



Annual Report 2024-25

National Centre for Good Governance
Ministry of Personnel, Public Grievances & Pensions,
Government of India



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Executive Summary

This annual report highlights the activities and accomplishments of the National Centre for Good Governance (NCGG), an apex-level autonomous institution established in 2014 under the Ministry of Personnel, Public Grievances and Pensions. The report covers the period from April 1, 2024, to March 31, 2025 and highlights NCGG's commitment to governance, policy reforms, capacity building and the training of civil servants and technocrats in India and other developing countries.

Since its inception, NCGG has significantly expanded its programmes, evolving from initially serving one country with 5 programmes to engaging 47 countries with 28 programmes in FY 2024-25. Internationally, NCGG has forged impactful collaborations with countries including Maldives, Sri Lanka, Cambodia, Madagascar, Mauritius, and Malaysia. Notable achievements include training of 2,658 civil servants of Bangladesh through more than 72 programmes and training of 1,110 civil servants of Maldives through 27 training programmes as per training targets.

Domestically, NCGG has continued its excellence with initiatives like the National Good Governance Webinars, attracting over 21,000 participants. NCGG also conducts its own webinars in collaboration with premier institutions like IITs and IIMs and other organisations /autonomous bodies.

Partnerships with premier Indian institutions of National Importance such as the Indian Institutes of Technology (IITs) and Indian Institutes of Management (IIMs), aimed at scaling up Domestic Capacity Building Programmes and enhancing the research aspect of NCGG. A Domestic Capacity Building programme has been conducted with IIM Vishakhapatnam.

Under the NCGG-INSA LEADS initiative in 2024 - 2025, two batches of senior scientists from government Departments/organizations and academic institutions was organized. Additionally, NCGG successfully conducted one internship programmes in 2024 - 2025.

NCGG's comprehensive approach to capacity building, both nationally and internationally, underscores its role as a catalyst for effective governance and public administration reforms, contributing to sustainable development and institutional strengthening across borders. This report reflects NCGG's ongoing efforts to improve governance and play a major role in enhancing capacity building programmes both domestic and international.

Introduction

I. About the Centre

The National Centre for Good Governance (NCGG) was established in 2014 by the Government of India as an autonomous organization under the Ministry of Personnel, Public Grievances and Pensions. The Centre traces its origins to the National Institute of Administrative Research (NIAR), which was founded in 1995 by the Lal Bahadur Shastri National Academy of Administration (LBSNAA). Initially, the Department of Personnel and Training (DoPT) was responsible for overseeing its operations. However, since November 8, 2017, the Department of Administrative Reforms and Public Grievances (DARPG) has been the administrative department for NCGG.

NCGG addresses a wide range of public policy and governance issues at local, state and national levels, across all sectors. The Centre is mandated to work in the areas of good governance, policy reforms, capacity building and training of civil servants and technocrats from India and other developing countries. Additionally, it functions as a think tank, providing a national repository of information on various initiatives and best practices that promote good governance, transparency and improved public service delivery.



II. Aim & Objectives

While setting up of NCGG, following aims and objectives have been identified:

1. To be a think tank for governance and policy reforms, cutting across administrative, social, economic and financial spheres;
2. To function as a national repository of information on best practices, initiatives and methodologies that promote good governance, e-governance, innovation and change management within the government and its parastatal organizations;

3. To initiate and participate in action research and capacity-building on various aspects of regulatory and development administration, public policy, governance and public management at the national, state and local levels;
4. To advise on key issues in governance and develop synergy across various Ministries/ Departments of the Government of India and State Governments.
5. To promote sharing and replication of innovative ideas and best practices in governance;
6. To interact with National and International organizations, in and outside the government, engaged in research and capacity building in the above spheres; and
7. To engage in the provision of consultancy services in and outside the country.

III. Mandate of the NCGG

1. Promote policy reforms and evidence-based policy making;
2. Design and conduct capacity building and training programmes for civil servants;
3. Conduct extensive research and analysis to generate practical solutions to governance issues;
4. Collaborate with developing countries to foster the exchange of information, knowledge, ideas and expertise in governance;
5. Publish reports, case studies, monographs and best practices in various important sectors; and
6. Tap into modern communication technologies and outreach for citizen-centric governance.



IV. Governing Body

The affairs of the NCGG are managed under the overall guidance and direction of the Governing Body, which is headed by the Cabinet Secretary. It has Secretaries of 9 Ministries/ Departments of the Government of India with the provision of 5 persons viz. academicians, eminent administrators, specialists, eminent innovators and heads of reputed institutions as members. The Director General who is the Chief Executive of NCGG acts as the Member-Secretary of the Governing Body. The composition of the Governing Body may be seen at Annex-I.

V. Management Committee

NCGG has a Management Committee, which is responsible for the administration and management of the society with regard to annual plans, monitoring and implementation of programs, contributions and funds of the society, etc. The Management Committee is headed by the Secretary, DARPG as Chairperson; with Secretaries of 9 Ministries/Departments or their nominee not below the level of JS; Secretary, Coordination from Cabinet Secretariat; SS /AS & FA (MHA) as members and Director General, NCGG as Member Secretary. The composition of the Management Committee may be seen at Annex-II.

Activities of NCGG During the year 2024 – 2025

I. International Capacity Building Programmes

Global Outreach:

In 2024–25, NCGG significantly expanded its global footprint by conducting Capacity Building programmes that were attended by participants of 47 countries, promoting India's governance model and best practices. The Ministry of External Affairs (ITEC and IOR Divisions) – NCGG collaboration plays a crucial role in this global outreach, disseminating effective governance practices among international civil servants from nations such as Maldives, Sri Lanka, Cambodia, Gambia, Tanzania, Kenya, and Bangladesh. NCGG has also conducted Multi-lateral Capacity Building Programmes during the year for African Region Countries, FIPIC/IORA countries, LAC countries, ASEAN/IORA countries and BIMSTEC countries, which makes it one of the leading institutions for Capacity Building on a global scale.

Bangladesh:

In 2013, NCGG was mandated to train 1,500 civil servants of Bangladesh by the Ministry of External Affairs. Following the successful training of 1,500 civil servants, the Ministry of Public Administration, Government of Bangladesh signed an MoU with the National Centre for Good Governance on February 11th, 2019, to train another 1,800 civil servants of Bangladesh in the next six years. Under this agreement, NCGG has conducted Capacity Building Programmes for 71 batches by covering the training of 2,597 Bangladesh civil servants. During the year 2024- 25, two batches comprising 61 civil servants from Bangladesh received training. NCGG has trained 2,658 civil servants of Bangladesh up to March 2025 (Annex-III).

Maldives:

During the official state visit of Hon'ble Prime Minister Shri Narendra Modi on June 8th, 2019, India and Maldives signed a Memorandum of Understanding (MoU) to implement a Capacity Building Training Programme (CBTP) for 1,000 civil servants of Maldives over the next 5 years. Accordingly, NCGG successfully conducted 32 capacity-building programmes, which include one programme for high level delegation and two specialized programmes for Anti-Corruption Commission (ACC), Maldives and for Information Commission Office of Maldives (ICOM).

The MoU between NCGG and Maldives Civil Service Commission on training and Capacity Building Programme for Maldives Civil Servants was renewed with effective date of 9th August 2024 for another period of 5 years for training 1000 Maldives Civil Servants.

In the year 2024-25, 104 civil servants from the Republic of Maldives have received training in 3 batches. NCGG has trained 1110 civil servants of Maldives up to March 2025 (Annex-III).



Sri Lanka:

The MoU between NCGG and Sri Lanka Institute of Development Administration, Ministry of Public Administration, Provincial Councils and Local Government, Sri Lanka on Training and Capacity Building Programme for Civil Servants of Sri Lanka was signed on 10th December, 2024 for a period of 5 years or training of up to 1500 Civil Servants of Sri Lanka in India.

The NCGG conducted 2 training programmes for civil servants of Sri Lanka up to March, 2024. During the year 2024-25, NCGG has conducted five two-week capacity-building programmes for 200 civil servants of Sri Lanka. NCGG has trained 254 civil servants which included a high level delegation led by Secretary to Prime Minister and thirteen Senior level civil servants of Sri Lanka up to March 2025 (Annex-III).



Cambodia:

The NCGG has been conducting Capacity Building Programme (CBP) on Public Policy and Governance for the Civil Servants of Cambodia and has successfully conducted 4 programmes covering a total 156 Civil Servants from Cambodia up to March, 2024. An MoU was signed between the Ministry of Civil Services of the Kingdom of Cambodia and Ministry of Personnel, Public Grievances and Pensions, Government of India on Cooperation in the Field of Human Resource Development in the Civil Services on 22nd April 2024 for a period of 5 years. During the year 2024-25, 6 two-week capacity-building programmes on Public Policy and Governance for 237 civil servants of Cambodia have been conducted.



NCGG has trained 393 civil servants of C Cambodia up to March 2025 (Annex- III).

Gambia:

The MoU between Department of Administrative Reforms and Public Grievances and Public Service Commission, Office of the President, The Republic of Gambia regarding refurbishing Personnel, Administration and Governance Reforms was signed on 18th June 2024 for a period of 5 years with effect from 8th July, 2024 (date of expiry of the previous MoU).

The NCGG conducted three training programmes for civil servants of Gambia up to March, 2024. During the year 2024-25, two capacity-building programmes on public policy and governance of a duration of two-weeks, for 48 civil servants of Gambia have been conducted.



NCGG has trained 138 civil servants which included permanent Secretaries of Gambia up to March 2025 (Annex-III).

Tanzania:

During the year 2024-25, NCGG conducted a two-week Capacity Building Programme (CBP) on Project and Risk Management for Public Works for Civil Servants of Tanzania during 6th May, 2024 to 17th May, 2024. A total of 39 officers representing various organizations and Ministries of Tanzania such as National Roads Agency, Ministry of Energy, Planning Commission, Tanzania Building Agency, Tanzania Railway Corporation, Housing Investments, Rapid Transit Agency, E-government Authority, Energy and Water Regulatory Authority, President’s Office Public Service Management and Good Governance, Regional Administration and Local Government, Livestock and Fisheries participated in the programme (Annex-III).

Kenya:

A one-week Special Capacity Building Programme on Leadership & National Transformation for Senior Civil Servants of the Republic of Kenya was held from 13th to 18th January, 2025. 29 Senior Civil Servants led by Ms. Dorcas Agik Abuya Oduor, Hon’ble Attorney General of the Republic of Kenya, along with 28 other senior officials from key Ministries/ State Departments, including Public Services, Internal Security, National Administration, Environment & Climate Change and Economic Planning participated in the week-long programme (Annex-III).



Multi-Country Programme:

First time in 2024-25, NCGG conducted its Multi-Country Capacity Building Programmes for ASEAN/IOA countries, FIPIC/IOA countries, LAC countries, and BIMSTEC countries apart from the Advanced Leadership Development Programme (ALDP) on Public Policy and Governance for African nations (Annex-IV).

African nations/Region countries:

During the year 2024-25, a two-week Training Programme for 40 Mid-level civil servants of Multi- countries of African Region was held between 6th to 17th January, 2025. NCGG has trained 93 civil servants of Multi- countries of African Region comprising of Eritrea, Ethiopia, Tanzania, Tunisia, Gambia, Seychelles, Ghana, Kenya, Namibia, Zimbabwe, Nigeria, South Sudan, Kingdom of Estwani, Uganda, Congo, Sierra Leone and Malawi through the ALDP programme up to March 2025.

ASEAN and IOR countries:

NCGG conducted its *first* Capacity Building Programme on Public Policy and Administration for the civil servants from Africa Southeast Asia and the Indian Ocean Region. The two-week CBP held between 18th and 29th November, 2024 brought together 30 Senior civil servants from Oman, Sri Lanka, Tanzania, Kenya, Seychelles, Cambodia, Maldives, Malaysia, and Myanmar. Apart from this during the year 2024-25, NCGG conducted two more two-week Programmes for the Multi-countries civil servants of ASEAN and IOR Region. NCGG has trained 80 civil servants of the ASEAN and IOR countries up to March 2025.



FIPIC/IORA Countries:

NCGG conducted the *first* Advanced Leadership Development Programme (ALDP) on Public Policy and Governance for 40 civil servants of multi-countries from the FIPIC / IORA Region between 5th to 16th August, 2024. The 40 civil servants participated from 11 countries i.e. Somalia, South Africa, Indonesia, Seychelles, Sri Lanka, Tanzania, Madagascar, Fiji, Kenya, Maldives and Mozambique.

Latin America and Caribbean (LAC) countries:

NCGG conducted its *first* Advanced Leadership Development Programme on Public Policy and Governance for the civil servants from Latin America and Caribbean nations from 2nd to 13th September 2024.



The two-week ALDP programme, brought together 22 senior civil servants from 10 diverse countries, comprising of Argentina, Costa Rica, El Salvador, Guyana, Honduras, Jamaica, Paraguay, Peru, St. Kitts & Nevis, and Suriname.

BIMSTEC countries:

During the year 2024-25, the *first* two-week Training Programme for 36 civil servants of BIMSTEC countries was held between 14th -25th October, 2024. The 36 civil servants comprised of participants from Myanmar, Nepal, Sri Lanka and Bhutan.

II. District/Acadamic attachments and Exposure Visits and visit to Taj

The participants of the Capacity Building Programmes of NCGG are taken for field visits that complement their classroom training. These visits provide a comprehensive understanding of India's history, culture and recent technological and infrastructural

advancements, etc. The field visits include:

District / Academic Visit: The Participants are exposed to District attachments during the training Programme. They engage with the district administration of nearby States of Haryana, Uttar Pradesh, Uttarakhand, Rajasthan, Punjab and Chandigarh. This enables exposure to the district and subdivision levels administration of the Nation. Visits to Central Institutes such as Lal Bahadur Shastri National Academy of Administration (LBSNAA), Indira Gandhi National Forest Academy (IGNFA), etc apart from Industrial attachments such as Maruti Suzuki Limited, Dedicated Freight Corridor Corporation of India etc constitute a part of the academic visits.



Exposure Visits: Exposure visits are organized to prominent Government entities or places of National Importance such as:

New Parliament Building &
Samvidhan Sabha
Pradhanmantri Sangrahalaya
Central Bureau of Investigation
Zero Energy Building, Paryavaran
Bhawan
International Solar Alliance
Delhi Metro Rail Corporation

Election Commission of India
Union Public Service Commission
Chief Vigilance Commission
Central Information Commission
All India Institute of Medical Sciences
New Delhi Municipal Corporation



Vist to Taj: The International Capacity Build Programmes conclude generally with a visit to the Taj Mahal in Agra and other places of historical importance / heritage sites in the vicinity.

III Innovations introduced by NCGG in Capacity Building Programmes District attachments

During the year, NCGG undertook several reforms and innovations to strengthen and contextualize both its international and domestic Capacity Building Programmes (CBPs). These efforts included the introduction of new conceptual sessions and theme-based modules, thereby enhancing programme quality, strengthening conceptual clarity, and improving relevance and global outreach. Collectively, these initiatives have prepared officers to better meet the demands of governance in an increasingly digital and data-driven landscape.

NCGG adopted a **customised and contemporary programme design** approach, tailoring training modules for international and domestic officers to country-specific requirements, participant profiles, and emerging governance themes. This included targeted exposure visits and practical learning components. New modules on artificial intelligence and its applications in governance highlighted practical use cases such as predictive analytics, service delivery optimisation, and grievance redressal systems, while also addressing opportunities, limitations, ethical considerations, algorithmic bias, and the need for human intervention. Digitalisation of government processes emerged as another theme, with sessions covering e-governance architecture, interoperable platforms, cybersecurity, citizen-centric digital services, and institutional capacity building for technology adoption.

To deepen participant understanding of contemporary policymaking, sessions were also introduced on themes such as Digital Payments: The Indian Story AI in Governance, Big Data Analytics, Digital Public Infrastructure, Urban Mobility, Heat Waves, Solid and

Liquid Waste Management, Renewable Energy, Agriculture Reforms, Food Security, ONDC and MSME growth.



To support high-quality delivery, NCGG expanded its **faculty pool**, including senior civil servants, domain experts, younger practitioners, and academicians from IITs/IIMs. Interactions with Ministers and senior government leaders added strategic and policy-level perspectives to the programmes. Several **specialised thematic trainings** were launched during the year. Under ITEC, NCGG introduced programmes such as “Leadership in the 21st Century” for senior civil servants from Kenya. NCGG’s visits to participating countries, the Capacity Building Programmes were redesigned and aligned with the expectations and administrative contexts of these countries. Alongside, collaborations with IITs and IIMs facilitated training on Indian civil servants from various ministries/departments/ PSUs under GoI on emerging themes such as Digital Governance, Data-Driven Governance, AI & Big Data, ONDC, e-Courts and data analytics. NCGG also **strengthened its knowledge ecosystem** by introducing structured case-study presentations by international participants, which are archived for future reference. International participants used India’s governance models as reference points for reflecting on redesigning policy and administrative solutions for their home countries, creating ongoing engagement channels and strengthening networks with various ministries in GoI.

New institutes were added to the exposure/ study visits, including the National University of Educational Planning and Administration (NUEPA) and Anubhuti Kendra (for PM GatiShakti and ONDC), to better align the programme with the bilateral needs of each international cohort.

The year also witnessed **enhanced international engagement and a strengthened alumni network**, with increased participation from partner countries, particularly under India’s ‘Global South’ and ‘Neighbourhood First’ policy. New countries such as

Madagascar, Kenya, and Ethiopia joined NCGG’s training programmes. In addition, MoUs were actively pursued and signed with partner governments, including newly signed MoUs with Mauritius and Madagascar.

These innovations collectively enhanced the quality, relevance, and strategic value of NCGG’s capacity-building programmes. They significantly expanded NCGG’s national and international footprint and aligned its training interventions with emerging governance priorities, digital transformation, and global best practices.

IV. Domestic Capacity Building Programmes

NCGG in collaboration with IIM Vishakhapatnam has conducted its *first* Five-Day Training Programme on “Digital Governance” at IIM Vishakhapatnam. 19 Senior Information Technology officers from 11 states participated in this domestic training. The training Programme highlighted how digital governance can enhance governance and make public service delivery more efficient (Annex-V).



V. Leadership development Programme in Science & Technology (LEADS)

In line with the Hon’ble Prime Minister of India, Shri Narendra Modi’s Vision of India @2047 for scientific and technological advancements during Amrit Kaal, the National Centre for Good Governance (NCGG) and the Indian National Science Academy (INSA) have been conducting the Leadership Development Programme in Science and Technology (LEADS). The programme is a collaborative initiative between the National Centre for Good Governance (NCGG) and the Indian National Science Academy (INSA) which commenced in July 2023 and aims to equip mid-career scientists with essential leadership skills and insights to navigate the complex landscape of Indian science and technology. The fully residential one-week programme, brings together

scientists from various government laboratories and academic institutions. It offered workshops, seminars and interactions with experts on topics such as administration, policy formulation and strategic decision-making. The success of the LEADS programme highlights its role in nurturing future scientific leaders and fostering interdisciplinary collaboration, making it a significant asset to India's scientific community.

The First batch of the NCGG – INSA 'Leadership Programme in Science & Technology (LEADS)' was held during the year 2023-24. The 2nd and 3rd batch of programmes were held from 1st to 7th April, 2024 and from 8th to 14th July, 2024 with 44 and 36 respectively. The participants were scientists from various esteemed institutions such as IIT, NIT, IIIT, IISER, NIPER, DST, CSIR, Ministry of Earth Sciences, Central University, DRDO, ISRO, among others.



The objective of the programme is to build the capacities of participating scientists for leadership and good governance in scientific institutions and laboratories, equipping them with the latest knowledge and skills to manage these institutions effectively to meet national priorities and goals. As of now, INSA and NCGG have jointly successfully conducted three batches of the Leadership Development Programme in Science and Technology (LEADS) with 125 scientists from scientific institutions across the nation (Annex-VI).

VI. Internship Programme

The NCGG Internship Programme is a short-term initiative designed to offer aspiring policymakers a experience in public policy and governance. The internship programme aims to provide young and post-graduate scholars to undertake research, critical study, documentation and dissemination of best practices to develop a national repository. The National Centre for Good Governance (NCGG) has successfully conducted 2 batches of Internship Programme up to March, 2024.

The 3rd batch of the NCGG Internship Programme conducted from 2nd April to 30th July, 2024 received more than 3,550 applications from across the country. After a rigorous selection process involving seven rounds of interviews, 17 interns were chosen based on their academic achievements and dedication to their respective fields. These interns represented some of the esteemed institutions such as the IIM Shillong, IIT Kanpur, University of Delhi, and the Tata Institute of Social Sciences. These interns worked with Senior Professors from eminent institutions like IIPA, JNU and Jamia Millia Islamia who guided their research work. The research papers of the 3rd batch were in areas of good governance like financial literacy initiatives, forecasting electric vehicles demand, digital currency transition in India, Reforming Public Services, e-Governance in Tertiary Health Care, Analysis of Health Insurance Schemes under the Ayushman Bharat PM-JAY, etc. These research papers have been compiled into a comprehensive compendium, which is accessible on NCGG's official website.

NATIONAL CENTRE FOR GOOD GOVERNANCE

Internship Programme

Applications are invited for **Internship Programme** at the National Centre for Good Governance (NCGG), New Delhi.

Who can apply?

- Open to all Indian students studying in India or abroad.
- Open to students pursuing Post Graduation in Public Administration, Political Science, or Public Policy.
- Applicants must be under 30 years old.
- A letter of recommendation from their university or institution is required.

WINDOW FOR SUBMISSION OF APPLICATION
01st - 10th Sept, 2024
 and
01st - 10th Oct, 2024

For more details please visit ↓
<http://www.ncgg.org.in/training/>

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 www.ncgg.org.in

The 4th Batch of Internship Programme commenced from 20th January, 2025, received more than 1438 applications from across the country and 12 interns were selected based on their academic achievements. The Internship programme is in progress with interns selected from premier institutions like University of Birmingham, University of Nottingham, IIT Kanpur, IIT Guwahati, Tata Institute of Social Sciences, Jamia Hamdard University, Madras School of Economics, Pondicherry University among others. This initiative highlights the Government of India's commitment to nurturing young talent and advancing public policy research for a better governance framework. It is a tool for empowering Interns to address critical governance and policy challenges through in-depth research (Annex-VII).

Webinar Series

(i) National Good Governance Webinar (NGGW) Series

NCGG continued conducting of the National Good Governance Webinar series, showcasing PM award-winning / shortlisted initiatives. In 2022, nine webinars were conducted, while ten webinars were conducted in 2023 and six were conducted in during the year 2024. Over 21,000 participants attended these webinars, which highlighted innovative governance practices and provided a platform for knowledge sharing among various stakeholders. These webinars highlighted various themes under the good governance initiative, which either had been honored with the Prime Minister’s Award for Excellence in Public Administration or had been shortlisted up to the level of Expert Committee of the Prime Minister’s Award for Excellence in Public Administration. The NGGW Series covered a diverse range of sectors such as health, education, environment, disaster management, social services and showcased states’ exceptional achievements. The main goal was to share best practices and award-winning examples, to inspire replication and foster innovation across all States and Union Territories.



The list of the five National Good Governance Webinars of PM award's shortlisted initiatives conducted in collaboration with DARPG during the year 2024-25 are at Annex-VIII details of which are indicated below:

1. On 26th July, 2024, the 21st webinar in the National Good Governance Webinar Series (NGGWS) on the PM Award’s shortlisted initiative under "Innovations: State Category" was held. The shortlisted initiative on Land Resource Inventory (LRI) – for scientific soil, water conservation and sustainable farming was presented by Dr. M.V. Venkatesh, Deputy Commissioner and District Magistrate, Devanagere District, Karnataka. The LRI initiative aids in understanding crop suitability, nutrient management, site-specific soil and water conservation measures and integrates hydrological parameters for efficient water budgeting, thus promoting precision

farming. The second shortlisted initiative, JEEViKA (Didi ki Rasoi) was presented by Smt. Abhilasha Kumari Sharma, Additional CEO, Jeevika, Rural Development Department, Bihar. The initiative addresses the critical need for ensuring quality and hygienic food for indoor patients in public hospitals and students in public residential schools.

2. On 30th August, 2024, the 22nd webinar in the National Good Governance Webinar Series on the PM Award's shortlisted initiatives under "Aspirational Districts Programme" was held. The webinar featured two Prime Minister's Award shortlisted initiatives, the first one being the initiative in Chamba District, HP presented by Sh. D.C. Rana, Director, Department of Environment, Science, Technology and Climate Change, HP. The second shortlisted initiative was presented by Smt. Krishna Barua, Deputy Commissioner, Baksa, Assam inter-alia indicating the holistic development approach by focusing on healthcare, education, agriculture and tourism.

3. On 27.09.2025, the 23rd webinar on the PM Award's shortlisted initiatives under "Innovations: District Category" was held. The first initiative was on 'Plastic Check Post' in Ramanathapuram, Tamil Nadu and was presented by Sh. Simranjeet Singh Kahlon, DC, of that place. The initiative aimed at protecting the unique marine biodiversity in the Mandapam Wildlife Range and was established to control the entry of plastics into the area. The second initiative was on 'Augmenting Livelihood: Changing Lives' implemented in the Malkangiri, Odisha. This initiative was presented by Sh. Lingaraj Panda, Deputy Secretary, Department of School Education & Literacy, Ministry of Education. The initiative was leveraging the Malkangiri region's natural resources, particularly its vast reservoirs, to promote fisheries as an alternative means of livelihood to the population, thereby reducing their dependence on illegal activities and insurgent groups.

4. On 25.10.2024, the 24th webinar in the National Good Governance Webinar Series on the PM Award's shortlisted initiatives under "Innovation (General) District" was held. The first initiative presented by Smt Harshika Singh was on 'Niraksharta Se Aazadi campaign', an initiative in Mandla District, MP was to tackle functional literacy in the tribal district. The second initiative on 'Akshaya Big Campaign for Document Digitalization' (ABCD) was presented by Sh. S. Guatham Raj, Assistant Collector, Wayanad. This initiative aimed at providing essential documents to the tribal communities in Wayanad.

5. On 29.11.2025, the 25th webinar on "INDIA@100 - Administrative Reforms" a book by Prof. Krishnamurthy Subramanian, Executive Director, International Monetary Fund was held. Prof. Krishnamurthy Subramanian, Executive Director, International

Monetary Fund delivered a session on enhancing governance, fostering economic efficiency and reforming bureaucratic structures to drive India's growth.

(i) NCGG's Good Governance: Policies & Practice Webinar Series

NCGG commenced conducting of Good Governance webinar series in collaboration with the IITs and IIMs with whom Memorandum of Understanding (MoU) have been signed by NCGG. During the year NCGG have held seven Good Governance: Policies & Practice webinars in collaboration with IIM Lucknow on 29.09.2024; IIT Kanpur on 24.10.2024; IIM Sirmaur on 21.11.2024; Mizoram Central University on 13.12.2024; IIM Tiruchirappalli on 24.01.2025; IIM Kashipur on 25.02.2025 and IIT Jodhpur on 27.03.2025.



The list of the seven Good Governance: Policies & Practice webinars conducted in collaboration with IITs/IIMs during the year 2024-25 are at Annex-IX.

VII. Publications

Proceedings Reports for NGGW (National Good Governance Webinar): Five Proceeding reports summarizing the key discussions and the presentations made in the National Good Governance Webinars held have been published on the website of NCGG. These reports highlight the theme of the webinar and showcase the best practices presented during the webinar and its impact on public administration (ncgg.org.in).

Internship Programme Research Papers – Third Batch: A total of seventeen research papers submitted by the third batch of interns have been published on the website of NCGG. These papers highlight innovative approaches to governance reforms and explore new models for enhancing transparency, accountability, and efficiency in public institutions. They also reflect in- depth analysis on diverse topics, offering fresh

perspectives and practical solutions to contemporary governance challenges. Each paper delves into specific aspects of policy making, implementation and public management, contributing to the discourse on public administration. The research outputs are aligned with the ongoing efforts to strengthen governance frameworks at various levels (ncgg.org.in).

INSA – NCGG ‘Leadership Programme in Science & Technology (LEADS)’ – Report of the Second and Third Batch: The Reports of the 2nd batch and 3rd batch of the INSA – NCGG LEADS Program have been published on the website of NCGG. The reports highlight the roadmap of LEADS, Programme schedule and Session details and way forward of the LEADS programme (ncgg.org.in).



VIII. International Collaborations

International Collaborations: NCGG has continued to build on its international partnerships, focusing on collaborations with developing nations. These collaborations establish and strengthen ties with international organizations and governmental bodies to facilitate the exchange of knowledge and best practices in public policy and governance. Seven MoUs have been signed during the year 2024-25, the details of which are at Annex-X and brief details are as under:

- i) The MoU between NCGG and Maldives Civil Service Commission, on training and Capacity Building Programme for Maldives Civil Servants was renewed with effective date of 9th August 2024 for another period of 5 years for training 1000 Maldives Civil Servants.

- ii) The MoU between NCGG and Sri Lanka Institute of Development Administration, Ministry of Public Administration, Provincial Councils and Local Government, Sri Lanka on Training and Capacity Building Programme for Civil Servants of Sri Lanka was signed on 10th December 2024 for a period of 5 years or training of up to 1500 Civil Servants of Sri Lanka in India
- iii) The MoU between NCGG and the Ministry of Public Service and Administrative Reforms, Republic of Mauritius on Training and Capacity Building Programme for Public Officers of Mauritius was signed on 11th March 2025 for a period of 5 years or training of 500 Public Officers of Mauritius.
- iv) The MoU was signed between NCGG and The National School of Administration, Ministry of Labour, Employment and Civil Service, Government of Madagascar on 25th March, 2025 during the visit of NCGG delegation led by DG, NCGG to Antananarivo, Madagascar from 24th to 27th March 2025.



IX. Outreach Activities

International Delegation Visits:

Bangladesh Visit: Shri. V.Srinivas, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), lead a 4-member delegation to **Bangladesh from 28-30 April 2024** for bilateral discussions regarding renewal of MOU between NCGG and the Ministry of Public Administration, Government of the People's Republic of Bangladesh for the period 2024-2029. The visit was undertaken on the invitation of the

Ministry of Public Administration, Bangladesh and focused on the mid-career capacity building programs in the field of administration for Bangladesh Civil Servants.

Sri Lanka Visit: A 5-member delegation was led by Shri V. Srinivas, Secretary, Ministry of Personnel, Public Grievances and Pensions, Department of Administrative Reforms and Public Grievances (DARPG), and Director General, NCGG, to **Sri Lanka from 7 - 9 July 2024**. The visit was marked by meaningful deliberations and strategic meetings which paved the way for signing of the MoU between Sri Lanka Institute of Development Administration (SLIDA) and NCGG later on 10th December, 2024. The 2-day visit to Colombo from July 7-9, 2024, included a courtesy call on the then Hon’ble Prime Minister H.E. Mr. Dinesh Chandra Rupasinghe Gunawardena on 9th July, 2024 in Parliament premises.

Mauritius delegation visit: A 3-Member **Mauritius delegation visited Delhi from 23 - 26 September, 2024** regarding conducting of capacity building programmes by NCGG for Mauritian public officers and for collaboration through a MoU between NCGG and the Ministry of Public Service and Administrative Reforms, Republic of Mauritius on Training and Capacity Building Programme for Public Officers of Mauritius.



Sri Lanka Visit: Dr. Surendrakumar Bagde, Director General, NCGG, led a delegation to **Sri Lanka from 17-20 February 2025** to firm up the modalities for implementation of the MoU in an effective manner, on an invitation of the Ministry of Public Administration, Provincial Councils and Local Government of the Government of Sri Lanka. Dr. Ashutosh Pal Singh, Associate Professor, NCGG was also part of the delegation.

The delegation called on Hon’ble Prime Minister of Sri Lanka, Dr. Harini Amarasuriya and Hon’ble Minister of Public Administration, Provincial Councils and Local Government Dr. A.H.M.H. Abayarathna, and also held meetings with Secretary to the President of Sri Lanka Dr. N.S. Kumanayake, Secretary to the Prime Minister of Sri Lanka, Mr. G.P. Saputhanthri and Secretary, Ministry of Public Administration, Provincial Councils and Local Government, Mr. S Aloka Bandara. The delegation also

visited Kandy District Secretariat and interacted with NCGG Alumni posted in the Central and North Western Provinces.



Madagascar visit: Dr. Surendrakumar Bagde, Director General of the National Centre for Good Governance (NCGG), led a delegation to the **Madagascar from 24 – 27 March 2025** to sign Memorandum of Understanding (MoU) between National Centre for Good Governance (NCGG), Department of Administrative Reforms & Public Grievances, Ministry of Personnel, Public Grievances and Pensions, Government of India and The National School of Administration, Ministry of Labour, Employment and Civil Service, Government of Madagascar on 25th March, 2025.



X. Partnership with premier Institutions

As part of its mandate, NCGG continues to expand its outreach and forge partnerships with premier institutions of National importance to enhance its research and domestic capacity-building initiatives. During the year 2024-25, NCGG has signed MoUs with 4 IITs namely, IIT Bombay, IIT Roorkee, IIT Kanpur and IIT Jodhpur. MoUs with 5 IIMs namely, IIM Calcutta, IIM Lucknow, IIM Tiruchirappalli, IIM Kashipur and IIM, Sirmaur have also been signed during the year 2024-25.



MoUs have also been signed during the year with Mizoram University and Sardar Patel Institute of Public Administration, Gujarat. The new partnerships will strengthen research capabilities and broaden NCGG's impact through a multi-faceted approach to capacity building (Annex-XI).

National Centre for Good Governance is envisioned as a nationwide network of institutions and stakeholders dedicated to research, knowledge sharing, best practices dissemination and the implementation of governance reforms aligned with democratic principles. Through these partnerships NCGG is spearheading the establishment of the National Grid on Good Governance (NGGG).

XII Finances

The Department of Administrative Reforms and Public Grievances (DARPG) and the Ministry of Finance have shown strong support for elevating NCGG to a world-class institution. To facilitate the execution of its activities, the Government increased the

grant-in-aid for NCGG from the given Budget Estimate of ₹ 14.07 crore to ₹ 19.00 crores in 2024-25. The Budget under grant-in-aid for NCGG has been further increased ₹ 21.50 crores in 2025-26.



Annex – I

Governing Body of National Centre for Good Governance

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

Annex - II**Management Committee of National Centre for Good Governance**

1	Secretary, Department of Administrative Reforms & Public Grievances	Chairperson
2	Secretary Coordination, Cabinet Secretariat	Member
3	Department of Personnel & Training	Member
4	Department of Rural Development	Member
5	Ministry of Housing and Urban Affairs	Member
6	Department of Health & Family Welfare	Member
7	Department of Higher Education	Member
8	Department of Economic Affairs	Member
9	Ministry of Electronic and Information Technology	Member
10	Department of Agriculture, Cooperation & Family Welfare	Member
11	Special Secretary & Finance Advisor (MHA)	Member
12	Director General, NCGG	Member - Secretary

Annex – III

International Capacity Building Programmes conducted by NCGG during 2024-25 - Single-Country

Sl. No.	Batch	Period	No. of Participants
Bangladesh			
1	72 nd CBP	15 th -26 th July 2024	45
2	Special CBP	15 th -20 th July 2024	16
Maldives			
1	33 rd CBP	09 th -20 th September 2024	34
2	34 th CBP	14 th -25 th October 2024	35
3	35 th CBP	09 th -18 th January 2025	35
Sri Lanka			
1	3 rd CBP	13 th - 24 th May 2024	41
2	4 th CBP	22 nd July-02 nd August 2024	40
3	5 th CBP	19 th - 30 th August 2024	39
4	6 th CBP	09 th - 20 th December 2024	40
5	7 th CBP	17 th - 28 th March, 2025	40
Cambodia			
1	5 th CBP	24 th June-05 th July 2024	40
2	6 th CBP	23 rd Sept - 04 th October 2024	39
3	7 th CBP	25 th Nov – 06 th December 2024	40
4	8 th CBP	09 th - 20 th December 2024	39
5	9 th CBP	10 th – 21 st February 2025	39
6	10 th CBP	10 th – 21 st March,2025	40
Gambia			
1	4 th CBP	27 th May – 07 th June 2024	30
2	5 th CBP	24 th February – 7 th March,2025	18
Tanzania			
1	1st CBP on “Project Design and Risk Management”	06 th -17 th May 2024	39
Kenya			
1	Special CBP on ‘Leadership & National Transformation’	13 th - 18 th January 2025	29

Annex – IV

International Capacity Building Programmes conducted by NCGG during 2024-25 - Multi-Country

Sl. No.	Programme	Period	No. of Participants
1	Advanced Leadership Development Programme on Public Policy and Governance for civil servants of multi-countries from the FIPIC/IORA region	5 th -16 th August 2024	40
2	Advanced Leadership Development Programme on Public Policy and Governance for civil servants of multi-countries from the Latin American and Caribbean nations	2 nd – 13 th Sept 2024	22
3	1st Mid-Career Training Programme for BIMSTEC countries	14 th – 25 th October 2024	36
4	Mid-Career Training Programme for Mid-Level Civil Servants of Multi-Countries of African Regions	6 th -17 th January 2025	40
Southeast Asia and Indian Ocean Region Countries			
5	1st CBP on Public Policy and Administration for the Civil Servants of Southeast Asia and Indian Ocean Region	18 th - 29 th Nov 2024	30
6	2 nd CBP on Land and Excise Management for the Civil Servants of Southeast Asia and Indian Ocean Region	24 th Feb – 7 th Mar 2025	28
7	3 rd CBP on Local Governance for the Civil Servants of Southeast Asia and Indian Ocean Region	10 th – 21 st March 2025	20

Annex - V

Domestic Capacity Building Programmes conducted by NCGG during 2024-25

Sl. No.	Batch	Period	No. of Participants
1	1st IIMV - NCGG Five Day Training Programme on Digital Governance)	29 July-02 August 2024	19

Annex - VI

NCGG - INSA Leadership Development Programme in Science & Technology (LEADS) conducted during 2024-25

Sl. No.	Batch	Period	No. of Participants
1	2nd INSA - NCGG Leadership Development Programme in Science & Technology (LEADS)	01-07 April 2024	44
2	3rd INSA - NCGG Leadership Development Programme in Science & Technology (LEADS)	08-14 July 2024	37

Annex - VII

Details of the NCGG Internship Programme

Sl. No.	Batch	Period	No. of Interns
1	3 rd batch of Internship Programme	02 April – 30 July 2024	17

Annex - VIII

National Good Governance Webinar Series on short-listed initiatives for Prime Minister's Award held during 2024-25

Sl. No.	Webinar	Sessions	Date
1	21st Webinar on 'Innovation – State Category'	Session 1: Land Resource Inventory (LRI), Karnataka	26-07-2024
		Session 2: JEEViKA (Didi Ki Rasoi) initiative, Bihar	
2	22nd Webinar on 'Aspirational Districts Programme'	Session 1: Initiative in Chamba District, Himachal Pradesh	30-08-2024
		Session 2: Initiative in Baksa District, Assam	
3	23rd Webinar on 'Innovations: District Category'	Session 1: Plastic Check Post-Mandapan, Wildlife Range Initiative, Ramanathapuram	27-09-2024
		Session 2: Augmenting Livelihood: Changing Lives Initiative, Malkangiri	
4	24th Webinar on 'Innovation (General) District'	Session 1: Niraksharta se Aazadi Campaign, Mandla, Madhya Pradesh	25-10-2024
		Session 2: Akshaya Big Campaign-For Document Digitilization, Wayanad, Kerala	
5	25 th Webinar on 'INDIA@100 - Administrative Reforms'	INDIA@100 – ADMINISTRATIVE REFORMS	29-11-2024

Annex - IX

Good Governance: Policies & Practice Webinar Series held by NCGG during 2024-25

Sl. No.	Webinar	Sessions	Date
1	1 st Webinar in collaboration with IIM Lucknow	Session 1: How Health beliefs shape Education-Healthcare relationships by Prof. Kshitij Awasthi	20-09-2024
		Session 2: Data Governance by Prof. V S Prakash Attali	
2	2 nd Webinar in collaboration with IIT Kanpur	Session 1: Evolving Landscape of Public Policy in India by Dr. Ajay Kumar	24-10-2024
		Session 2: Platform Business Model & their regulation in Digital Economy by Prof. Vimal Kumar	
3	3 rd Webinar in collaboration with IIM Sirmaur	Session 1: Rationality of the Terrorist Group and Government's Policy: A Game Theoretic Approach by Prof. Aishwarya Harichandan	21-11-2024
		Session 2: Public Issue Management in Infrastructure Mega-projects- The Case of the Bangalore Airport by Dr. Kalpana Gopalan	
4	4 th Webinar in collaboration with Mizoram Central University	Session 1: Principles and Practices of Good Governance: Instances from India's North East by Prof. Srinibas Pathi	13-12-2024
		Session 2: Good Governance Initiatives in India: Cornerstone to Development by Dr. T. Sadashivam	
5	5 th Webinar in collaboration with IIM Tiruchirappalli	Session 1: India coped with the shocks of COVID-19 through reverse migration by Prof. Saumen Majumdar	24-01-2025
		Session 2: Urban Governance policies to support migrants by Shri Shailesh K Pathak	
6	6 th Webinar in collaboration with IIM Kashipur	Session 1: Climate Change, Rainfall Variations and Challenges to Food Production by Dr. Atulan Guha	25-02-2025
		Session 2: Digital Transformation in Governance by Dr. Harish Kumar	
7	7 th Webinar in Collaboration with IIT Jodhpur	Session 1: Strategic Foresight and Policy' by Dr. Krishna Kumar Balaraman	27-03-2025
		Session 2: AI, Education and Policy' by Dr. Venkat Ram Reddy Ganuthula	

Annex – X

**International Memorandum of Understanding signed by
NCGG during 2024-25**

Sl. No.	Memorandum of Understanding	Subject of MoU	Period of Validity & total number of years	No. of Civil Servants to be trained during the period of MoU
1	NCGG and Sri Lanka Institute of Development Administration (SLIDA), Ministry of Public Administration, Home Affairs, Local Government & Provincial Councils, Sri Lanka	Training and Capacity Building Programme for Civil Servants of Sri Lanka	10.12.2024 to 09.12.2029 5 years	1500
2	NCGG and The Maldives Civil Service Commission, Republic of Maldives	Training and Capacity Building Programme for Maldives Civil Servants	9.08.2024 to 8.08. 2029 5 years	1000
3	NCGG and Ministry of Public Service, and Administrative Reforms, Republic of Mauritius	Training and Capacity Building programme for Public Officers of Mauritius	11.03.2025 to 10.03.2030 5 years	500
4	NCGG and The National School of Administration of Madagascar, Ministry of Labour, Employment and Civil Service, Government of Madagascar	Capacity Building Training Programme for Civil Servants of Madagascar	25.03.2025 to 24.03.2028 3 years	250

Annex – XI

Domestic Memorandum of Understanding signed by NCGG with National Institutions / Departments/ University during 2024-25

Sl. No.	Institutions / Departments / University	Valid From	Valid Till	Period
1	IIT Bombay	January, 2025	January, 2030	5 years
2	IIT Roorkee	22-01-2025	21-01-2030	5 years
3	IIT Kanpur	09-08-2024	08-08-2029	5 years
4	IIT Jodhpur	12-08-2024	11-09-2029	5 years
5	IIM Calcutta	13-12-2024	12-12-2029	5 years
6	IIM Kashipur	04-09-2024	03-09-2029	5 years
7	IIM Lucknow	05-08-2024	04-08-2029	5 years
8	IIM Tiruchirappalli	27-09-2024	26-09-2029	5 years
9	IIM Sirmaur	16-08-2024	30-07-2029	5 years
10	Mizoram University, Aizawl	16-08-2024	15-08-2029	5 years
11	Sardar Patel Institute of Public Administration, Gujarat	25-12-2024	24-12-2029	5 years
12	INSA	06-03-2024	05-03-2029	5 years



सत्यमेव जयते

Government of India

NCGG

National Centre for Good Governance

The Torch Bearer of Good Governance

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