paul</b>	Member, NITI Aayog, Govt. of India, New Delhi

COURSE TEAM	
<b>Dr. A.P. Singh</b>	Course Coordinator & Associate Professor, NCGG
<b>Dr. Gazala Hasan</b>	Associate Course Coordinator & Assistant Professor, NCGG
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator & Research Associate, NCGG
<b>Shri Brijesh Bisht</b>	Training Assistant, NCGG

**National Centre for Good Governance (NCGG)**  
**2nd Capacity Building Programme for the Civil Servants of Sri Lanka**

Date: 26<sup>th</sup> February to 8<sup>th</sup> March, 2024

Venue: Mussoorie

**1st Week Time-Table**

TIME	Monday 26-02-2024	Tuesday 27-02-2024	Wednesday 28-02-2024	Thursday 29-02-2024	Friday 01-03-2024	Saturday 02-03-2024
09:30 hrs to 10:45 hrs	Registration (09:30 hrs to 09:55 hrs) Inaugural session (10:00 hrs to 11:00 hrs)  Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	Gender & Development  Ms. Disha Pannu	Disaster Management with special reference to coastal region  Maj. Gen. V. K. Datta	Housing to all: Leveraging digital technology  Representative from MoRD	Interaction with Secretary DARPG, DPPW & DG, NCGG  Shri V. Srinivas	Land Record Management in India  Dr. A. P. Singh
<b>Tea/Coffee Break (10:45 hrs – 11:05 hrs)</b>						
11:05 hrs to 12:20 hrs	Land acquisition, compensation and rehabilitation: An Overview  Dr. Anita Chaudhary	Leadership, Coordination, Communication  Prof. Deepti Bhatnagar	Overview of All India Services  Shri Nand Kumarum	Constitutional Foundation of Policy Making  Prof: A. B. Suraj	Making of Aadhar: A tool for Good Governance  Lt. Col Praveen Kr. Singh	Digital Public Infrastructure as a global public good  Shri Vinay Thakur
12:20 hrs to 13:35 hrs	Agriculture in India: Policy & Practices  Dr. M. Muruganandam	Changing paradigm of Governance  Shri Vivek Atray	Ayushman Bharat Pradhan Mantri Jan Aarogya Yojana  Dr. Minu Bajpai	Perspectives on Public Policy and Administration  Shri Krishna Mohan	GeM: Bringing transparency in government procurement  Shri Ajit Chavhan	Overview of National Security Scenario Shri A.B. Mathur
<b>Lunch (13:35 hrs – 14:30 hrs)</b>						
14:30 hrs to 15:45 hrs	Climate Change and its impact on biodiversity: policies and Global Practices  Shri Promode Kant	Public Private Partnerships  Dr. Debashish Ghosh	Right to service: Ease of living  Shri S. Ramaswamy	Approach to achieve SDGs by 2030  Ms. Samyukta Samaddar	Planning and Building Eco- Friendly Smart Cities  Dr. Milind Ramteke	Policy intervention to strengthen governance: case studies  Dr. Dinesh Dasa
<b>Tea/Coffee Break (15:45 hrs – 16:00 hrs)</b>						
16:00 hrs to 17:15 hrs	Interaction with Director, LBSNAA  Shri Sriram Taranikanti	Preparation of group work	Preparation of group work	Preparation of group work	Preparation of group work	Emotional Intelligence  Prof. K M Pathi



**National Centre for Good Governance (NCGG)**  
**2nd Capacity Building Programme for the Civil Servants of Sri Lanka**

Date: 26<sup>th</sup> February to 8<sup>th</sup> March, 2024

Venue: Mussoorie/New Delhi

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 03-03-2024	Monday 04-03-2024	Tuesday 05-03-2024	Wednesday 06-03-2024	Thursday 07-03-2024	Friday 8-03-2024
09:30 hrs to 10:45 hrs	Mussoorie Visit	IGFNA/ FRI	Administration at a glance: Exposure visit of District Haridwar, Uttarakhand	Morarji Desai National Institute of Yoga (MDNIY)	Visit to Taj Mahal	Election Management in India  Shri Akshay Rout
Tea/Coffee break (10:45 hrs - 11:05 hrs)			Tea/Coffee break (10:45 hrs - 11:05 hrs)	Tea/Coffee break (10:45 hrs - 11:05 hrs)		Tea/Coffee break (10:45 hrs - 11:05 hrs)
11:05 hrs to 12:20 hrs	Mussoorie Visit		Administration at a glance: Exposure visit of District Haridwar, Uttarakhand	Morarji Desai National Institute of Yoga (MDNIY)		Circular economy and Life Mission  Shri Yugal Kishore Joshi
12:20 hrs to 13:35 hrs	Mussoorie Visit		Administration at a glance: Exposure visit of District Haridwar, Uttarakhand	Morarji Desai National Institute of Yoga (MDNIY)		Valedictory Session
Lunch (13:35 hrs - 14:30 hrs)			Lunch (13:35 hrs - 14:30 hrs)			Lunch (13:35 hrs -14:30 hrs)
14:30 hrs to 15:45 hrs	Mussoorie Visit	Departure to New Delhi	Administration at a glance: Exposure visit of District Haridwar, Uttarakhand	Pradhanmantri Sanghralaya	Visit to Taj Mahal	Bon Voyage
16:00 hrs to 17:15 hrs						

DETAILS OF THE SPEAKERS	
<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Dr. Anita Chaudhary, IAS (R)</b>	Former Secretary, Ministry of Rural Development, Government of India
<b>Dr. M. Muruganandam</b>	Principal Scientist, India Council of Agriculture Research (ICAR)-Indian Institute of Soil & Water Conservation (IISWC), Dehradun
<b>Shri Promode Kant, IFoS (R)</b>	Visiting Faculty, IGNOU, Dehradun
<b>Shri Sriram Taranikanti, IAS</b>	Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Ms. Disha Pannu, IPoS</b>	Deputy Director (Sr.), LBSNAA, Mussoorie
<b>Prof. Deepti Bhatnagar</b>	Former Professor, IIM, Ahmedabad
<b>Dr. Vivek Atray, Ex. IAS</b>	Former District Commissioner, Panchkula
<b>Shri Debashis Ghosh</b>	Senior Vice President, Infrastructure Development Corporation Limited, Bengaluru
<b>Maj. Gen. V.K. Datta, AVSM, SM, VSM</b>	Senior Specialist, National Disaster Management Authority, GoI
<b>Shri Nand Kumarum, IAS</b>	Deputy Director, LBSNAA, Mussoorie
<b>Dr. Minu Bajpai</b>	Dean (Academics), AIIMS, GoI, New Delhi
<b>Shri S Ramaswamy, IAS (R)</b>	Former Chief Secretary, Govt. of Uttarakhand.
<b>Prof. A.B. Suraj</b>	Professor, Centre for Public Policy, Indian Institute of Management, Bengaluru
<b>Shri Krishna Mohan, IAS (R)</b>	Former Additional Chief Secretary and Financial Commissioner, Govt. of Haryana
<b>Ms. Sanyukta Samaddar, IAS</b>	Commissioner, National Capital Region (NCR), Government of Uttar Pradesh
<b>Lt. Col. Praveen Kumar Singh</b>	Director, UIDAI, Govt. of India
<b>Shri Ajit B. Chavan</b>	Addl. CEO, Govt. e-Marketplace (GeM), GoI
<b>Dr. Milind Ramteke, IAS</b>	PS to Minister of State for Social Justice and Empowerment, Govt. of India
<b>Shri Vinay Thakur</b>	Managing Director, NICSI, Ministry of Electronics & Information Technology, GoI, New Delhi
<b>Shri A.B. Mathur, IPS (R)</b>	Director, Neighbourhood Strategy Division, National Security Council Secretariat, Government of India, New Delhi
<b>Dr. Dinesh Dasa</b>	Former Chairman, State Public Service Commission, Govt. of Gujarat
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Shri Akshay K. Rout</b>	Sr. Fellow, NITI Aayog, Govt. of India, New Delhi
<b>Shri Yugal Kishore Joshi</b>	Advisor, NITI Aayog, Govt. of India, New Delhi

COURSE TEAM	
<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India



## National Centre for Good Governance (NCGG)

### 3<sup>rd</sup> Capacity Building Programme for Civil Servants of Sri Lanka

Date: 13<sup>th</sup> May to 24<sup>th</sup> May, 2024

Venue: Indira Bhawan Campus, LBSNAA, Mussoorie

#### 1<sup>st</sup> Week Time Table

TIME	Monday 13-05-2024	Tuesday 14-05-2024	Wednesday 15-05-2024	Thursday 16-05-2024	Friday 17-05-2024	Saturday 18-05-2024
09:30 hrs to 10:45 hrs	<b>Registration</b> (09:00 hrs to 09:15 hrs) <b>Inaugural session</b> (09:15 hrs to 10:00 hrs) Shri V. Srinivas, IAS Secretary DARPG & Director General, NCGG	e-office: a tool of effective office administration  Shri Ashesh Kr. Agarwal	Perspectives on Public Policy and Administration  Shri Amit Mohan Prasad	Housing to all: Leveraging digital technology  Shri Gaya Prasad	Planning and Building Eco- Friendly Smart Cities  Dr. Milind Ramteke	Emotional Intelligence  Prof. K. M. Pathi
<b>Tea/Coffee Break (10:45 hrs - 11:05 hrs)</b>						
11:05 hrs to 12:20 hrs	Overview of All India Services  Shri Nand Kumarum	Changing paradigm of Governance  Dr. Sanjeev Chopra	Disaster Management with special reference to coastal region  Maj. Gen. V. K. Datta	Digital India  Shri Alkesh Sharma	Making of Aadhar: A tool for Good Governance  Lt. Col. Rajesh Prasad Singh	Land Record Management - Swamitva Scheme & DILRMP: An overview  Dr. A. P. Singh
12:20 hrs to 13:35 hrs	Constitutional Foundation of Policy Making and decentralization in India  Prof. A.B. Suraj	Skill Development in India: Policy & Practice  Shri Vijay Mathur	Ayushman Bharat Pradhan Mantri Jan Aarogya Yojana  Shri Akshay Jain	Climate Change and its impact on biodiversity: policies and Global Practices  Shri Chiranjiv Choudhary	GeM: Brining transparency in government procurement  Shri Aman Sharma	Overview of National Security Scenario  Shri A.B. Mathur
<b>Lunch (13:35 hrs - 14:30 hrs)</b>						
14:30 hrs to 15:45 hrs	Public contracts and policies  Prof. A B Suraj	Agriculture in India : Policy & Practices  Dr. M. Muruganandam	Right to service: Ease of living  Shri Alok Jain	Land acquisition, compensation and rehabilitation: An Overview  Shri H S Meena	Gender & Development  Ms. Nivedita Kukreti	Policy intervention that leads to prosperity and Good Governance  Dr. Dinesh Dasa
<b>Tea/Coffee Break (15:45 hrs - 16:00 hrs)</b>						
16:00 hrs to 17:15 hrs	Preparation of group work	Preparation of group work	Interaction with Director, LBSNAA  Shri Sriram Taranikanti	Preparation of group work	Preparation of group work	Preparation of group work

## National Centre for Good Governance (NCGG)

### 3<sup>rd</sup> Capacity Building Programme for Civil Servants of Sri Lanka

Date: 13<sup>th</sup> May to 24<sup>th</sup> May, 2024

Venue: Mussoorie/New Delhi

#### II<sup>nd</sup> Week Time Table

TIME	Sunday 19-05-2024	Monday 20-05-2024	Tuesday 21-05-2024	Wednesday 22-05-2024	Thursday 23-05-2024	Friday 24-05-2024	
09:30 hrs to 10:45 hrs	Mussoorie Visit	Indira Gandhi Forest National Academy (IGFNA), Dehradun	Administration at a glance: Exposure visit of District Gautam Budh Nagar	Visit to Taj Mahal	Visit to National Institute of Solar Energy,  & International Solar Alliance, Gurugram	Election Management in India  <b>Shri Akshay Rout</b>	
Tea/Coffee break (10:45 hrs - 11:05 hrs)			Tea/Coffee break (10:45 hrs - 11:05 hrs)	Tea/Coffee break (10:45 hrs – 11:05 hrs)		Tea/Coffee break (10:45 hrs – 11:05 hrs)	
11:05 hrs to 12:20 hrs	Mussoorie Visit		Administration at a glance: Exposure visit of District Gautam Budh Nagar	Visit to Taj Mahal		Indo-Sri Lanka Relation  <b>Shri Puneet Agrawal</b>	
12:20 hrs to 13:35 hrs	Mussoorie Visit	Forest Research Institute (FRI), Dehradun	Administration at a glance: Exposure visit of District Gautam Budh Nagar	Visit to Taj Mahal		Sharing of outcomes	
Lunch (13:35 hrs - 14:30 hrs)			Lunch (13:35 hrs - 14:30 hrs)			Lunch (13:35 hrs -14:30 hrs)	
14:30 hrs to 15:45 hrs	Mussoorie Visit		Visit to Cyber Security cell, Noida	Visit to Taj Mahal		Pradhanmantri Sanghralaya	Valedictory Session
16:00 hrs to 17:15 hrs		Departure to Gautam Budh Nagar					



DETAILS OF THE SPEAKERS	
<b>Shri V. Srinivas, IAS</b>	Secretary DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri Sriram Taranikanti, IAS</b>	Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie
<b>Shri Nand Kumarum, IAS</b>	Deputy Director, LBSNAA, Mussoorie
<b>Prof. A.B. Suraj</b>	Professor, Centre for Public Policy, Indian Institute of Management, Bengaluru
<b>Shri Ashesh Kumar Agarwal</b>	Dy. Director General & SIO, NIC, Uttarakhand State Unit Secretariat Compound, Govt. of Uttarakhand, Dehradun
<b>Dr. Sanjeev Chopra, IAS(R)</b>	Former Director, LBSNAA, Mussoorie
<b>Shri Vijay Mathur</b>	Director General, Apparel Training & Design Centre, Gurugram
<b>Dr. M. Muruganandam</b>	Principal Scientist, India Council of Agriculture Research (ICAR)-Indian Institute of Soil & Water Conservation (IISWC), Dehradun
<b>Shri Amit Mohan Prasad, IAS (R)</b>	Former Additional Chief Secretary, MSME, Govt of UP, Lucknow
<b>Maj. Gen. V.K. Datta, AVSM, SM, VSM</b>	Senior Specialist, National Disaster Management Authority, Govt. of India
<b>Shri Akshay Jain</b>	Joint Director, National Health Authority, Govt. of India, New Delhi
<b>Shri Alok Jain, IAS(R)</b>	Former Chief Secretary, Govt. of Uttarakhand, Dehradun
<b>Shri Gaya Prasad</b>	Joint Secretary, Ministry of Rural Development, Govt. of India
<b>Shri Alkesh Sharma, IAS (R)</b>	Former Secretary, Ministry of Electronics and Information Technology, Govt of India
<b>Shri Chiranjiv Choudhary, IFS</b>	Principal Secretary, Marketing & Cooperation, Govt. of Andhra Pradesh
<b>Shri H.S. Meena, IAS (R)</b>	Former Additional Secretary, Department of Land Resources, Ministry of Rural Development, Govt. of India, New Delhi
<b>Dr. Milind Ramteke, IAS</b>	PS to Minister of State for Social Justice and Empowerment, Govt. of India
<b>Lt. Col. Rajesh Prasad Singh</b>	Director (Biometrics), Technology Centre, UIDAI, Bengaluru
<b>Shri Aman Sharma</b>	Director, Govt. e-Market, Govt. of India
<b>Ms. Nivedita Kukreti, IPS</b>	Additional Secretary, Department of Home, Government of Uttarakhand, Dehradun
<b>Prof. K.M. Pathi</b>	Professor, Indian Institute of Information Technology, New Delhi
<b>Shri A.B. Mathur, IPS (R)</b>	Director, Neighbourhood Strategy Division, National Security Council Secretariat, Government of India, New Delhi
<b>Dr. Dinesh Dasa</b>	Member, Union Public Service Commission, Government of India, New Delhi
<b>Shri Akshay Rout</b>	Sr. Fellow, NITI Aayog, Govt. of India, New Delhi & Former, Director General, Election Commission of India
<b>Shri Puneet Agrawal, IFS</b>	Additional Secretary, IOR Division, Ministry of External Affairs, Govt. of India, New Delhi

COURSE TEAM	
<b>Dr. A.P. Singh</b>	Course Coordinator, NCGG, Government of India
<b>Dr. M.K. Bhandari</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Sanjay Dutt Pant</b>	Programme Assistant, NCGG, Government of India

# The Timetable of Capacity Building Programme for Civil Servants of Tanzania



## National Centre for Good Governance (NCGG) Capacity Building Programme on Project and Risk Management for Public Works for Officials of Tanzania

Date: 6<sup>th</sup> May, 2024 to 17<sup>th</sup> May, 2024

Venue: IB Campus, LBSNAA, Mussoorie/CSOI, K.G. Marg, New Delhi, Mussoorie

### 1<sup>st</sup> Week Time-Table

TIME	Monday 06.05.2024	Tuesday 07.05.2024	Wednesday 08.05.2024	Thursday 09.05.2024	Friday 10.05.2024	Saturday 11.05.2024
09:30 hrs to 10:45 hrs	Registration (09:30 hrs to 10:00 hrs)  Ice Breaking Session (10:00 hrs to 10:45 hrs)	PPP in Infrastructure Projects: Challenges and Opportunities  Shri Rohit Kumar Singh	Financial Risk Management in Public Projects: Case Study in Energy Sector  Ms. Bharati Das	Adopting a Project-Mode and Mission-Mode Approach to Public Works and Public Services' Delivery (PSD)  Er. Mohammad Safi	Contract Risk Management and Legal Aspects  Prof. A. B. Suraj	Managing Rural and Urban Housing Projects: Methods and Processes  Shri Prashant Kumar
Tea/Coffee Break (10:45 hrs - 11:05 hrs)						
11:05 hrs to 12:20 hrs	Inaugural Session  Inaugural Address by Shri V. Srinivas, IAS Secretary, DARPG & Director General, NCGG	Project Management and Planning for Risk Management in Digital Transformation Projects  Shri Nand Kumarum	Stakeholder Involvement and Consensus-Building: Communicating with Government Stakeholders, NGOs and Public Advocacy  Dr. Malavika Chauhan	Innovations in Awarding Public Projects  Prof Prashant Salwan	Project Planning, Execution and Delivery: Experiences from JJM  Shri Pradeep Singh	Rapid Development of Logistics and Mobility Sector: Case Study of National Highways  Shri Vinay Kumar
12:20 hrs to 13:35 hrs	Project Selection and Formulation in Public Projects  Shri Jishnu Barua & Shri Rajeev Pushkarna	Key Areas for Project Management in Irrigation and Water Resources Sector  Shri U.P. Singh	Environmental Risk Assessment and Mitigation in Public Works  Shri Promode Kant	Key Areas for Project Management in Urban Transportation Sector  Dr. Jivisha Joshi	Contract Negotiation Skills and Simulation Exercises  Prof. A. B. Suraj	Project Management: Case Study of DMRC  Shri Amit Kumar Jain
Lunch (13:35 hrs - 14:30 hrs)						
14:30 hrs to 15:45 hrs	Project Management Framework and Processes  Dr. Srinivas Josyula	Interaction with Director LBSNAA  Shri Sriram Taranikanti	Smart and Resilient Cities: Developing Effective Project Plans  Dr. Ashish Srivastava	Post-Award Risks in Public Projects: Types of Risk; Forecasting and Mitigation Tools and Techniques  Shri Debashis Ghosh	Building Sustainability and Climate-Change Resilience in Public Projects  Shri Pradeep Mehta	Introduction to Agile and Disciplined Agile Project Management  Dr. Sudhanshu Joshi
Tea/Coffee Break (15:45 hrs - 16:00 hrs)						
16:00 hrs to 17:15 hrs	Project Risk Management  Dr. Srinivas Josyula	Preparation for Group Work	Preparation for Group Work	Preparation for Group Work	Preparation for Group Work	LBSNAA Visit





**National Centre for Good Governance (NCGG)**  
**Capacity Building Programme on Project and Risk Management for Public Works for**  
**Officials of Tanzania**

**Date:** 6<sup>th</sup> May, 2024 to 17<sup>th</sup> May, 2024

**Venue:** IB Campus, LBSNAA, Mussoorie / CSOI, K.G. Marg, New Delhi, Mussoorie

**II<sup>nd</sup> Week Time-Table**

TIME	Sunday 12.05.2024	Monday 13.05.2024	Tuesday 14.05.2024	Wednesday 15.05.2024	Thursday 16.05.2024	Friday 17.05.2024		
09:30 hrs to 10:45 hrs	Mussoorie Visit	Visit to Dakpathar a major Hydropower & Irrigation Dam in Uttarakhand	Visit to Project Management in Roads and Bridges Sector, Dwarka Express Way, New Delhi	Visit to World Trade Centre, NBCC, New Delhi	Visit to Taj Mahal	Interaction with Chairman and CEO of Railway Board of the Indian Railways		
						Er. G.S. Budiyal	Ms. Jaya Varma Sinha	
11:05 hrs to 12:20 hrs		Visit to Elevated Road Project-NHAI in Uttarakhand				Er. Mohammad Safi	Shri K. P. Mahadevaswamy	Sharing of outcomes
12:20 hrs to 13:35 hrs								
		Lunch (13:35 hrs - 14:30 hrs)						
14:30 hrs to 15:45 hrs		Departure to New Delhi	Exposure Visit to Indira Paryavaran Bhawan India's First Net Zero Energy Building Project, New Delhi	Visit to Delhi Metro Rail Corporation (DMRC) and Metro Ride	Visit to Taj Mahal	Bon Voyage		
16:00 hrs to 17:15 hrs							Shri Aravind Kumar Agrawal	Shri N. D. Khanna

DETAILS OF THE SPEAKERS	
<b>Shri V. Srinivas, IAS</b>	Secretary, DARPG & Director General, National Centre for Good Governance (NCGG), Government of India
<b>Shri Sriram Taranikanti, IAS</b>	Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie
<b>Shri Jishnu Barua, IAS (R)</b>	Chairperson, Central Electricity Regulatory Commissioner, Government of India
<b>Shri Rajeev Pushkarna</b>	Chief (Finance), Central Electricity Regulatory Commissioner, Government of India
<b>Dr. Srinivas Josyula</b>	Associate Professor, Indian Institute of Management, Vishakhapatnam
<b>Shri Rohit Kumar Singh, IAS</b>	Former Secretary, Ministry of Consumer Affairs, Government of India
<b>Shri Nand Kumarum, IAS</b>	Deputy Director (Sr.), LBSNAA, Mussoorie
<b>Shri U.P. Singh, IAS (R)</b>	Former Secretary, Ministry of Textile & Ministry of Jal Shakti, Government of India, New Delhi
<b>Ms. Bharati Das, ICAS</b>	Former Controller General of Accounts, Department of Expenditure, Ministry of Finance, Government of India
<b>Dr. Malavika Chauhan</b>	Advisor, CEDAR, (Centre for Ecology Development and Research) and Former Director & Country Head, Tata Trust
<b>Dr. Promode Kant, IFoS (R)</b>	Chairman, Expert Appraisal Committee, Ministry of Environment, Forest and Climate Change, Government of India
<b>Dr. Ashish Srivastava, IAS</b>	Additional Secretary, Higher Education, Government of Uttarakhand
<b>Er. Mohammad Safi</b>	Chief General Manager (Technical), National Highways Authority of India (NHAI), Government of India
<b>Prof. Prashant Salwan</b>	Professor of Strategy and International Business, Indian Institute of Management, Indore, Madhya Pradesh, India
<b>Dr. Jivisha Joshi, IRTS</b>	Deputy Secretary, Department of Promotion of Industry and Internal Trade (DPIIT), Government of India
<b>Shri Debashis Ghosh</b>	Senior Vice President, Infrastructure Development Corporation Limited, Bengaluru
<b>Prof. A.B. Suraj</b>	Professor, Centre for Public Policy, Indian Institute of Management, Bengaluru
<b>Shri Pradeep Singh, IFoS</b>	Director, Jal Jeevan Mission, Ministry of Jal Shakti, Government of India, New Delhi
<b>Dr. Pradeep Mehta</b>	State Head, United Nations Development Programme, Uttarakhand
<b>Shri Prashant Kumar, IFoS (R)</b>	Former Special Secretary, Ministry of Rural Development, Government of India
<b>Shri Vinay Kumar, IAS</b>	Joint Secretary, Highways & Land Acquisition, Ministry of Road Transport and Highways, Government of India
<b>Shri Amit Kumar Jain, IRTS</b>	Director (Operations & Services), Delhi Metro Rail Corporation Ltd., New Delhi
<b>Dr. Sudhanshu Joshi</b>	Professor, Doon University, Uttarakhand
<b>Er. G.S. Budiya</b>	General Manager (Operations), Uttarakhand Jal Vidyut Nigam, Dehradun
<b>Er. Vishal Gupta</b>	Chief General Manager, NHAI, Uttarakhand, Dehradun
<b>Shri Aravind Kumar Agrawal</b>	Director, General Coordination, Public Grievances, Ministry of Environment, Forest and Climate Change, Government of India
<b>Shri K. P. Mahadevaswamy</b>	Chairman & Managing Director, National Buildings Construction Corporation (NBCC), Government of India
<b>Shri N. D. Khanna</b>	Museum Curator, Delhi Metro Rail Corporation Ltd., New Delhi
<b>Ms. Jaya Varma Sinha, IRTS</b>	Chairman and CEO of Railway Board of the Indian Railways, Government of India

COURSE TEAM	
<b>Dr. B. S. Bisht</b>	Associate Professor & Course Coordinator, NCGG, Government of India
<b>Dr. Sanjeev Sharma</b>	Associate Course Coordinator, NCGG, Government of India
<b>Shri Brijesh Bisht</b>	Training Assistant, NCGG, Government of India



## 6.4 Annexure 4: Group Presentation Listed for International Programmes

Projects Carried Out Collectively by the International Participants of the Capacity Building Programme

Sl. No.	Programme	Topics covered in the programme
	<b>Training Programme on Public Policy and Governance for Civil Servants of Cambodia</b>	
1	5th	<ul style="list-style-type: none"> <li>• Role of Civil Services in Policy Design and Implementation in Cambodia</li> <li>• Social Protection in Cambodia</li> <li>• Cambodia Towards Hybrid Digital 2050</li> <li>• Role of Cambodia Parliament in Policy Design and Implementation</li> </ul>
2	4th	<ul style="list-style-type: none"> <li>• Digitalizing Educational Governance in Cambodia Towards Sustainability and Resilience</li> <li>• E-Services Registration in Cambodia</li> <li>• Ministry of Inspection approach to online complaint handling</li> </ul>
3	3rd	<ul style="list-style-type: none"> <li>• Digitally Trekking Performance of Civil Servants</li> <li>• Improvement in the Civil Service Recruitment Process in Cambodia</li> <li>• Promoting Digital Public Service Delivery and Increasing Citizen Satisfaction</li> </ul>
4	2nd	<ul style="list-style-type: none"> <li>• Building Capacities of Civil Servants in Cambodia: Overcoming challenges and charting a path forward</li> <li>• Digital Financial Management in Cambodia</li> <li>• An Integration of Good Governance in Pentagonal Strategy Phase 1: Moving towards efficiency and effectiveness</li> </ul>
5	1st	<ul style="list-style-type: none"> <li>• Women-Centric Governance: policies &amp; practices in Cambodia</li> <li>• Promote women's leadership governance</li> <li>• Infrastructure development in Cambodia</li> <li>• Social welfare schemes in Cambodia</li> </ul>



## 6.4 Annexure 4: Group Presentation Listed for International Programmes

### Projects Carried Out Collectively by the International Participants of the Capacity Building Programme

Sl. No.	Programme	Topics covered in the programme
	<b>Capacity Building Programme for the Civil Servants of Bangladesh</b>	
6	71st	<ul style="list-style-type: none"> <li>• Innovative Local Adaptation Finance</li> <li>• Ashrayan Project of Bangladesh</li> <li>• Rohingya Crisis Management</li> </ul>
7	70th & 69th	<ul style="list-style-type: none"> <li>• Land management issues and possibilities of addressing challenges faced by this section in Bangladesh</li> <li>• Perspectives of Public Policy and Administration (Reforms) in Bangladesh</li> <li>• Digital Bangladesh: e-Office etc.</li> <li>• Redressal Mechanism in Bangladesh</li> </ul>
8	68th	<ul style="list-style-type: none"> <li>• Social Security programme like housing, scholarship programme, health and social justice programmes</li> <li>• Digital Bangladesh</li> </ul>
9	67th	<ul style="list-style-type: none"> <li>• Vision Bangladesh @2041</li> <li>• Effective redressal of Public Grievances</li> <li>• Urban Governance in Bangladesh: Infrastructure development, improving public service delivery</li> </ul>
10	66th	<ul style="list-style-type: none"> <li>• Strengthening the role of Deputy Commissioner, District Magistrate and District Development Officer</li> <li>• Combating Corruption &amp; Ethics in Public Service</li> </ul>
11	65th	<ul style="list-style-type: none"> <li>• Digital Bangladesh</li> <li>• Recognition of Meritocracy and Replication of Good Governance Practices</li> </ul>
12	64th	<ul style="list-style-type: none"> <li>• Grievances Redress System (GRS) of Bangladesh</li> <li>• Making Vision 2041 a Reality: Perspective Plan of Bangladesh (2021-2041)</li> </ul>
13	63rd	<ul style="list-style-type: none"> <li>• Urban Governance in Bangladesh – Inter-Organizational Coordination and Improving Service Delivery</li> <li>• Governance of the Social Safety Net in Bangladesh – Employment Generation Programs, Financial Inclusion, Pension Food for Work, etc.</li> </ul>



## 6.4 Annexure 4: Group Presentation Listed for International Programmes

Projects Carried Out Collectively by the International Participants of the Capacity Building Programme

Sl. No.	Programme	Topics covered in the programme
	<b>Training Programme on Public Policy and Governance for Civil Servants of <b>Gambia</b></b>	
14	3rd	<ul style="list-style-type: none"> <li>• Environment and Climate Change</li> <li>• Digital Economy in Gambia</li> <li>• Public Communication</li> </ul>
15	2nd	<ul style="list-style-type: none"> <li>• Digital Gambia</li> <li>• Women's Empowerment in Gambia</li> <li>• The Gambia Social Welfare Scheme</li> </ul>
	<b>Capacity Building Programme for the Civil Servants of <b>Maldives</b></b>	
16	29th	<ul style="list-style-type: none"> <li>• Improving Service Delivery: Digital MaldivesMaldives Vision 2030</li> <li>• Civil Service Reforms: Maldives</li> </ul>
17	28th	<ul style="list-style-type: none"> <li>• School/College Education in Maldives including Skills for Job</li> <li>• Reforms in Council Administration in Maldives</li> </ul>
18	27th	<ul style="list-style-type: none"> <li>• Digital Education and Digital Health in the Maldives</li> </ul>
19	26th	<ul style="list-style-type: none"> <li>• Digitalization of schools in Maldives</li> <li>• Digitalization of health services</li> </ul>
20	25th	<ul style="list-style-type: none"> <li>• The Digital Maldives for Adaptation, Decentralization and Diversification</li> </ul>
21	24th	<ul style="list-style-type: none"> <li>• Smart, Resilient, Safe and Economically Driven Maldives</li> <li>• Vision @2031 Maldives</li> </ul>
22	1st for Senior Officers of ACC	<ul style="list-style-type: none"> <li>• Digital Education and Health in Maldives</li> <li>• Ethics, Accountability and Transformational Leadership in Combating Corruption</li> <li>• Vision @2031 Maldives</li> </ul>



## 6.4 Annexure 4: Group Presentation Listed for International Programmes

Projects Carried Out Collectively by the International Participants of the Capacity Building Programme

Sl. No.	Programme	Topics covered in the programme
23	1st for Senior Officers of ICOM	<ul style="list-style-type: none"> <li>• Transparency, Accountability and Strengthening RTI in Maldives</li> <li>• Role of Civil Society Organizations in Implementing the Right to Information</li> </ul>
	<b>Capacity Building Programme for the Civil Servants of African Region</b>	
24	Advance leadership programme	<ul style="list-style-type: none"> <li>• Land Administration</li> <li>• Public Policy and Effective Redressal of Public Grievances</li> </ul>
	<b>Capacity Building Programme for the Civil Servants of Tanzania</b>	
25	CBP Project and Risk Managemen	<ul style="list-style-type: none"> <li>• Project Planning, Execution and Delivery: Experiences from Dodoma City Outer Ring Road</li> <li>• Stakeholders Involvement &amp; Consensus Building in Public Projects: Case Study of DART Project in Tanzania</li> <li>• Highlights of Key Takeaways on Project &amp; Risk Management in Public Projects in Tanzania</li> </ul>
	<b>Capacity Building Programme for the Civil Servants of Sri Lanka</b>	
26	3rd	<ul style="list-style-type: none"> <li>• Land Acquisition</li> <li>• Public Personnel Management System for Sri Lanka</li> <li>• Maintain high HDI Experience in Sri Lanka</li> <li>• Post-Covid Boom of Tourism Industry in Sri Lanka</li> </ul>
27	2nd	<ul style="list-style-type: none"> <li>• Tourism Development in Sri Lanka</li> <li>• Social Welfare System and Social Empowerment in Sri Lanka</li> <li>• E-Governance</li> <li>• Entrepreneurship development at regional level Sri Lanka</li> </ul>



## 6.5 Annexure 5: Feedback Analysis Report on the Country Programmes

### Country-wise Feedback

#### 1. Bangladesh

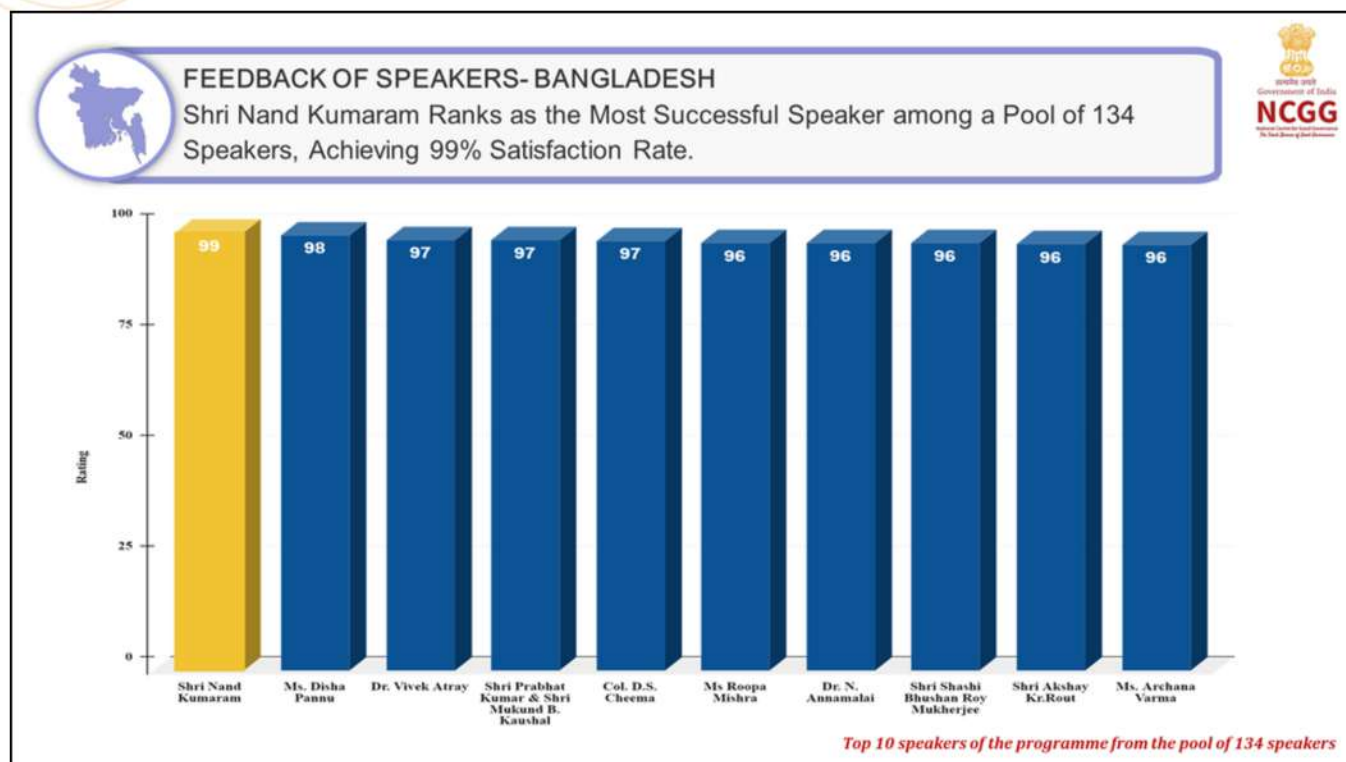


Figure 1: Feedback of Speakers for CBP of civil servants of Bangladesh

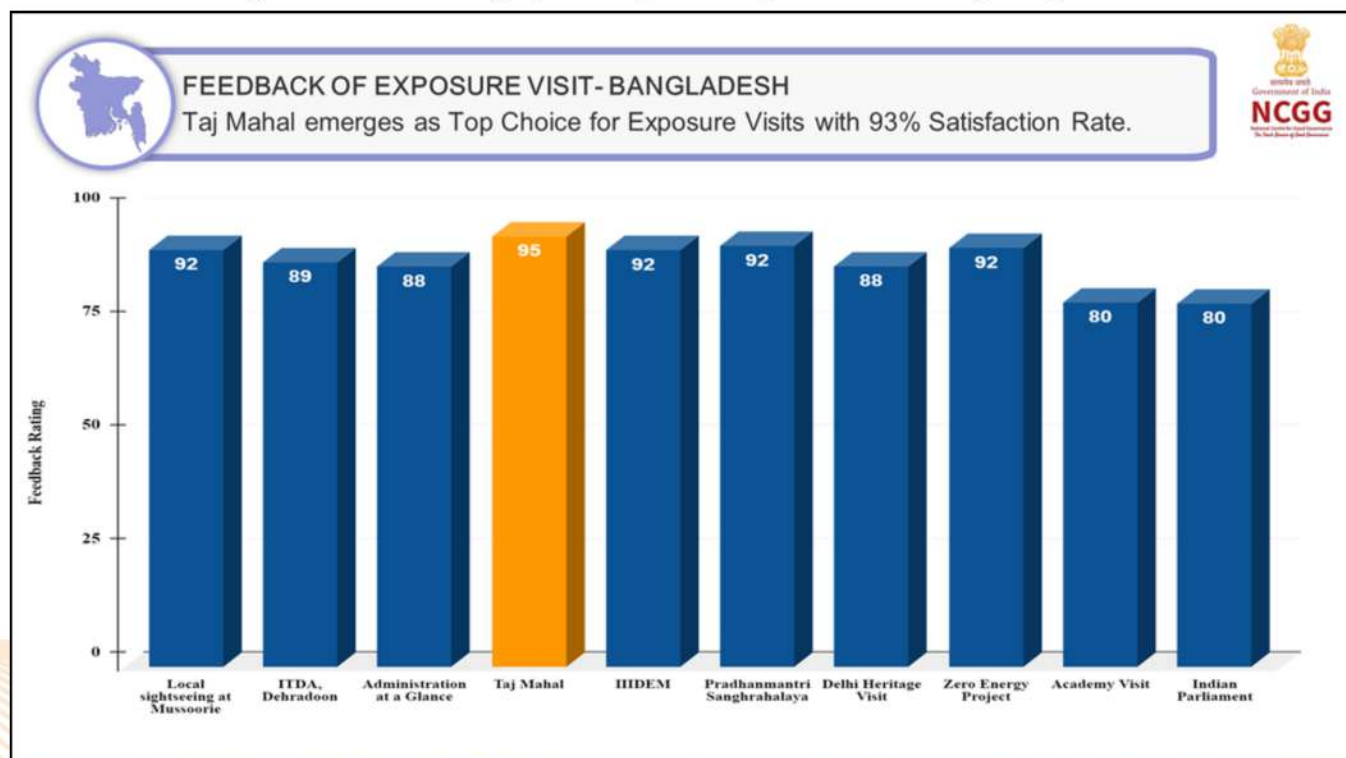


Figure 2: Feedback on Exposure visit of civil servants of Bangladesh

## 2. Maldives

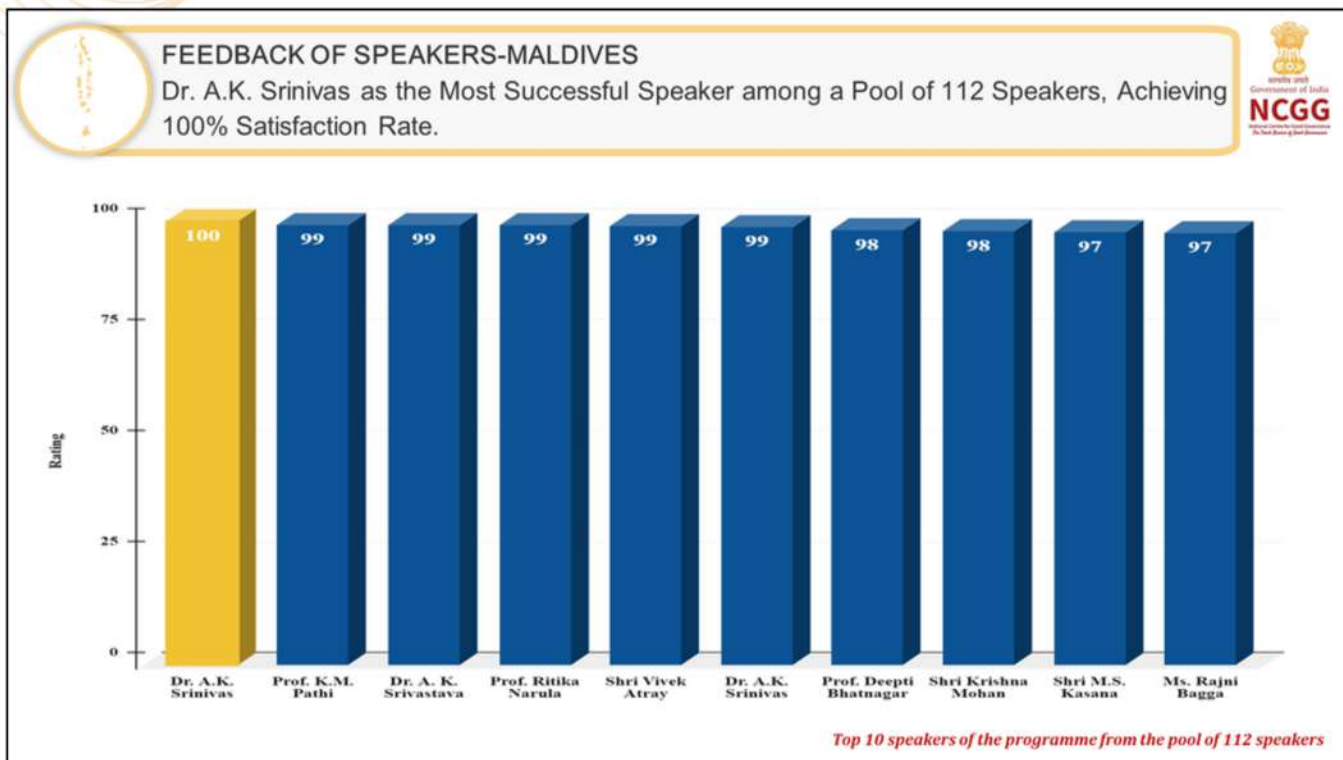


Figure 3: Feedback of Speakers for CBP of civil servants of Maldives

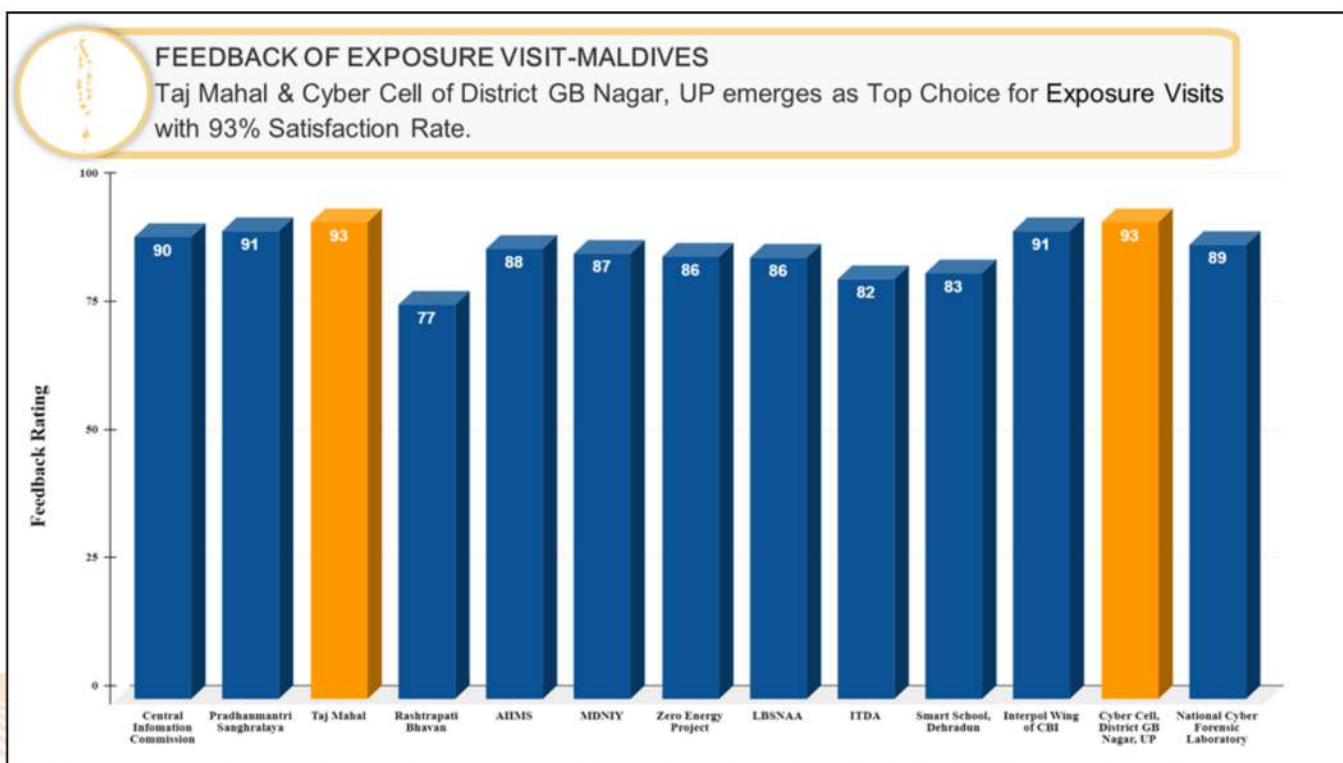


Figure 4: Feedback of Exposure visit of civil servants of Maldives



### 3. Cambodia

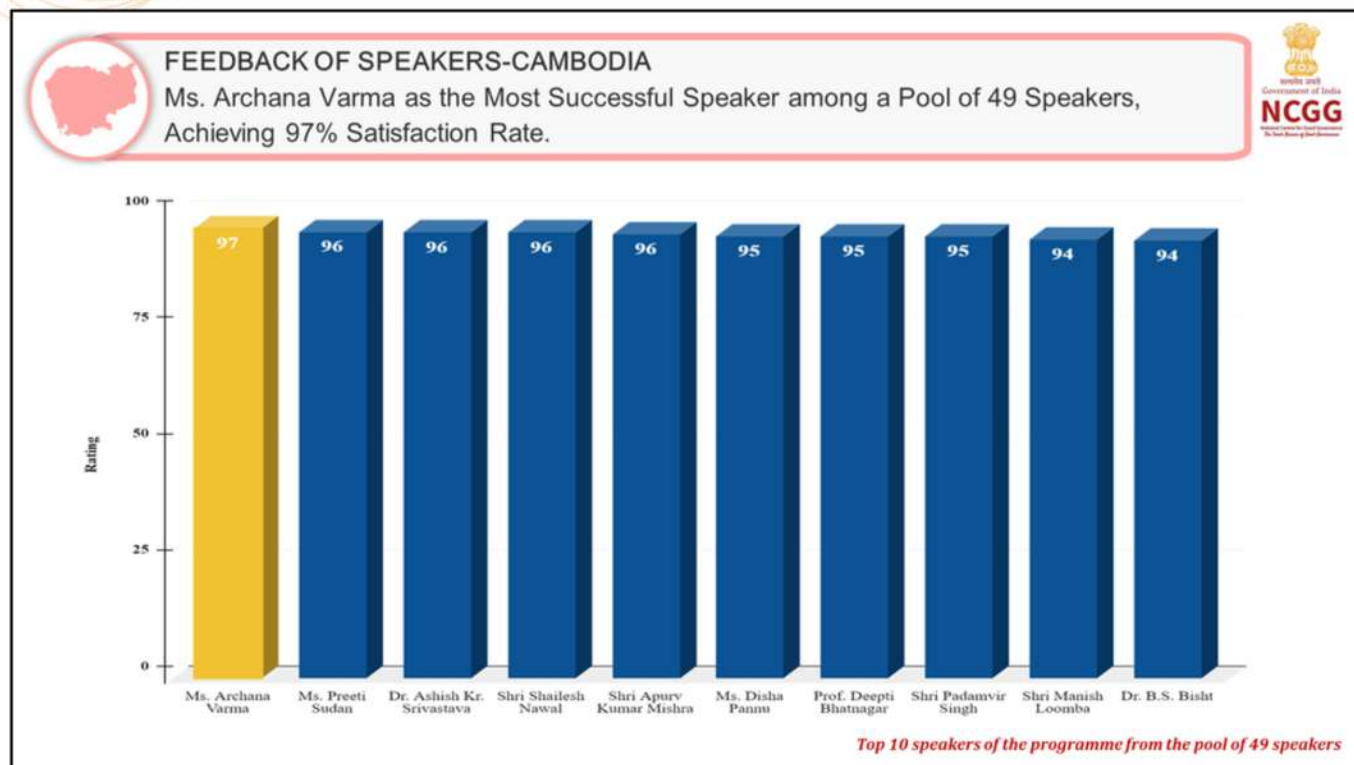


Figure 5: Feedback of Speakers for CBP of civil servants of Cambodia

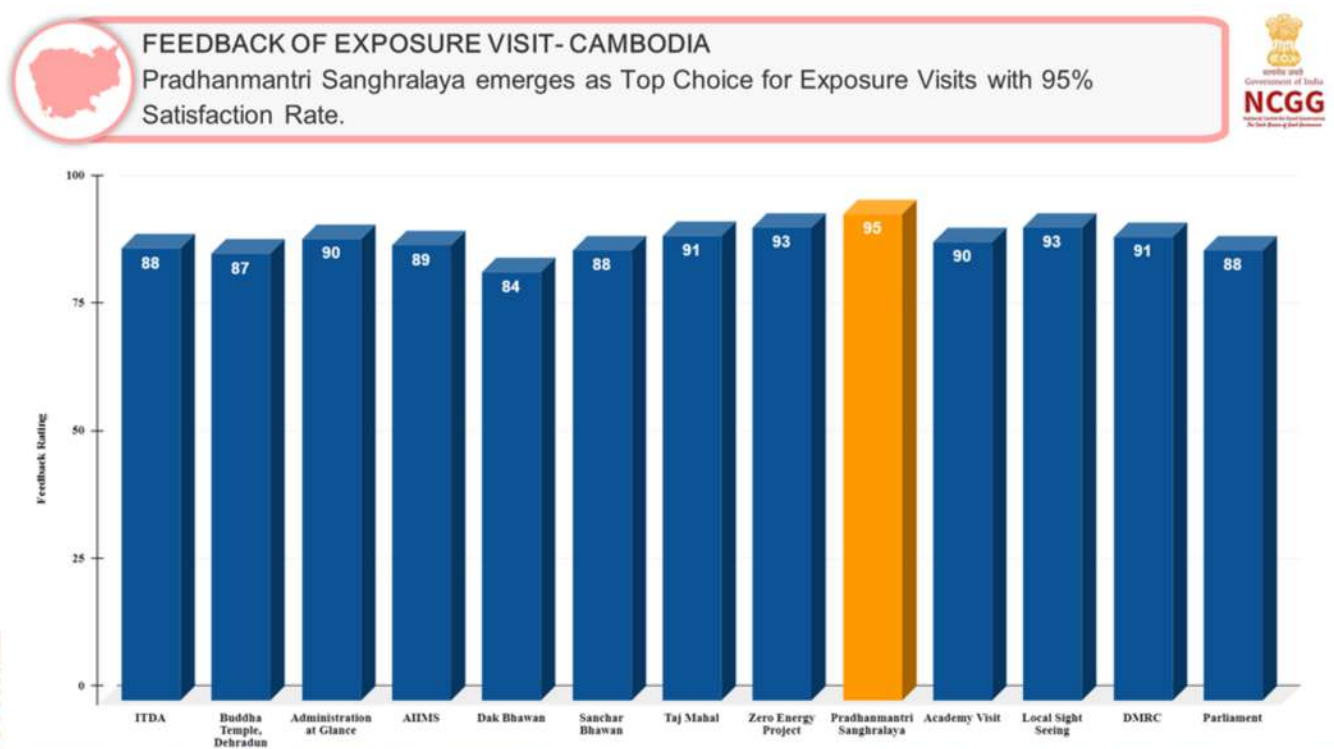


Figure 6: Feedback on Exposure visit of civil servants of Cambodia

## 4. Gambia

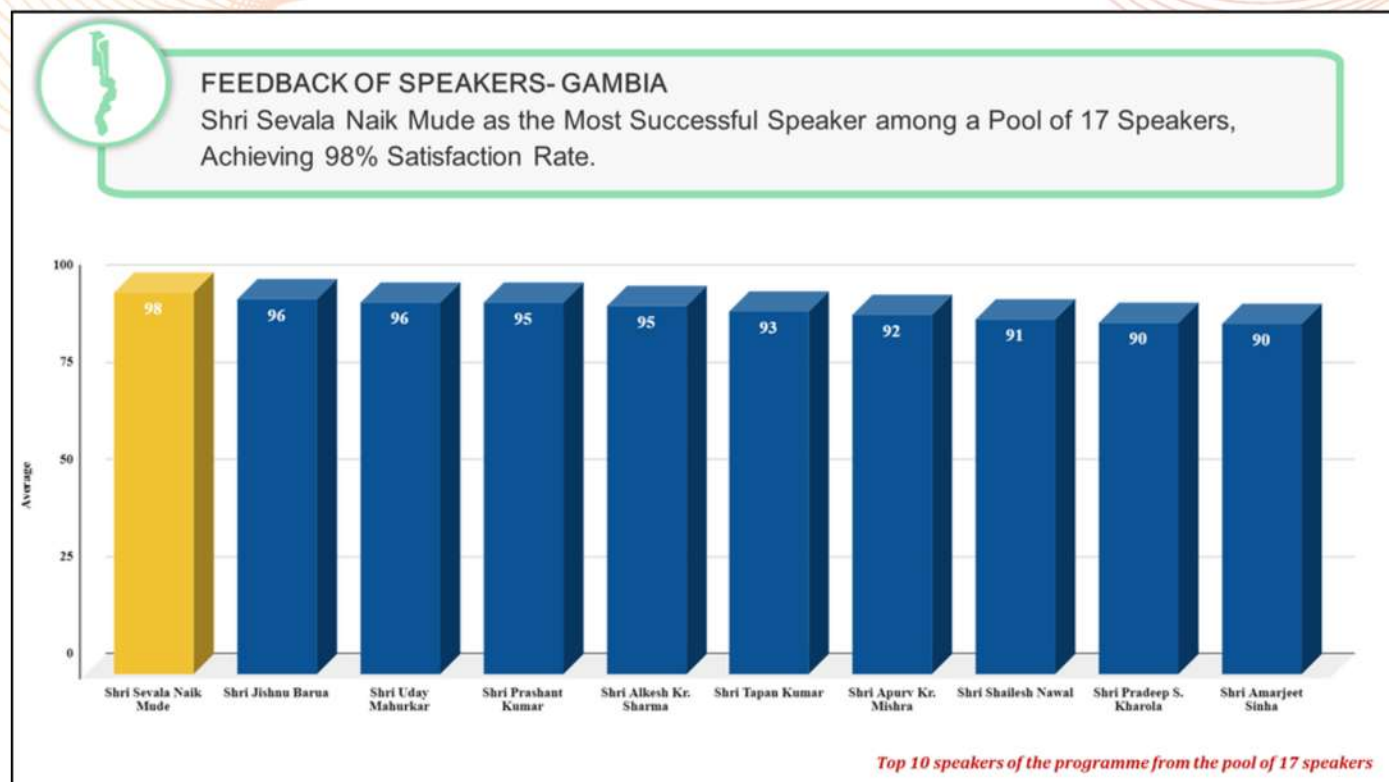


Figure 7: Feedback of Speakers who conducted sessions for CBP of Gambia

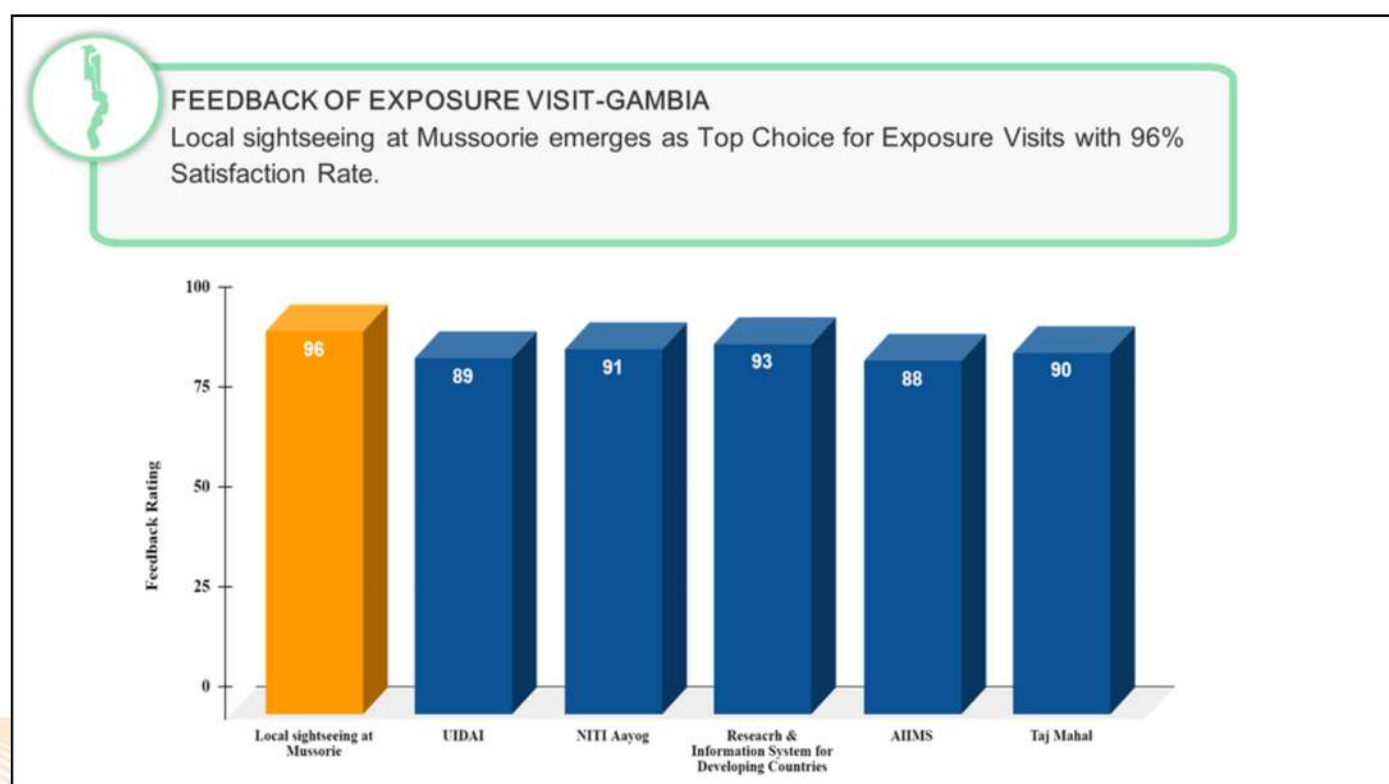


Figure 8: Feedback of Exposure visit of civil servants of Gambia



## 5. African Region

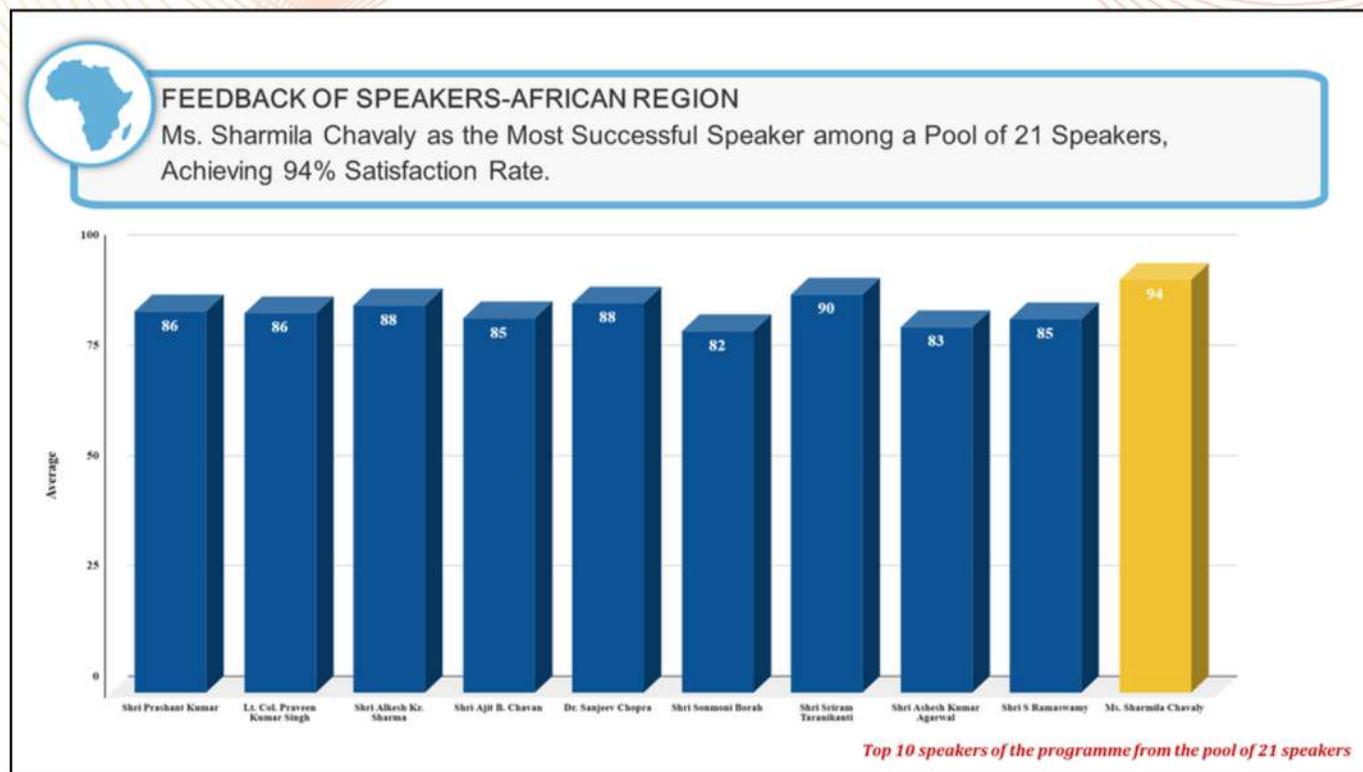


Figure 9: Feedback of Exposure visit of civil servants of the African Region

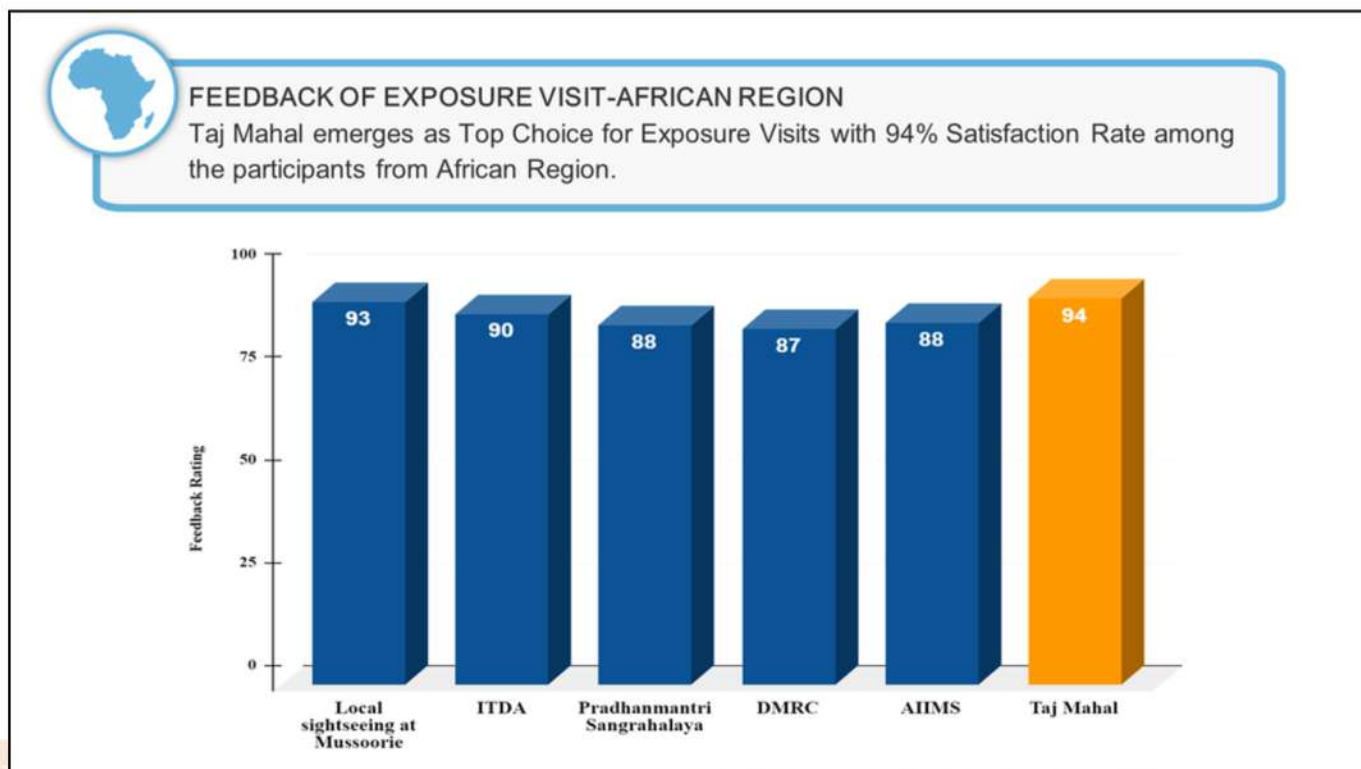


Figure 10: Feedback of Speakers who conducted sessions for civil servants of the African Region

## 6. Maldives

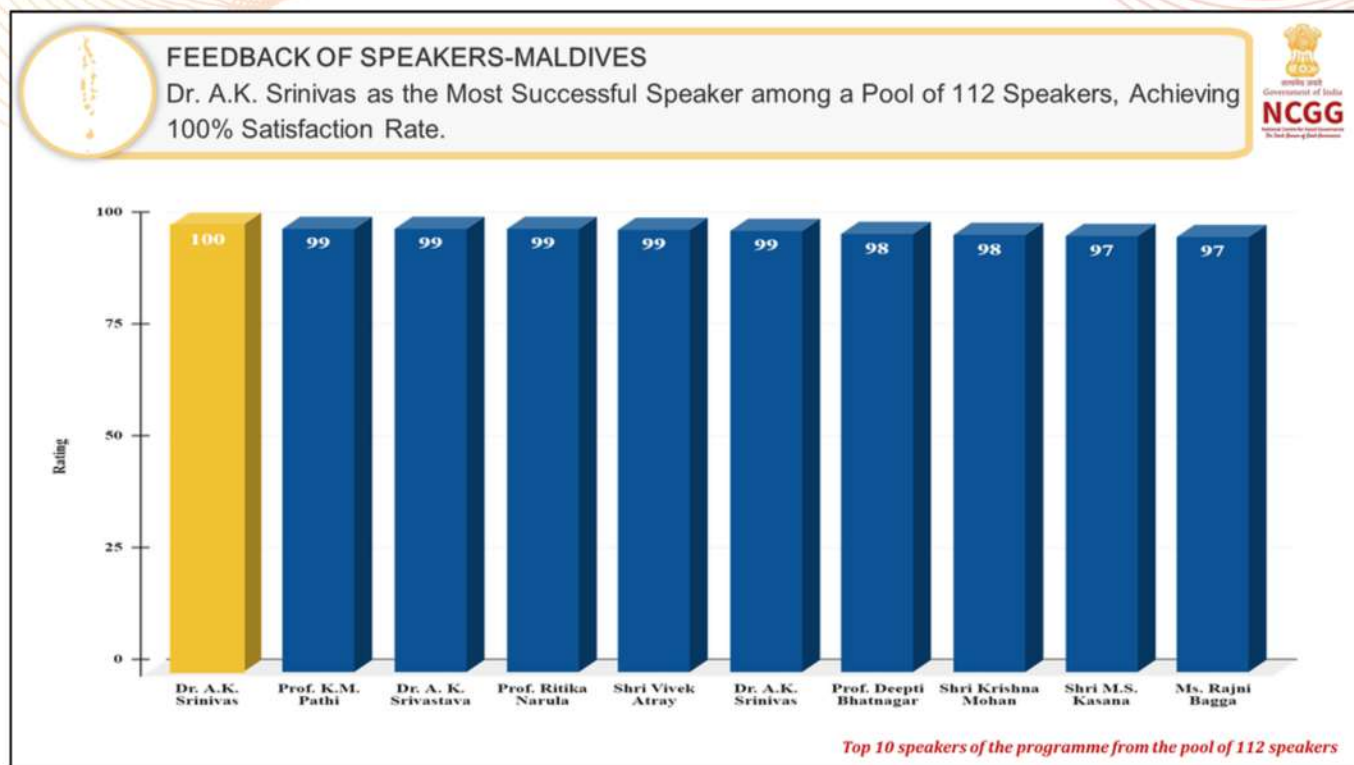


Figure 11: Feedback of Speakers of 22nd to 32nd CBP of Maldives

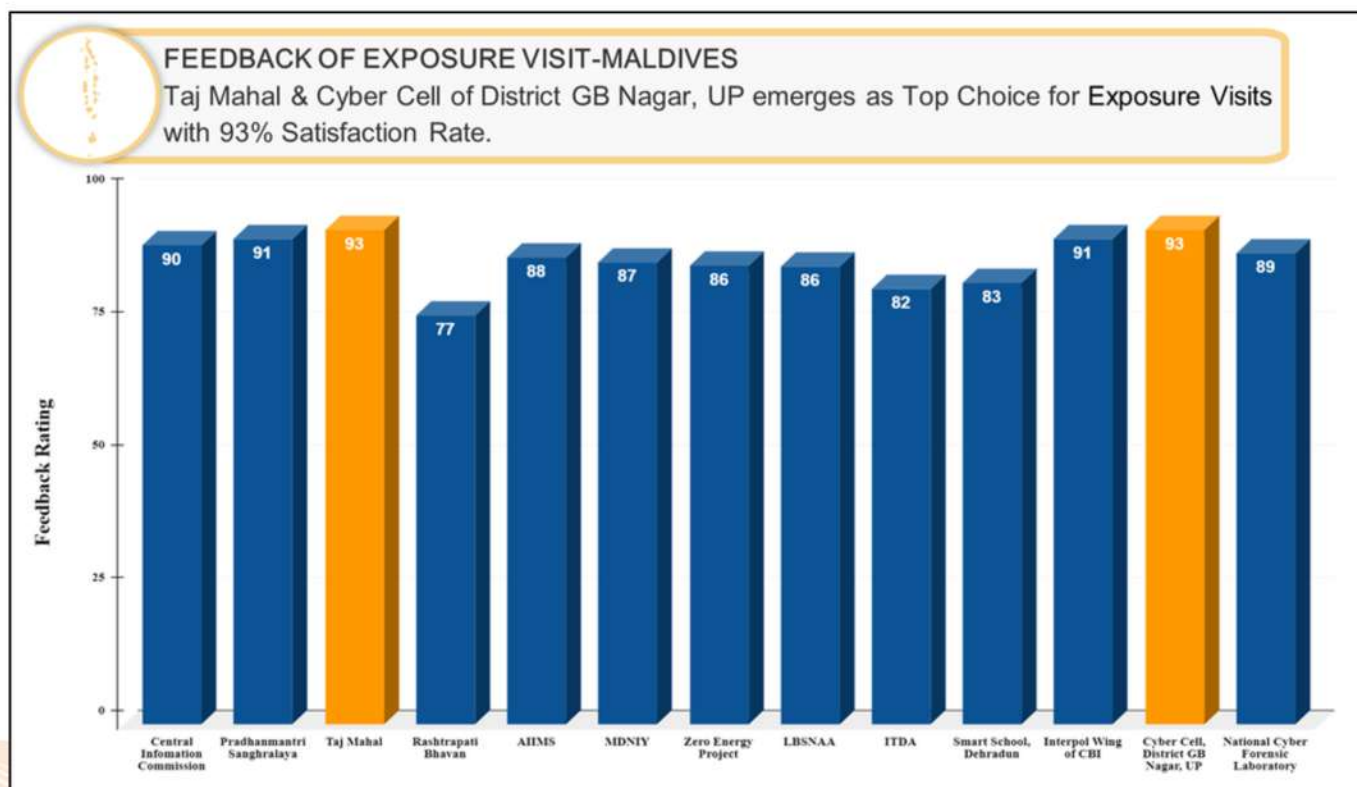


Figure 12: Feedback of Exposure Visit of 22nd to 32nd CBP of Maldives



## 7. Sri Lanka

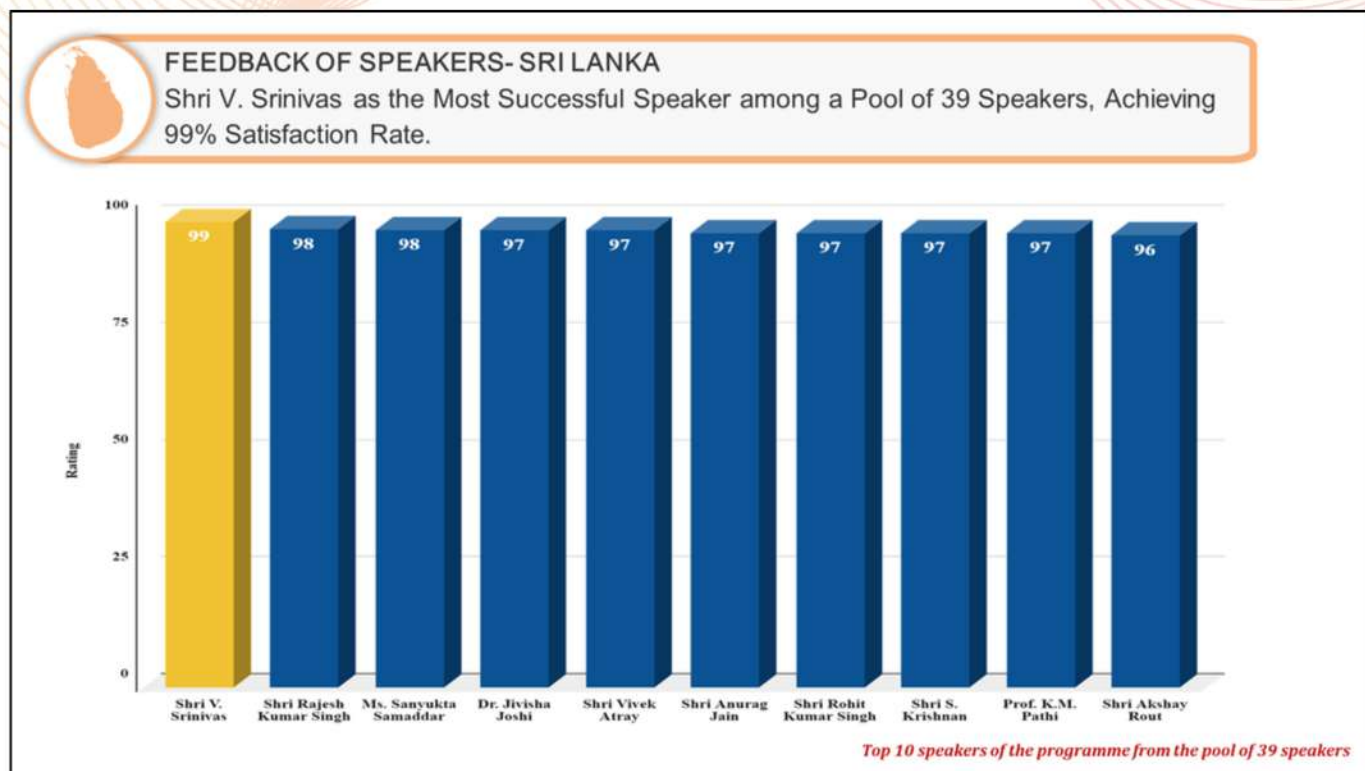


Figure 13: Feedback of Speakers of 1st to 3rd CBP of Sri Lanka



Figure 14: Feedback of Exposure Visit of 1st to 3rd CBP of Sri Lanka



सत्यमेव जयते

**NATIONAL CENTRE FOR GOOD GOVERNANCE**

Department of Administrative Reforms and Public Grievances

Ministry of Personnel, Public Grievances and Pensions

Government of India