

TWO-DAY INDIA – MALDIVES VIRTUAL WORKSHOP ON “GOOD GOVERNANCE PRACTICES IN A PANDEMIC”

(23rd – 24th February 2021)



NATIONAL CENTRE FOR GOOD GOVERNANCE

DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES

MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS

GOVERNMENT OF INDIA

ACKNOWLEDGEMENT

The National Centre for Good Governance is an autonomous institute under the aegis of Department of Administrative Reforms and Public Grievances, Government of India. The major objective and mandate of NCGG is to focus on action research, studies and capacity building on Public Policy & Governance at National and International Level.

A “Two-Day INDIA - MALDIVES Virtual Workshop on “Good Governance Practices in a Pandemic” held on 23rd – 24th February 2021. The presence of the Hon’ble Minister of State for Personnel, Public Grievances & Pensions, Government of India His Excellency Dr. Jitendra Singh as the Chief Guest for the event underscored the significance of the workshop and highlighted the roadmap ahead for both the Nations in winning the battle against the COVID – 19 Pandemic lies in restarting the economy and strengthening cooperative federalism with thrust on stronger institutions, stronger e-Governance models, digitally empowered citizens and improved healthcare. The Guest of Honor for the event was His Excellency Mr. Abdulla Shahid, Minister of Foreign Affairs, Republic of Maldives who enlightened everyone through his multifaceted understanding of the pandemic.

Dr. Kshatrapati Shivaji, Secretary, Department of Administrative Reforms & Public Grievances (DAR&PG), Govt. of India as Chairperson of Management Committee of NCGG provided overall guidance; Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms & Public Grievances (DAR&PG), Govt. of India and Director General, National Centre for Good Governance (NCGG) played a key role & provided strategic direction for hosting the workshop; His Excellency Shri Sunjay Sudhir, High Commissioner of India to Maldives and Mr. Mohammed Nasih, Chairperson, Civil Services Commission of Maldives addressed at the Inaugural Session of the Virtual Workshop. NCGG is thankful to His Excellency Shri Dinesh K. Patnaik, Director General, Indian Council for Cultural Relations (ICCR) for addressing the participants at the Valedictory Address of the Virtual Workshop.

NCGG is grateful to Mr. Piyush Goyal, Sr. Technical Director, National Informatics Centre (NIC), who provided his technical support to let this webinar happen successfully.

Team from the National Centre for Good Governance provided extends support for execution of the workshop. NCGG also acknowledges support from Department of Administrative Reforms & Public Grievances, Government of India, Ministry of External Affairs, Government of India, High Commission of India to Male, Republic of Maldives, Civil Service Commission, Republic of Maldives and Local Government Authority, Republic of Maldives.

NCGG is thankful to the Lead Speakers for each session –

DAY – 1	
Session – I – Leadership and Motivation	<p>Speaker – 1 – Dr. C. Chandramouli, Former Secretary, Department of Personnel & Training, Government of India</p> <p>Speaker – 2 – Dr. J. Radhakrishnan, Principal Health Secretary, Government of Tamil & Nadu</p>
Session – II – Health and Education in Maldives in a Pandemic	<p>Speaker – 1 – Ms. Aishath Saamiya, Permanent Secretary of Health, Republic of Maldives</p> <p>Speaker – 2 – Mr. Ahmed Ali, Permanent Secretary of Education, Republic of Maldives</p>
Session – III – Health Sector in India in a Pandemic	<p>Speaker – 1 – Dr. Ram Sewak Sharma, Chief Executive Officer, National Health Authority</p> <p>Speaker – 2 – Smt. Vandana Gurnani, Additional Secretary, Ministry of Health and Family Welfare, Government of India</p>
Session – IV – Jobs, Skills and Tourism in a Pandemic	<p>Speaker – 1 – Shri Praveen Kumar, Secretary, Skill Development, Government of India</p> <p>Speaker – 2 – Smt. Usha Padhee, Joint Secretary, Ministry of Civil Aviation, Government of India</p>
DAY – 2	
Session – V – Interpersonal Skills and Communication Skills	<p>Speaker – 1 – Dr. Sanjeev Chopra, Director, LBSNAA</p> <p>Speaker – 2 – Dr. Nanditesh Nilay, Director, TRANC, New Delhi</p>
Session – VI – Digital Practices and Handling of Public Grievances	<p>Speaker – 1 – Mr. Hamid Shafeeu, Chief Technology Officer, President’s Office of Maldives</p> <p>Speaker – 2 – Smt. Rachna Srivastava, Deputy Director General, National Informatics Centre (NIC)</p>
Session – VII – Problem Analysis & Decision Making	<p>Speaker – 1 – Dr. S.N. Tripathi, Director, Indian Institute of Public Administration (IIPA), New Delhi</p> <p>Speaker – 2 – Dr. Natarajan Annamalai, Head, Creativity Sphere, Chennai</p>

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BACKGROUND



Two-Day INDIA - MALDIVES Virtual Workshop on "Good Governance Practices in a Pandemic"
on
23rd February 2021 - 24th February 2021

CHIEF GUEST
Address by

H.E. MR. ABDULLA SHAHID
Minister of Foreign Affairs,
Government of Maldives



CHIEF GUEST
Address by

H.E. DR. JITENDRA SINGH
Hon'ble Minister of State for
Personnel, Public Grievances
& Pensions,
Government of India

The National Centre for Good Governance and the Civil Services Commission of Maldives have entered into an agreement that envisages capacity building activities for Civil Servants of Maldives for the period 2019-2024. The National Centre for Good Governance as the nodal institution has been mandated for designing customised training modules and its implementation. During the pandemic, Civil Services Commission of Maldives has formulated a Two-Day virtual workshop on Good Governance Practices in a Pandemic. The workshop sought to bring together the senior civil servants of India and Maldives for knowledge sharing sessions with the objective of disseminating good governance practices in fighting the COVID-19 pandemic.

Pandemics in general are not merely serious public health concern, rather these trigger disastrous socio-economic and political crises in the infected countries. The COVID-19 pandemic is considered as the most crucial global health calamity of the century and the greatest challenge that the humankind faced since the Second World War. It has rapidly spread around the world, posing enormous health, economic, environmental and social challenges to the entire human population. The coronavirus outbreak is severely disrupting the global economy. Almost all the nations are struggling to slow down the transmission of the disease by testing & treating patients, quarantining suspected persons through contact tracing, restricting large gatherings, maintaining complete or partial lock down etc.

For months, the coronavirus has crawled across the globe. One person at a time, it has passed through millions, reaching every corner of the earth. And it has not only infected people, but every aspect of our human cultures. Policymakers and the public sector face their biggest test in generations as lives and livelihoods hang in a terrible, delicate balance.

The COVID-19 pandemic, caused by SARS-CoV-2, is of a scale that lives all around the world have been dramatically impacted by the coronavirus (COVID-19) pandemic. The global research community has mobilized to respond with timely research and scientific analysis that can contribute to our understanding and management of the virus.

It is not just the disease that will have a human toll but the corresponding slowing of the global economy from the pandemic is leading to unemployment and food insecurity. For the first time in over 20 years, we expect that global poverty will rise. This, in turn, may roll back gains in nutrition, education, and preventative health.

This workshop aimed to open the floor for discussions on economic resilience which, in essence, alludes to the durability of an economy to negative shocks as well as psychological resilience as the ability to maintain an individual's (or a societal aggregate) mental health which is of great importance for handling any economic or health crisis. This virtual workshop between Maldives and India consisted of such sessions each of which touched upon some crucial aspect of people's lives and livelihood during this pandemic. The Workshop also envisaged to take up areas of public administration and governance which are central themes of the agreement between the National Centre for Good Governance and the Civil Services Commission of Maldives.

The Sessions had been conceptualized jointly by the National Centre for Good Governance, the High Commission of India to the Maldives, and the Civil Services Commission of Maldives. The workshop will have 8 technical sessions including 2 sessions from the Maldives side.

The first session on the first day was on Leadership and Motivation. A leader needs to know when and how to use which direction, incorporating attributes like empathy and motivation at the same time. In a crisis situation, a leader needs to begin with the empathy element. Leaders across domains need to be mindful of their speech type, since the ability to deliver an energizing talk can spur employees to better performance is a prerequisite.

Second and third sessions threw light upon Best Practices in Health and Education in both the countries. The pandemic does not seem to be leaving in a hurry, and we should use this time to strengthen health systems; accelerate the learnings from collaborating with private

sector, use of technology and social media; and adopt new and efficient ways of working to emerge pragmatic, resilient and stronger.

Last session pertained to Job Skills and Tourism. COVID-19 pandemic has exposed and exacerbated existing inequities in the labour market and caused widespread unemployment across the globe. Travel restrictions due to the pandemic has adversely affected employment and household earnings in Maldives. Tourism is the mainstay of the economy of Maldives and it employs one-third of adult males and a quarter of females in the country.

The first session on the second day of the virtual workshop talked about Interpersonal Skills and communication skills. Words are important. The "right" spoken words have energy and power that can create a united and hopeful world that is struggling to come to terms with an unprecedented crisis. The choice of words, the language, gains critical importance for leadership communication that has come into sharp focus as the COVID-19 crisis looms large on the world. Words and language used by those in responsible positions is incredibly important and can impact morale and motivation.

The Second session of the day was on Digital Practices and Handling of Public Grievances in Maldives. The timely redressal of public grievances ensured that public confidence in government is maintained. In fact, these initiatives reinforce the belief that citizen is the centrality of the government's odyssey.

The last session of the Two-Day workshop was on Problem analysis and decision making. Decision making during COVID-19 has been extremely important as this ability enables the authorities to anticipate how things might unfold which allows them to act accordingly to help avoid knee-jerk reactions that lead to poor outcomes.

By bringing together actors across this ecosystem, from senior government officials to distinguished members of the academia, NCGG intended to set up an open, inclusive and geographically balanced forum. During the sessions, stakeholders from diverse backgrounds took the floor to identify potential risks and vulnerabilities in the changing geopolitical and post-COVID context. Discussions also contributed to unleashing the potential synergies between different sectors as identified in the sessions and to outlining some mitigating and remedial actions. Together, the participants from both the countries developed a common view on enhancing the resilience of the ecosystem of their respective countries as a whole.

DAY-1

INAUGURAL SESSION

DR KSHATRAPATI SHIVAJI, SECRETARY, DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES (DAR&PG), GOVT. OF INDIA



Dr. K. Shivaji, Secretary, Department of Administrative Reforms & Public Grievances introduced all the participants and extended his heartiest welcome to all the participants to this Two Day India Maldives Workshop. He initiated the session by talking about the pandemic that has swept across the entire globe, thereby calling for deliberations, discussions and insightful ideas so as to recalibrate ourselves for prevention, containment and cure. He then listed some of the major issues associated with COVID 19 saying its human to human transmission has led to unprecedented levels of infections. As the virus is dynamic, it is impacting people, regions and sectors differently paralyzing the global economy. The positives in this fight has been the technological innovations, increasing sense of hygiene and other such efforts in the right direction that enabled us a collective and concerted action. He further congratulated NCGG and its Director General Shri V. Srinivas for the successful conceptualization of this workshop.

SHRI SUNJAY SUDHIR, HIGH COMMISSIONER OF INDIA TO REPUBLIC OF MALDIVES



Shri Sunjay Sudhir talked about how COVID 19 has impacted lives on an unprecedented scale and this workshop comes very timely. As India follows a neighbourhood first policy reciprocated by Maldives' India first policy, this capacity building programme acts as a cornerstone adding new heights to India-Maldives partnership, he said. Moreover, India has provided continuous assistance to Maldives with scale and speed of essential commodities, team of doctors, budget support and other special gestures that has led to the gradual reopening up of Maldivian economy. Maldives also figures in one of the first recipients of India's Vaccine Maitri. Also, India's development assistance has always catered to the priorities of people of Maldives and training of Maldivian civil servants through NCGG's capacity building programmes have proved very important for managing country's assets. Shri Sanjay Sudhir concluded saying he is looking forward to productive discussions in this Two-Day Workshop.

MR. MOHAMMAD NASIH, CHAIRPERSON, CIVIL SERVICES COMMISSION OF REPUBLIC OF MALDIVES



Mr. Mohammad Nasih began with welcoming all the dignitaries participating in the Workshop. He talked about the MOU signed between Civil Service Commission of Maldives and National Centre for Good Governance for training 1000 civil servants of which 130 has already been trained. He expects resumption of this programme as soon as the situation improves. As the pandemic has brought unforeseen challenges, it has led to a new normal and enhanced dependence on technology significantly changing the contours of our professional life. Such a virtual conference is a great opportunity to reboot and recharge the great work which has been going on thereby learning from each other's experiences. He said civil servants enable democratic governance and make services more accessible. Therefore, he thanked Government of India and High Commissioner of India in Maldives for their continued support and looked forward to a fruitful deliberation.

SHRI V. SRINIVAS, ADDITIONAL SECRETARY, DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES (DAR&PG), GOVT. OF INDIA AND DIRECTOR GENERAL, NATIONAL CENTRE FOR GOOD GOVERNANCE (NCGG)



Shri V. Srinivas first congratulated Civil Service Commission of Maldives and High Commissioner of India in Maldives for their continuous support. He then thanked Dr. K. Shivaji, Secretary, DARPG for gracing the inaugural session. He also mentioned the greetings sent by Foreign Secretary of India for the success of this Workshop. Shri V. Srinivas then said the sessions have been curated keeping in mind the capacity building needs of Maldives. At last, he ended with wishing the workshop all success.

SESSION – I - LEADERSHIP & MOTIVATION

DR. C. CHANDRAMOULI, FORMER SECRETARY, DEPARTMENT OF PERSONNEL & TRAINING, GOVERNMENT OF INDIA



Dr. C. Chandramouli started his presentation describing how Prime Minister and his ministerial colleagues have demonstrated hands-on leadership to ensure that departments and ministries are part of a coherent national response by laying emphasis on identifying, implementing, increasing and amplifying right actions at the right time. There was an individual Centric Approach through efforts to prepare the public through awareness measures like health advisories recorded as individuals' caller tunes and broadcasts highlighting the importance of social distancing along with capacity creation. Human Resource Development happened by rapid upskilling and capacity building of healthcare & frontline workers. There was a focus on interpersonal communication through outreach services. The government sought scientific and technical inputs from multiple disciplines, ranging from epidemiological modelling to mathematical modeling. There was flexible decision making where the government established a continuous dialogue with a wide range of private sector players, civil society and global cooperation.

DR. J. RADHAKRISHNAN, PRINCIPAL HEALTH SECRETARY, GOVERNMENT OF TAMIL & NADU



Dr. J. Radhakrishnan began her presentation with Tamil Nadu Dashboard depicting COVID statistics of the state. The presentation touched upon India's Response to the COVID-19 Pandemic as a country and then moved on to Pillars of COVID-19 Response in Tamil Nadu. The Highlights of Best Practices included rapid upscaling of bed capacity and critical care infrastructure and post COVID-19 sequelae study and follow up clinic among others. Focus was also given on strengthening essential non-COVID healthcare services like focusing on provision of primary healthcare services, optimizing Tele-health services through e-Sanjevani OPD, provision of NCD drugs for 60 days during lockdown to ensure adherence, prioritizing safety and segregation of non-COVID patients, gradual expansion of elective services depending on transmission setting and promoting COVID appropriate behaviors in the community.

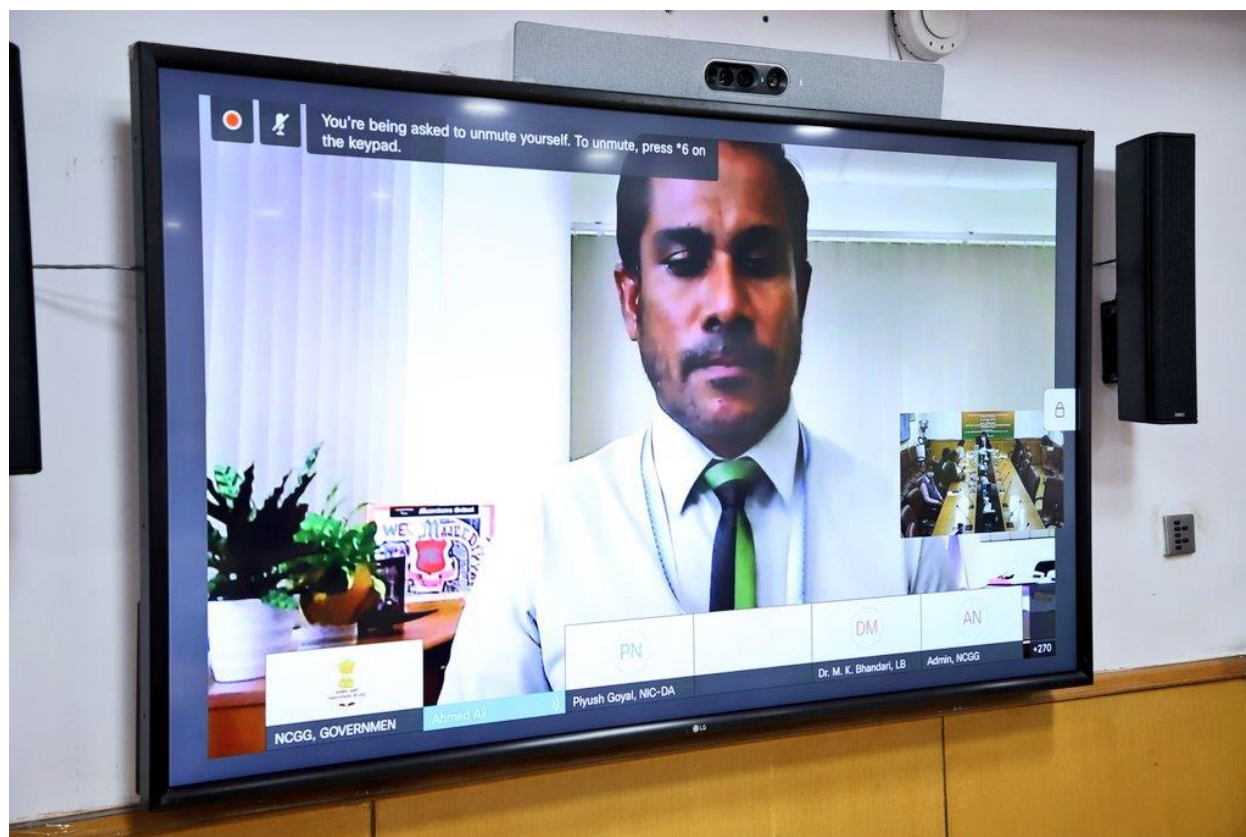
SESSION II - HEALTH & EDUCATION IN MALDIVES IN A PANDEMIC

MS. AISHATH SAAMIYA, PERMANENT SECRETARY OF HEALTH, REPUBLIC OF MALDIVES



Ms Aishath Saamiya while giving a snapshot of the situation in Maldives, displayed the statistics of COVID deaths, hospitalizations and recovery. She presented a detailed description of how the early preparedness of the pandemic was executed along the lines of the health emergency operations governance framework. She went on to list the planning functions at different phases like Country preparedness and response plan, Business Continuity Plan, Surge plan, Ease plan among others. Multiple initiatives have been undertaken like awareness and training sessions conducted for all public and private health facilities. A comprehensive National Outbreak system (IT platform) was developed to manage cases, including quarantine and test results. Towards the end of the presentation, she discussed some good practices undertaken like daily publication of disease updates in the designated web portal made available for the knowledge of the public nationally, regionally and globally. She finally concluded with a way forward focusing on the vaccination and implementation of recovery plan.

SHRI AHMAD ALI, PERMANENT SECRETARY OF EDUCATION, REPUBLIC OF MALDIVES



Shri Ahmed Ali gave his presentation on the state of education in Maldives and outlined the school closures and reopening in all the three waves of COVID-19 that hit the island nation. As the system as a whole was not ready for such a pandemic, there was a complete closure of schools for nearly 4 months with a sudden switch to Online teaching mode. There was a lack of sufficient material and human resource to tackle such a situation which caused a huge impact on learning achievement and potential learning loss. There was an impact on the learners ranging from a possible decline in enrollment and transition, dis-interest in learning, the potential increase in school dropout, and the effects on children's nutrition as well as an impact on teachers due to the sudden shift in teaching methodologies coupled with new ways of student assessment. There were problems of decentralized coordination challenges since Ministry of Education had to communicate with Health centers, island-level task forces and the national task force. Subsequent learning arrangements were made like free internet data packages for all the students, devices provided to all students, streaming of "Telekilaas" sessions (lessons through public TV channels) for all grades and stimulation packs were provided for children with special needs among others.

SESSION – III - HEALTH SECTOR IN INDIA IN A PANDEMIC

SMT. VANDANA GURNANI, ADDITIONAL SECRETARY, MINISTRY OF HEALTH AND FAMILY WELFARE, GOVERNMENT OF INDIA



Smt. Vandana Gurnani gave an elaborate presentation on the “Health Sector in India in a Pandemic”. She apprised everyone about India’s “Pro-active, Pre-emptive, Graded approach through institutional Response” through review and strategy formulation, integrated response and center- state coordination. There has been a coherent response through strategic planning & co-ordination identifying country’s core capacities. There has been a graded response with evolving situation showing how lockdown slowed down covid-19 outbreak. There has also been surveillance at points of entry even before any case reported. Along with this, dedicated COVID 19 facilities were created, health infrastructure and logistics augmented while allaying the doubts & fears of citizens also known as risk communication. She depicted Public Health Challenges in a Global Perspective. She went ahead to list a few digital interventions adopted for Covid-19 management and talked about COVID-19 Emergency Response & Health System Preparedness Package. Towards the end, she talked about the Governance mechanism about Vaccine rollout while discussing the principles of vaccination. She concluded her presentation with an analysis on components of self-reliant India mission for health sector.

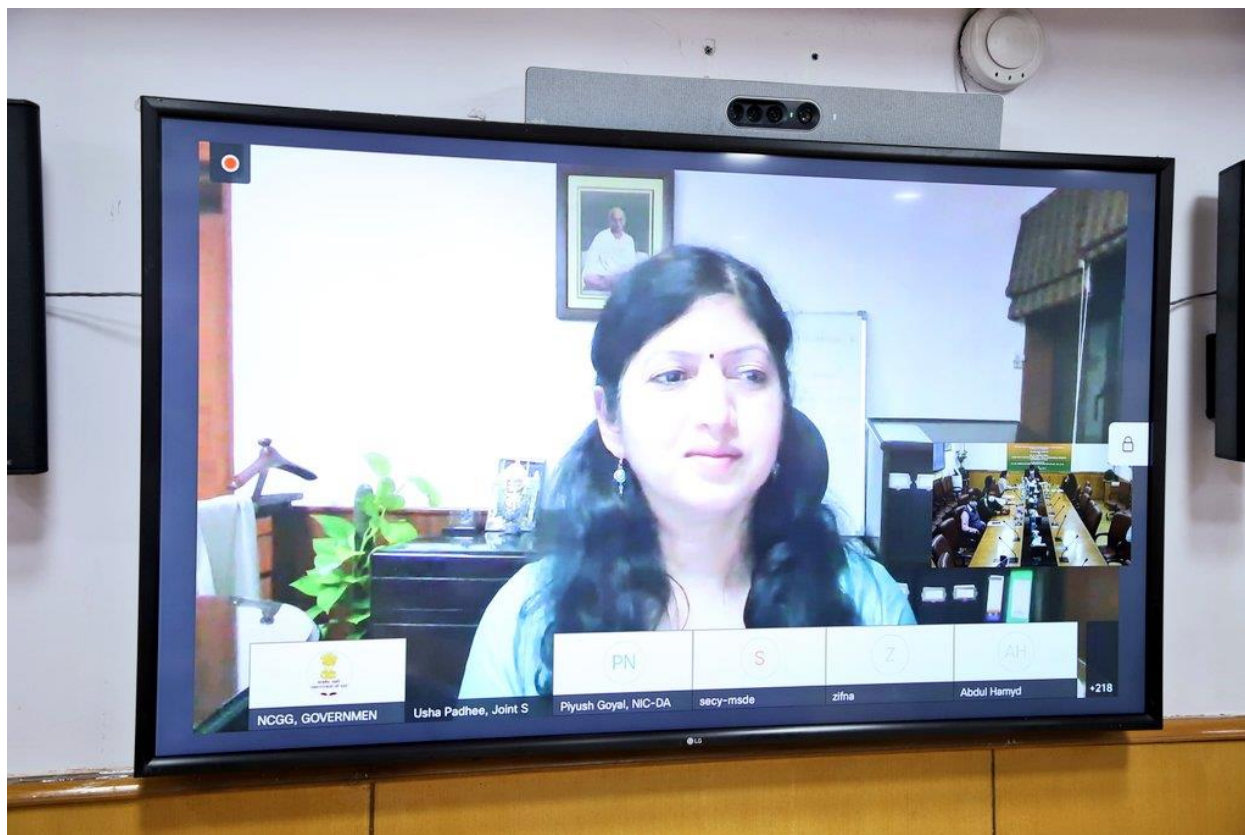
SESSION IV - JOBS, SKILLS AND TOURISM IN A PANDEMIC

SHRI PRAVEEN KUMAR, SECRETARY, SKILL DEVELOPMENT, GOVERNMENT OF INDIA



Shri Praveen Kumar started his presentation with COVID Challenges for Jobs & Skill Ecosystem where he discussed the changed job and labor market which has led to an overall contraction in jobs due to contraction in GDP. Skilling for jobs could not be rendered because of lockdown restrictions. Skilling ecosystem value chain depends mostly on face to face interaction, hands on practical classes, enrolment drives, job fairs, counseling. Both general and specific Policy Interventions are required like Garib Kalyan Rozgar Abhiyan, Skill Information Management System etc. The long term Policy Interventions include Move towards formalization, Government Supported Skill Development Programs, Decentralization of Skills Planning and Integration of VET with formal Education. Some challenges remain but what is required is conversion of challenges into an opportunity. Significant opportunity for collaboration between Tourism & Hospitality and Education Institutions of both India and Maldives can be seen for relevant joint programs.

**SMT. USHA PADHEE, JOINT SECRETARY, MINISTRY OF CIVIL AVIATION,
GOVERNMENT OF INDIA**



Smt Usha Padhee presented a paper on good governance practices of Indian civil aviation sector during covid19 pandemic. She began with a brief overview of the Indian aviation sector and presented statistics on how COVID-19 impacted it. She then enumerated the Key Challenges faced as a result of the lockdown like Evacuation of Indians stranded in foreign countries, policy intervention to maintain public health protocols and regulations and need of immediate transportation of essential and medical supplies and teams to various parts of country among others. While presenting the overview of the response of the Civil Aviation sector, she depicted a timeline from March 2020 to January 2021. Lifeline UDAN was started by MoCA to provide rescue and relief measures for fight against COVID-19. *Vande Bharat* Mission was a first of its kind repatriation exercise in India and much different from the earlier exercises. Lives and Livelihoods Balanced Approach led to calibrated opening of the Domestic Sector. She then listed the Public Health Safety Measures in Aviation Sector in the new normal. In her concluding remarks, she talked about skill development for creation of more avenues in aviation sector and collaboration with Tourism Sector while suggesting recovery measures and way forward.

DAY-2

SESSION V - INTERPERSONAL SKILLS & COMMUNICATION SKILLS

DR. SANJEEV CHOPRA, DIRECTOR, LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION (LBSNAA)



Dr. Sanjeev Chopra made a presentation on Interpersonal & Communication Skills. He shared a discourse on “What is Communication” where he said It becomes an art when we can communicate effectively without barriers and reach out and a science when we can use various technological tools to enhance the understanding. He then shared a Communications Model where he depicted a communication process between the sender and receiver. He went ahead to talk about the “Listening Dilemma” and explained why listening is such a big challenge for most people? Towards the end, he discussed “Seven Levels of Listening”. Concluding his presentation, he talked about how we really communicate and ended with some tips for public speaking and oral communication.

DR. NANDITESH NILAY, DIRECTOR, TRANC, NEW DELHI



Dr Nanditesh Nilay started with talking about how the pandemic was introduced in the country through lockdown, isolation, distancing, mask and unknown fear giving the “the new narrative” of relating through values and communicating through competencies. While talking about the response to the pandemic, he explained how interpersonal skills became more of an intrapersonal skills and communication became more like an emotive skill. He also pointed out how people started speaking through the silence as the pandemic posed a testing time for the entire world.

SESSION - VI - DIGITAL PRACTICES & HANDLING OF PUBLIC GRIEVANCES

MR. HAMID SHAFEEU, CHIEF TECHNOLOGY OFFICER, PRESIDENT'S OFFICE OF REPUBLIC OF MALDIVES



Mr. Hamid Shafeeu gave a very brief and precise presentation on the many challenges that COVID-19 has posed like data security and data management & coordination. With this, he continued to describe some COVID 19 requisites like case identification, contact tracing, decentralised coordination and critical local monitoring among others that Maldives did in the wake of this pandemic. He then described the outbreak mechanism Maldives employed in the form creating a dashboard and reporting with real time text alerts thereby coming up with an efficient outbreak administrative setup. A few other innovations that Maldives saw was TraceEkee mobile app, Haalubelun citizen portal and Carebee citizen monitoring dashboard among others.

SMT. RACHNA SRIVASTAVA, DEPUTY DIRECTOR GENERAL, NATIONAL INFORMATICS CENTRE (NIC)



Smt. Rachna Srivastava made a presentation that embarked with a journey of e-Governance Initiatives in India while giving special attention to e-Kranti initiative. Another programme in focus was “Digital India Programme” with its vision areas as Digital Infrastructure as a core utility to every citizen, Governance & Services on demand and Digital empowerment of citizens. She continued to discuss digital access during Covid-19 pandemic with a special emphasis on Public Grievance Redressal Mechanisms. After her discourse on country’s Public Grievance Redressal - COVID-19 Strategy, she suggested an integration of State PG Portals with CPGRAMS. Towards the end of her presentation, she threw some light on “National COVID-19 Preparedness Survey” projecting data for COVID 19 Category Wise Feedback & Satisfaction Level. She concluded by suggesting some CPGRAMS Reforms and Way forward for ensuring quality of grievance redressal for all.

SESSION VII - PROBLEM ANALYSIS & DECISION MAKING

DR. S.N. TRIPATHI, DIRECTOR, INDIAN INSTITUTE OF PUBLIC ADMINISTRATION (IIPA), NEW DELHI



Dr. S.N. Tripathi made a presentation on Problem Analysis & Decision Making. He talked about identifying a need and matching the resources and gaps if it looks like a problem in decision-making. This asymmetric dilemma is constant despite all calls for data-driven public policy making. He went ahead to present a Crisis and Public Policy Response Framework for COVID situation. He then talked about a RPT Framework Implying Reform being essentially political and Performance being primarily administrative to achieve Transformation that requires participatory governance architecture. After discussing the global trends, he elaborated the capacity, administrative and policy constraints. He then talked about the idea of Entrepreneurial State and Future ready organizations. Concluding his presentation, he talked about Human Resource Management and developing alternatives to existing policies to keep them alive and available.

DR. ANNAMALAI NATARAJAN, HEAD, CREATIVITY SPHERE, CHENNAI



Dr. Annamalai Natarajan began with a discussion on what “Problems” are aptly summarizing it as the “difference between what we have and what we want” the symptoms of which could be botheration / uneasiness / worry / anger / fear / sadness / tension / irritation. Discussing the nature of problems, he differentiated the open ended answers with closed ended solutions while adding that the nature of solution depends on the way it is defined like an activity or purpose. Concluding his presentation, he said, we should go to the root of the problem before solving it and taking these problems as the opportunities for innovation.

VALEDICTORY SESSION

DR KSHATRAPATI SHIVAJI, SECRETARY, DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES (DAR&PG), GOVT. OF INDIA



Dr Kshatrapati Shivaji began with welcoming all the dignitaries of the Workshop for the Valedictory. He said this was an important workshop as it discussed a series of ongoing contemporary issues which the entire world has confronted. It intends to see some practical tips which can energize all and find creative solutions to cure the menace. The new president of Maldives, His Excellency Ibrahim Mohammad Solih paid a visit to India which was reciprocated by Prime Minister Modi's state visit to Maldives showcasing his commitment to India's Neighborhood First policy. There has been a strategic convergence between the two countries also depicted in NCGG and ITEC programmes conducted with Maldives. This workshop has given more insights into the many models of COVID governance followed in various parts of the world. Technology in post COVID world has enabled a reboot of our growth trajectories and countries need to harvest this opportunity, he said. He then extended his gratitude to all distinguished participants for the overwhelming success of this workshop.

**H.E. DR. JITENDRA SINGH, HON'BLE MINISTER OF STATE FOR PERSONNEL,
PUBLIC GRIEVANCES & PENSIONS, GOVERNMENT OF INDIA**



Hon'ble Union Minister of State (Independent Charge) Development of North Eastern Region (DoNER), MoS PMO, Personnel, Public Grievances, Pensions, Atomic Energy and Space, Dr. Jitendra Singh said that the global pandemic has affected all spheres of life and has brought about a paradigm shift in governance. Delivering the valedictory address at the two-Day India-Maldives Workshop on Good Governance Practices in a pandemic in New Delhi, he said the roadmap ahead for both our Nations in winning the battle against the COVID-19 pandemic lies in restarting the economy, strengthening cooperative federalism with thrust on stronger institutions, stronger e-Governance models, digitally empowered citizens and improved healthcare. Dr. Jitendra Singh reiterated that the India-Maldives Workshop on Capacity Building with focus on Good Governance Practices in a Pandemic is an effort to showcase and learn from mutual experiences of how the two nations have handled the pandemic. The Minister said that Prime Minister Shri Narendra Modi has highlighted the need to build a self-reliant India and bring India back on the path of rapid development. At the end, Dr. Jitendra Singh congratulated the MEA, the High Commission of India to Maldives, the DARPG the NCGG, the Civil Services Commission of Maldives for the conduct of this Two-Day Capacity Building Programme.

H.E. MR. ABDULLA SHAHID, MINISTER OF FOREIGN AFFAIRS, REPUBLIC OF MALDIVES



Speaking at the valedictory session of the workshop, Hon'ble Minister Mr. Abdulla Shahid noted that the civil service is integral to the country's growth and development, and that civil servants play an important role in ensuring the promotion of democracy, and upholding the values of good governance. He noted that civil servants and policymakers have had to make many adjustments during the pandemic, and in that regard, trainings and sharing of best practices and experiences is essential to learning and further development. Minister Shahid also thanked the Government of India for the tremendous support offered for capacity building of civil servants and noted that cooperation in human resource development is a key and long-standing area of the Maldives-India Partnership.

H.E. SHRI DINESH K. PATNAIK, DIRECTOR GENERAL, INDIAN COUNCIL FOR CULTURAL RELATIONS (ICCR)



Shri Dinesh K. Patnaik began with talking about COVID 19 and how it necessitates such trainings and sharing of best practices as no one country can do everything. In such critical times, handling governance is an uphill task. Maldives is among the worst hit countries as its economy relies heavily on tourism but Maldives has come out strongly due to its leadership. The insights presented in this workshop can prove very useful as bureaucrats need it to do a better job thereby maintaining the momentum of Maldivian recovery. COVID 19 has made government more important putting greater responsibility on bureaucrats as there is greater awareness among citizenry who air their grievances easily through social media. Thus bureaucrats need such workshops to handle such crisis quickly and efficiently, said Shri Patnaik.

SHRI V. SRINIVAS, ADDITIONAL SECRETARY, DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC GRIEVANCES (DAR&PG), GOVT. OF INDIA AND DIRECTOR GENERAL, NATIONAL CENTRE FOR GOOD GOVERNANCE (NCGG)



Shri V. Srinivas took this opportunity to thank the 14 speakers and all other officials who participated in the Workshop reflecting government’s deep commitment in improving service delivery in the face of challenges posed by COVID 19. He hoped everyone benefitted from this Workshop. He concluded by saying NCGG reiterates its commitment to accord highest priority for capacity building programmes for Maldivian civil servants as envisaged in 2019 MOU between National Centre for Good Governance and the Civil Services Commission of Maldives.

PROF. POONAM SINGH, HEAD OFFICE, NCGG, NEW DELHI



Prof Poonam Singh delivered the Vote of Thanks for this Two Day INDIA - MALDIVES Virtual Workshop on “Good Governance Practices in a Pandemic”. She extended her heartfelt gratitude for all the distinguished speakers from India and Maldives who enlightened everyone with a commendable talk on the subject. She then thanked all the eminent dignitaries who graced the event with their presence. She ended the session with an appreciation for the entire team of NCGG who worked relentlessly to make this event successful.

NATIONAL CENTRE FOR GOOD GOVERNANCE
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