

ONE DAY NCGG-NITI AAYOG VIRTUAL WORKSHOP
ON
GOOD GOVERNANCE PRACTICES IN ASPIRATIONAL DISTRICTS IN
A PANDEMIC
ON
04th SEPTEMBER 2020



NATIONAL CENTRE FOR GOOD GOVERNANCE
DEPARTMENT OF ADMINISTRATIVE REFORMS & PUBLIC
GRIEVANCES
MINISTRY OF PERSONNEL, PUBLIC GRIEVANCES & PENSIONS
GOVERNMENT OF INDIA

ACKNOWLEDGEMENT

National Centre for Good Governance (NCGG) gratefully acknowledges the support and partnership of its key partners in the One-Day NCGG – NITI Aayog Virtual Workshop on Good Governance Practices in Aspirational Districts in a Pandemic on 04th September 2020.’

The presence of the Hon’ble Minister of State for Personnel, Public Grievances & Pensions, Government of India Dr. Jitendra Singh as the Chief Guest for the event underscored the significance of the workshop and highlighted the concept of Aspirational Districts with an objective of knowledge dissemination of district level good governance practices in fighting the COVID – 19 Pandemic.

Shri Amitabh Kant, CEO, NITI Aayog cited the success stories of the Aspirational Districts on good governance practices during the outbreak of COVID – 19.

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 leadership role & provided strategic direction for hosting the workshop; Smt. Jaya Dubey, Joint Secretary, DAR&PG explained about the government’s grievance mechanisms during the pandemic. 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 is thankful to the Chairman and Speakers for each session -

SESSION – I – Best Practices in Health Governance

Chairman – Dr. Shalini Rajneesh, Additional Chief Secretary, Government of Karnataka

Speaker – 1 – Shri Veera Raghav, Collector, Ramanathapuram, Tamil Nadu

Speaker – 2 – Shri Bhagwati Prasad, Collector, Sirohi, Rajasthan

Speaker – 3 – Dr. Jincy William, Additional District Development Officer, Narmada, Gujarat

Speaker – 4 – Shri Hrishikesh Modak, Collector, Washim, Maharashtra

SESSION-II – Best Practices in e-Governance in ADP Districts

Chairman – Dr. Santosh Mishra, CEO, TNeGA & Commissioner, e-Governance, Government of Tamil Nadu

Speaker – 1 – Shri R. Kannan, Collector, Virudhnagar, Tamil Nadu

Speaker – 2 – Dr. Rajendra Bhraud, Collector, Nandurbar, Maharashtra

Speaker – 3 – Dr. Adeela Abdulla, Collector, Wayanad, Kerala

Speaker – 4 – Shri R. Venkatesh Kumar, Collector, Raichur, Karnataka

SESSION – III – Best Practices in Agriculture and Water Resource Management

Chairman – Shri Bharat Lal, Additional Secretary (Water), Department of Drinking Water & Sanitation, Ministry of Jal Shakti, GoI

Speaker 1- Shri Chavvi Ranjan, Collector, Ranchi, Jharkhand

Speaker 2- Smt. Madhusmita Sahoo, Collector, Nuapada, Odisha

Speaker 3- Shri Rajat Bansal, Collector, Bastar, Chattisgarh

Speaker 4- Shri Dharendra Khadgata, Deputy Commissioner, Nuh, Haryana

SESSION – IV – Best Practices in NE States

Chairperson – Shri Indavar Pandey, Special Secretary, DONER

Speakers 1- Smt. Keerthi Jalli, Collector, Cachar, Assam

Speaker 2 – Shri Swapnil Tembe, Collector, East Garo Hills, Meghalaya

Speaker 3 – Shri Govekar Mayur Ratilal, Collector, Dhalai, Tripura

SESSION – V – Best Practices in Educational Governance

Chairperson – Shri Anil Swarup, Former Secretary, School Education & Literacy, GoI

Speakers 1- Shri Indra Singh Rao, Collector, Baran, Rajasthan

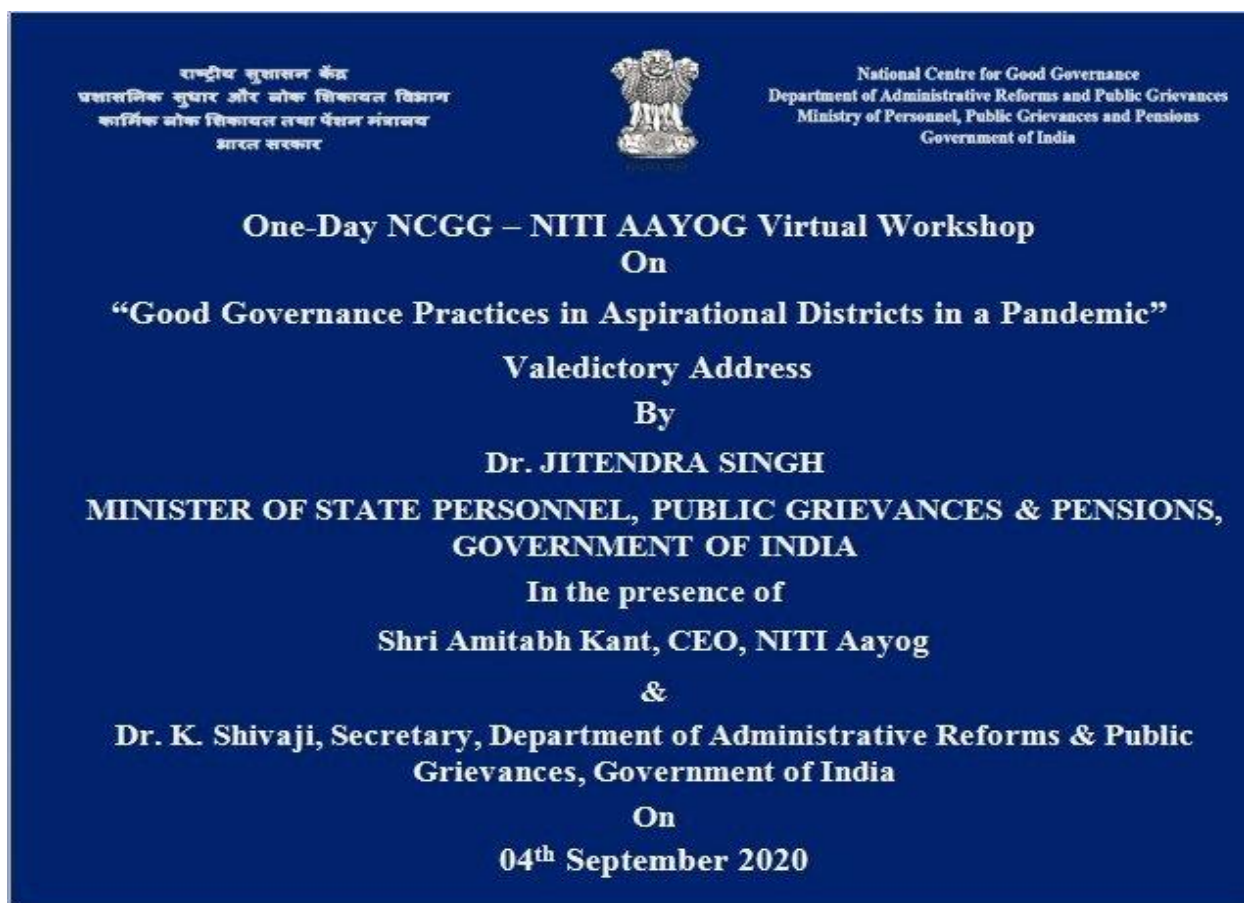
Speaker 2 – Dr. M. Hari Jawaharlal, Collector, Vizianagaram, Andhra Pradesh

Speaker 3 – Shri Chandan Kumar, Collector, Sukma, Chhattisgarh

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BACKGROUND



The National Centre for Good Governance (NCGG) is an autonomous institute under the aegis of Department of Administrative Reforms and Public Grievances (DARPG), Government of India. The NCGG has been set up to assist in bringing about governance reforms through studies, training, knowledge sharing and promotion of good ideas. It seeks to carry out policy relevant research and prepare case studies; curate training courses for civil servants from India and other developing countries; provide a platform for sharing of existing knowledge and pro-actively seek out and develop ideas for their implementation in the government, both at the National and International Level.

It is envisaged that NCGG would be an institute of excellence that works with the government. Specifically, its repertoire shall include research on good governance practices across administrative, social, financial and political spheres, through assorted means - including (but not

limited to) establishing academic collaboration, fostering synergies across various government agencies, developing a national repository of information, establishing educational, research and academic platforms. The over-arching intended principle is to employ an eclectic approach for research, advocacy and dissemination of good practices for inclusive and responsive governance with ‘perceptible’ and ‘sustainable’ transformation of the least developed” as the end-in-view.

With this larger view in focus, the one day workshop on “Good Governance Practices in Aspirational Districts in a Pandemic” has been jointly conceptualized by the National Centre for Good Governance and the NITI Aayog with the objective of knowledge dissemination of district level good governance practices in fighting the COVID - 19 pandemic.

The workshop includes esteemed chairmen and eminent speakers from Ministries/ Departments of Government of India, State Governments and District Collectors. The participants of the workshop comprise of Senior Officers of DARPG, NITI, central Ministries, Senior Civil Servants serving as Central Prabhari Officers under the Aspirational District Program, Senior officials from State Governments, District Collectors, District Level Officers handling the Aspirational Districts Program. Further invitations have been extended to Directors of the Indian Institutes of Management and Heads of Department of Public Administration of 35 Indian Universities.

The valedictory session will be presided by Dr. Jitendra Singh, Hon’ble Minister of State for Personnel, Public Grievances and Pensions, Government of India in the presence of Shri Amitabh Kanth, CEO NITI Aayog, Government of India and Dr. K.Shivaji Secretary DARPG and DPPW. In accordance with the stated objective of knowledge dissemination about COVID-19 best practices knowledge sharing sessions have been drawn-up during the course of the programme to discuss the Best Practices of State & Districts in fighting against the COVID-19 Pandemic.

This will be the 3rd virtual workshop that the NCGG will be hosting on the subject, and the 1st workshop in the series with a domestic focus. The first ITEC-NCGG workshop was attended by 162 Civil Servants from 19 countries of Asia, the 2nd ITEC-NCGG workshop was attended by 266 Civil Servants from Africa and India.

Brief Background of Aspirational Districts Programme

The Government of India has launched the ‘Transformation of Aspirational Districts’ initiative in January 2018 with a vision of a New India by 2022 where the focus is to improve India's ranking under Human Development Index, raising living standards of its citizens and ensuring inclusive growth of all. Launched by the Honorable Prime Minister, the ‘Transformation of Aspirational Districts’ programme aims to quickly and effectively transform these districts. The Aspirational Districts Programme (ADP) is one of the largest experiments on outcomes-focused governance in the world. With States as the main drivers, this program will focus on the strength of each district, identify low-hanging fruits for immediate improvement, measure progress, and rank districts. This programme therefore presents a new template for governance.

The Government is committed to raising the living standards of its citizens and ensuring inclusive growth for all – “Sabka Saath Sabka Vikas”. To enable optimum utilization of their potential, this program focuses closely on improving people’s ability to participate fully in the burgeoning economy. Health & Nutrition, Education, Agriculture & Water Resources, Financial Inclusion & Skill Development, and Basic Infrastructure are this programme’s core areas of focus and the weights are as follows:

- Health & Nutrition (30%)
- Education (30%)
- Agriculture & Water Resources (20%)
- Financial Inclusion & Skill Development (10%)
- Basic Infrastructure (10%)

After several rounds of consultations with various stakeholders, 49 key performance indicators have been chosen to measure progress of the districts. Districts are prodded and encouraged to first catch-up with the best district within their state, and subsequently aspire to become one of the best in the country, by competing with, and learning from others in the spirit of competitive & cooperative federalism.

OBJECTIVE OF CONFERENCE

This is the third virtual workshop that the NCGG hosted on the subject and the first workshop in the series with a domestic focus. The first ITEC-NCGG workshop was attended by 162 civil servants from 19 countries of Asia, the 2nd ITEC-NCGG workshop was attended by 266 civil servants from Africa and India. Some of the good governance practices in a pandemic that emerged from the districts are as follows:-

In the 1st ITEC-NCGG workshop, **District Collector Pattanamthitta, Kerala** said that the containment strategy introduced by the Government of Kerala included Trace, Isolate, Test, Treatment. A regular surveillance was operated which consisted of Contact Tracing – In-depth interview with patients; Involvement of Field Teams for contact tracing and Spatio-Temporal Mapping, cell tower data. Call Centres were also functional to monitor the outbreak of COVID-19 by addressing medical and non-medical needs, psychological support & counselling and symptom surveillance. Government also recruited additional human resources - private medical colleges and inter-sectoral convergence were used for HR mobilization – teachers, fire force, rural development departments etc for mobilization of human resources which increases man power to tackle the pandemic. Community halls, auditoriums etc. were identified and operationalised as COVID first line treatment centres with 5000 additional beds.

District Collector Siricilla, Telangana said that district officials were instructed to geo-tag the details of the people who were in home quarantines. The District administration appointed two special officers for every mandal to monitor the coronavirus situation. The District Collector conducted review meetings with the officials of various departments to discuss the COVID –19 situations in the district. Further measures were undertaken to ensure physical patrolling, information flow, logistics, telemedicine and managing expectations. Local measures have also been taken as precaution to this pandemic as: a) Use of Umbrellas; b) Community Radio; c) Election Infrastructure; d) Kala Jataras; e) Public Appeals; f) Local manufacturing; g) Sanitation; and h) Prevention – Diet and Exercise.

In the 2nd ITEC-NCGG workshop, **District Collector Ranchi, Jharkhand** spoke about his strategy of issuing district level guidance with a taskforce for perimeter surveillance and

decentralised health screening. Mobile ATMs and initiatives like rations kits distribution, milk/vegetables on wheels prevented any kind of scarcity. Robust contact tracing and dedicated emergency response mechanism along with a helpdesk for logistics eased COVID governance. Post lockdown efforts are aimed at public awareness of new normal, reorienting unemployment, addressing food security, access to digital education, increasing focus on co-morbidity management and sharing best practices.

SESSION I – BEST PRACTICES IN HEALTH GOVERNANCE

CHAIRMAN - Dr. Shalini Rajneesh, Additional Chief Secretary, Government of Karnataka



She chaired the session on Best Practices in Health Governance and shared her observations as the nodal officer of two Aspirational districts. Aspirational districts have their unique challenges including poor health Infrastructure, poor health manpower, poor awareness levels, higher poverty and higher rate of reverse migration. The measures employed to deal with the crisis are Monitoring tool for Fever clinics, Isolation Centres & COVID Hospitals, KPME app to crowd source Covid-19 suspect cases, Pharma and Druggists app to Monitor OTC drugs, Readiness Indicator as an Advisory tool for self-assessment of workplace readiness and COVID Unified Portal as a single source of Covid19 related information from Government of Karnataka. She said there is a need to de-stigmatize corona positivity and use community participation as the best defense against COVID.

SPEAKERS –

Shri Veera Raghav, Collector, Ramanathapuram, Tamil Nadu



His presentation pointed out that the recovery rate of COVID cases in Ramanathapuram district is 90%. The mortality rate is contained within 2% . Medical infrastructure has ramped up. COVID control and treatment system are in place for pandemic preparedness. Testing and contact tracing has increased manifold. Containment management plan is in place, telemedicine facilities have increased and death audits undertaken. Field surveillance and mass awareness campaigns have been undertaken which have gone a long way in boosting the morale of the people during these times of distress. Various SOPs for work and public places have been issued to contain the spread. Essential commodities have been distributed with house to house visit aided by involvement of Self Help Groups (SHGs).

Shri Bhagwati Prasad, Collector, Sirohi, Rajasthan



In Sirohi, 40,000 screenings were done for 80,000 migrant labor. The district quarantined secondary/ tertiary contacts in addition to quarantining primary contacts. Mobile testing vehicles have been in place and technologies such as Google Earth and CDR data were used for contact tracing. Novel strategies of pasting different color posters outside houses were used. Nutritional care was given importance and during initial phases when Anganwaadi centres were closed, important instruments like RCH Register & Mamta Cards were updated. In containment zones door-to-door surveys were done to High risk Group such as Pregnant women and young children using Pulse Oxy-meter and Thermal Scanner for early detection of COVID-19 infection. Under POSAHAR, wheat and pulses distribution was done by AWW at doorsteps. Quarantine management is done using NIGRANI SAMMITTI for vigilance. A dedicated Whatsapp number has been circulated for information dissemination. Other activities included trainings on COVID-

19 management, doorstep delivery of essential foods and medicine, dedicated control rooms, COVID infrastructure and mental health facilities have also been ramped up.

Dr. Jincy William, District Development Officer, Narmada, Gujarat



The district administration has worked for capacity building and preparedness for dealing with the pandemic. Population screening has been done and strict enforcement of rules has been undertaken. Active community surveillance like Dhanvantri Rath Surveillance and Sero Surveillance are undertaken for daily reporting mechanisms. Civil society groups have been of immense help and media support has made the tasks at hand achievable. It can be accounted for as follows:

- Piramal foundation- support for 60+ age group screening
- Logistic support from CSR by ONGC,PNB,ICICI bank, BOB
- COVID facility assessment from stakeholders like UNICEF,WHO
- Dead body disposal by Vaishnav Vanik Samaj

- During lockdown, arrangement of food for migrants by VaishnavVanikSamaj
- Positive support by print media, social media and electronic news channels.
- Success stories highlighted by media

Hence, we see how synergies between state and non-state actors can be utilized for a coordinated response to tackle a pandemic of this proportion.

Shri Hrishikesh Modak, Collector, Washim, Maharashtra



Washim district witnessed return of 55,000 migrant labor and there was an acute shortage of doctors and ICU beds. The district administration recruited 10 doctors and 72 GNHs and procured ambulances with NITI Funds. With the onset of this pandemic, there has been an augmentation of health infrastructure and logistics. Oxygen capacity has been strengthened and super spreaders have been identified. Funds have been allocated by convergence of various sources like DPDC Fund, MLA-MP fund, NHM budget, SDRF etc. there has been an extensive use of ITIHAS and Aarogya Setu App database for testing and surveillance. Call detail record has been used for contact tracing and management of influx. Training of medical officers have taken place and data driven management is undertaken to deal with the current situation effectively. Administration has ensured data driven management with portals like COVID-19 portal, Facility App, CV Analytics etc. Despite the contingent situation, regular immunizations are taking place and doctors are told to continue their non-COVID services as well.

SESSION II – BEST PRACTICES IN E-GOVERNANCE IN ADP DISTRICTS

CHAIRMAN - Dr. Santosh Mishra, CEO, TNeGA & Commissioner, e-Governance, Government of Tamil Nadu



He chaired session II on Best Practices in e- governance in Aspirational Districts Programme. He is currently the CEO, TNeGA and Commissioner for e-governance of the Government of Tamil Nadu. Dr. Mishra said the IVRS systems was operationalized by Tamil Nadu government for COVID-19 with 131 questions. The IVRS was useful for awareness generation and was the precursor of the Aarogya Setu App. The state compared its data sets with other states using daily monitoring portals and undertook monitoring of active cases.

SPEAKERS -

Shri R. Kannan, Collector, Virudhnagar, Tamil Nadu



Shri Kannan said that there have been a slew of e-governance measures in place that has not only acted as a defense against this disease but also made people's lives convenient in this time of crisis. There has been an online patient monitoring system like e- Sanjeevani and e-pass issued to rescue the stranded people. Online complaint forum has been very effective in COVID relief disbursal. RTPCR App has been developed for management of Sample Collection. Women played a vital role in e-governance. E-service Transaction has been put in place for Pandemic Period for social welfare schemes and revenue department. SMART Cards (Simple Moral Accountable Responsive Transparent Card) are devised. E-Mandi is constituted for Quantified Returns of Quality Produce by reaching beyond local market during pandemic. Geo-Tagging was done to give a clear picture of the geo-spatial spread of COVID positive cases enabling the administration to take immediate actions.

Dr. Adeela Abdulla, Collector, Wayanad, Kerala



This district has presented a timeline since April depicting how they started with acquiring resources to fight the pandemic and then took initiatives like border management, cluster management, sentinel surveillance and vulnerability mapping among others. Their crisis management consisted of human resource management, greater focus on left wing extremism areas, flood management and care for the vulnerable sections of the populations. The next phase included repatriation of tourists and facilitation of NRIs and creating support systems for farmers, migrant laborers and students. Timely orders, community involvement in issues and gathering sponsorship for TV sets in Tribal areas for the online classes were some of the progressive measures taken by the administration. Primary and tertiary healthcare has been strengthened and special task force has been sent to the tribal areas. Digital initiatives like e-Sanjeevani and Whatsapp consultations have also been taken in the health sector. Ward level rapid response teams have been deployed and community kitchens have ensured no deaths happen due to hunger. Other initiatives include surveillance of home quarantine and farmers support. E-governance initiatives like geo mapping, e filing in revenue offices, vehicle transit monitoring system and daily Facebook live sessions by District Collector for information dissemination.

Dr. Rajendra Bharud, Collector, Nandurbar, Maharashtra



This district administration has put in place an iPAS which is an integrated planning automation system, a web-based application developed for better managements of documents, works, funds and efficient execution of DPC plans and schemes. It enables district administration to have the information of district plan, MLA funds, MP funds and human development program available at one click. It also ensures that district administration approves order and releases funds digitally. There is a real time analysis through use of emerging technologies for intelligent use of funds from different schemes. This has led to efficient administration and enforcement of Acts, Rules and Procedures. It has also facilitated easy monitoring of the works for district administration. Arogya Darshak is one of the initiatives taken by NIC Nandurbar Centre with help of GIS Delhi Team in collaboration with district administration and district health officials in order to fight Covid-19 pandemic situation. The basic purpose of the tool is to provide awareness and GIS map based authentic information for Covid-19 Active and Closed Containment Zones along with Hospitals for Covid-19 with their location and infrastructure present in Nandurbar District.

Shri R. Venkatesh Kumar, Collector, Raichur, karnataka



In Ayushman Bharat Arogya Karnataka (ABARK) web portal any BPL card holder can get free treatment and 30% fee concession is given to APL card holders. Each migrant labour and other travelers data base is created using Seva Sindhu app. This data base helped in tracking of covid-19 symptoms people. An Inter-state travelers app is also created for this purpose. Parihara web portal is created for Auto porting of Covid-19 positive data from ICMR and assigning of COVID-19 IDs. In contact tracing app, information is ported from Parihara and shared to all taluka and village level teams. Taluk wise officers are engaged in the task with the help of Yatri Whatsapp Group where monitoring of international travelers is done to track, trace, isolate and treat patients. There is also a containment zone app for monitoring of data related to activities in containment zones. Continuous monitoring of testing of vulnerable population through house to house surveys is done through Health Watch App. There is a district COVID-19 war room where a team of Senior Officers, Medical Administrators and Technical consultants are working in 24x7 manner to contain outbreak of COVID - 19. With the help of www.covidwar.karnataka.gov.in/service1 web portal, people can access their COVID-19 test results on their finger tip.

SESSION III – BEST PRACTICES IN AGRICULTURE AND WATER RESOURCE MANAGEMENT

CHAIRMAN- Shri Bharat Lal, Additional Secretary (Water), Department of Drinking Water and Sanitation, Ministry of Jal Shakti, Government of India



He chaired session III of the workshop on Best Practices in Agriculture and Water Resource Management. He is currently serving as the Additional Secretary (Water) in the Department of Drinking Water and Sanitation in the Ministry of Jal Shakti of the Government of India.

SPEAKERS-

Shri Chavvi Ranjan, Collector, Ranchi, Jharkhand



Ranchi district has immense agriculture potential and the global pandemic posed a threat to the livelihoods of many. APMC Ranchi connected one of its Farmers Producer group to Dubai based traders, who purchased 1,100 Kg vegetables. Ranchi became first district in Jharkhand to export its vegetable produce to Dubai. Ajeevika Farm Fresh initiative has started by District Administration. Jharkhand State Livelihood Promotion Society (JSLPS) are created in Ranchi to engage with around 100 Self-help groups for producing chemical free produces. Supply of vegetables by SHG happened through JSLPS. During the lockdown, they developed a home delivery app to connect the SHG producer to the consumers, especially in urban areas. Within a span of 15 days , they developed a consumer base of 785 and till the July 2020 ,they delivered 8 MT of vegetables for amount of Rs 7.4 lakh. Eighteen Cooperative societies across the district have set up a doorstep vegetable delivery system in Ranchi by connecting with farmers across the district. The vegetables produced at farms were picked up by Cooperatives and sold in Ranchi City during the lockdown. In a span of 3 months, 5135 Quintal Vegetables were sold worth 1.3 Crores. Social networking sites were utilised as a tool to connect the consumers with the farmers. Veggie go app was developed by APMC, Ranchi and District Administration to connect farmers with the market. Farmers even profited from micro irrigation practices during the pandemic.

Smt. Madhusmita Sahoo, Collector, Naupada, Odisha



Nuapada district is a severe draught prone district due to very low intensity of rain fall. There have been attempts to reduce the migration under the project National Adaptation fund for

Climate change motivating farmers for horticulture and cash crops. Attempts have also been towards enhancing the livelihood of poor landless people with Goatery, Poultry, Mushroom Cultivation. Schemes aim to reduce carbon emission from traditional pumps by utilizing solar water pumps. The aim is to recharge ground water and storage of water for various purposes by construction of check dams and providing plantation at the periphery of the check dams. Fighting the pandemic situation was facilitated by measuring the seasonal variation through Satellite based monitoring system/maps during & after the project period.

Rainfall was erratic and of uneven pattern. Intervention to change the cropping pattern through various schemes such as Millets Mission, Paramparagat Krishi Vikash Yojana (PKVY), Crop demonstration programme of High value crops have already been undertaken. Odisha Millets Mission is one of the flagship initiatives of the state of Odisha. it has led to setting of millet kiosks and value addition units through WSHGs. PKVY, a sub component of Soil Health Management (SHM) under National Mission for Sustainable Agriculture. Farmers are linked with www.jaivikkheti.in and www.enaam.gov.in for e commerce. Success is reflected in cost reduction and enhanced productivity of crop and land. Seed production programme causes supply of Quality Seed playing an important role in Crop production & increase in Yield. Paddy is procured through P-PAS and Millets i.e Ragi is procured through M- PAS. Seed Cotton is procured by CCI ltd. There is no E-NAM yet. Challenges faced during COVID can be summarized as:

- Use of sanitizer & masks mandatorily by all members
- Sanitization of iris scanners by wiping thoroughly.
- Purchase of new iris scanners to take scan from 1 feet distance.
- Automatic generation of token well in advance to avoid unnecessary gathering at Mandi.
- Online credit of dues of farmers within 5 days in all cases.
- Participation of WSHG members to encourage them.
- Digitization of New & renewal forms

The responsibility of digitizing data furnished by farmers and uploading them on www.foododisha.in solely rests with societies/WSHG. After generation of SAS (Society Authorized Slip) & MAS (Miller Authorized Slip) in favor of societies and selected custom millers respectively paddy will be purchased by societies from the farmer against the generated token by issuing vender receipt. On acceptance of paddy by the concerned miller as noted in the vender receipt in P-PAS module the farmer will be paid MSP due within 3 days of completion of transaction.

Shri Rajat Bansal, Collector, Bastar, Chattisgarh



The district administration has taken prompt action in view of the COVID-19 pandemic scenario especially for agriculture and water sector. Sanjay market fruit and vegetable market has been relocated and dispersed to prevent crowding of places. There is a Narwa project which ensures low cost water conservation like check dam in which MNREGA has kept people's livelihood alive during the pandemic. Vegetable farming was encouraged where farmers brought produce for vegetable aggregation centres which were then distributed from door to door. Such schemes

could succeed because of the constant support of Self Help Groups. Plantation drive was carried out along Indravati River which was aimed at environment protection and water conservation. E-NAM has been functional in Jagdalpur which has become a successful model to be followed even after COVID-19. Shri Rajat Bansal said that this is the time to create opportunities by leveraging technology and taking innovative initiatives in the field of governance.

Shri Dhirendra Khadgata, Deputy Commissioner, Nuh, Haryana



In Nuh district, for proper management, distribution and streamlining of essential items, district administration has formed management committees at various levels. Haryana Government started online portal “Meri Fasal Mera Byora” for the facilitation of the farmers. Only those crops that are registered on this portal are purchased in the mandis. Online registration of wheat and mustard crops were done before COVID started. Farmers are now registering for their bajra

crops (15 Aug – 7 Sep). Till now 10,500 acres' land has been registered by 1904 Nuh farmers for Bajra on MFMB portal. Four mandis (Nuh, Punhana, Tauru and Firozpur Jhirka) of Nuh have been connected with eNAM portal. Mandis were connected with eNAM portal in June 2020. Mandi Analysts from State marketing board are assisting farmers and other stakeholders about its usage in each mandi. One mandi analyst is assigned in each mandi. District administration set up nine new purchasing centres in addition to the five existing ones. Two procurement shifts were scheduled in a day. Only 25 farmers were called in a shift. Each farmer received SMS, one day in advance, about his timing. All the payments to farmers were done cashless through online mode.

Horticulture department tied up with Farmer Producer Organizations (FPOs) of the district to supply vegetables to each village of the Nuh. Special passes were arranged by the district administration in this regard. Eight (8) FPOs covered approx. 80 villages each day. Citizens received fresh vegetables at their door step. Extra produce was transported to Gurgaon and Delhi mantis as well. Like vegetable, supply of fresh milk also took a hit due to lockdown. District administration provided special passes for the transportation of milk from farmers to consumers. Government used Antyodaya SARAL online portal to issue online passes to allow movement of staff, volunteers. District administration provided dry ration to all poor and needy people, including those who were not covered by PDS or any other government scheme. As per the government directions, wheat and dal were provided free of cost to all the beneficiaries

SESSION IV – BEST PRACTICES IN NE STATES

CHAIRMAN- Shri Indevar Pandey, Special Secretary, DONER



He chaired the session IV on Best Practices in North Eastern States. He is currently serving as the Special Secretary in the Department of North Eastern Region (DONER). Shri Pandey said that North Eastern states ramped up testing facilities as the region witnessed a spurt in cases with return of migrants. Institutional quarantine facilities were introduced. The fatality rate in NE states was low with 0.33%. Over 55000 tests per day are being done to trace COVID-19 patients.

SPEAKERS –

Smt. Keethi Jalli, Collector, Cachar, Assam



She talked about the COVID strategy employed by her district so far that has been highly successful in controlling the COVID situation. They started with screening, swab collection, quarantine centres, contact tracing, community targeted surveillance and creation of urban and block level PHC in hub and spoke model coordinated through a district control room. The dedicated COVID hospitals, transparent networking and procuring of equipment along with local manufacturing of masks made a huge difference. Immense work was done by “Pratirodhibondhu and aapdamitras”(District DM authorities) facilitated by the multipurpose worker training along with dissemination of schemes like “Project Aastha” for psychosocial support which led people cope with the exigencies better. To rope in the good work of the civil society, a whatsapp group by the name GO NGO was created to coordinate the working of all NGOs. Awareness campaigns were organized with important stakeholders and price management of essential commodities were also undertaken.

Shri Swapnil Tembe Collector, East Garo Hills, Meghalaya



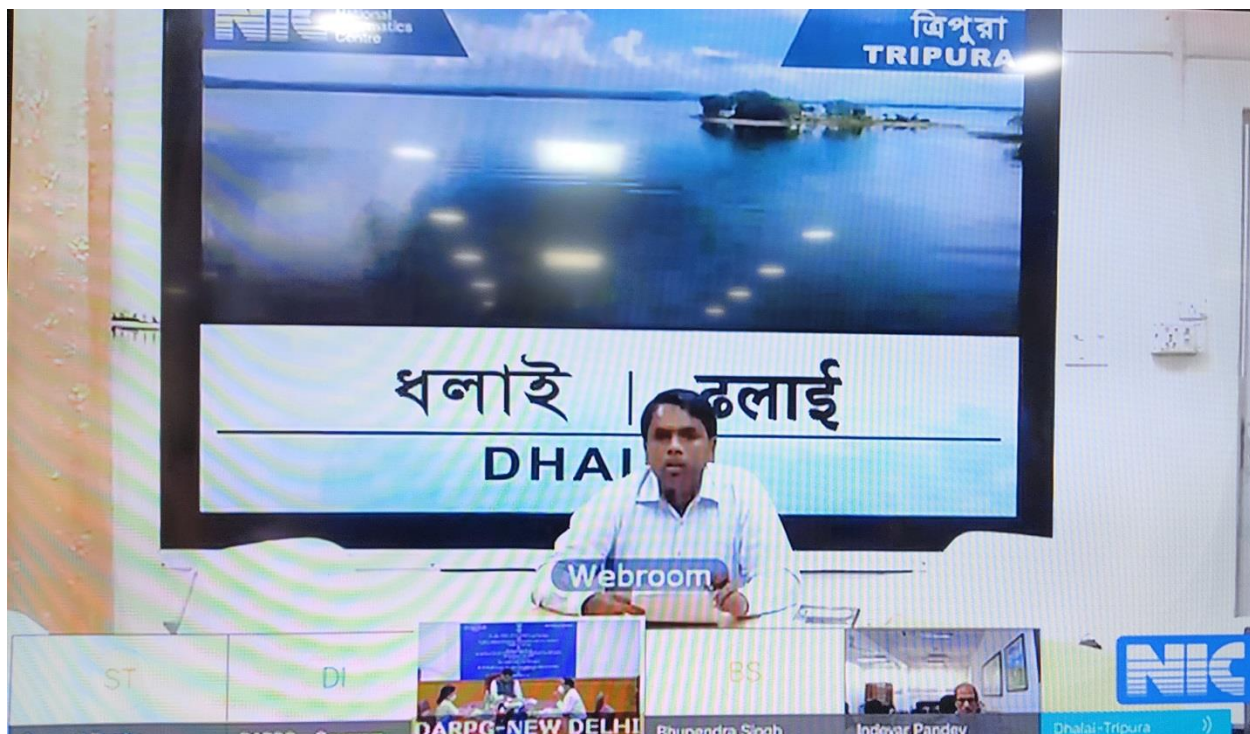
While explaining the ill effects of corona at length in his district, he described how a combination of various strategies introduced has helped the district in coping with the pandemic so far. Various Cells and helpline numbers have been put in place for people to reach out to. Volunteers from all the fields were deployed such as civil defence volunteers, Nehru Yuva Kendra volunteers in addition to the medical volunteers on the field and their trainings

undertaken accordingly. He ensured coordination with neighboring states and enabled an online registration for all returnees thereby mapping everyone on the IVRS care mechanism. There are Corona care centres, institutional quarantine centres, community quarantine centres and community COVID-19 management committees that are responsible for taking care of the COVID situation in the district. The methodologies employed can be listed as under:

- Provision Kit to all returnees
- Financial assistance of 10,000 INR to all Community Quarantine Centres.
- Skill mapping survey of returnees
- Active participation of the COVID committees at the village level
- Behavior Change Management App - The responsibility checklist
- Home delivery of essential commodities by the CSCs using the Grameen e-store
- Markings for physical distancing and imposition of fines
- 50000 masks have been distributed to public free of cost which was manufactured locally by women
- Financial assistance of Rs. 3000/- to the stranded citizens
- Home delivery of essential commodities by the CSCs using the Grameen e-store
- Markings for physical distancing and imposition of fines
- 50000 masks have been distributed to public free of cost which was manufactured locally by women
- Financial assistance of Rs 3000 to the stranded citizens
- Online Teacher Training with MeghShala

Shri Swapnil Tembe said it is a great opportunity to push for self- sufficiency and realize the Vision 2025.

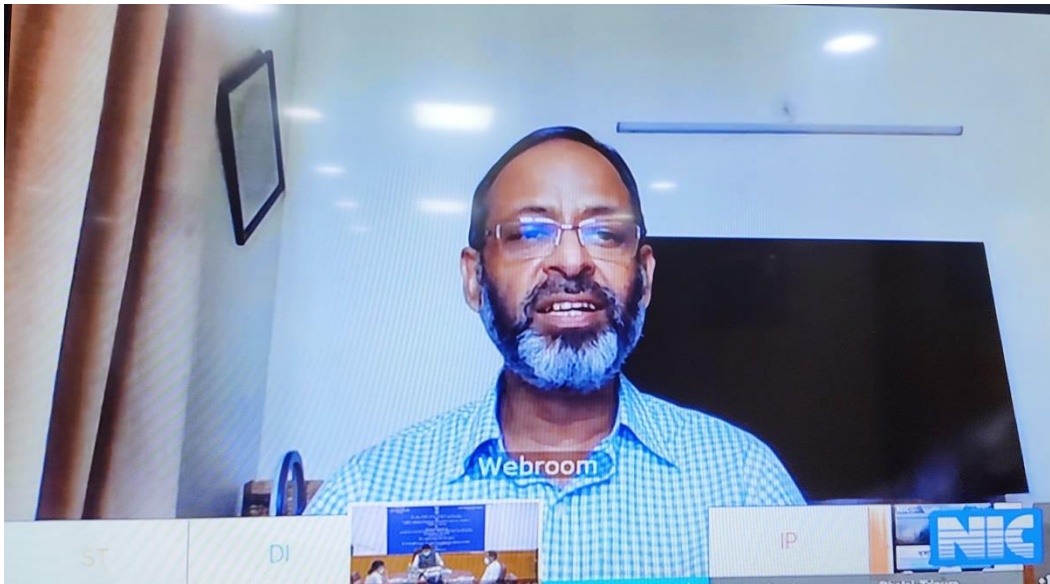
Shri Govekar Mayur Ratilal, Collector, Dhalai, Tripura



The district of Dhalai need innovation and taking best practices to grass root level. All districts wouldn't afford 'one solution fit for all' approach. Most of Aspirational Districts have huge diversity within the district, more so in NE states. District Administration here intervened for door step Food delivery, banking services, acted as middleman in re-establishing market link for Agro produce. Non-PDS essential commodities were purchased for 5000 families, ONGC sponsored generously under CSR. Rs 40 lakh sanctioned with a weeks' time from announcement of Lockdown. Door Step Delivery of PDS commodities and 3 months LPG cylinder. Packages for stranded migrant workers, weaker section were announced under SDRF and Garib Kalyan Yojana implemented smoothly and swiftly. In some places, vehicle was provided to bring people of interior habitation to market places to sell their produce and lift PDS supply. In situ arrangement for stay of construction workers was facilitated. When other economic activities were stalled, construction sector emerged as bulk employment provider. I-GOT platform was extensively used for training of all health care workers and doctors. Training module specific to their role was selected to target focused training of medical professionals.

SESSION V – BEST PRACTICES IN EDUCATIONAL GOVERNANCE

CHAIRMAN - Shri Anil Swarup, Former Secretary, School, Education & Literacy, Government of India



He chaired session V on Best Practices in Educational Governance. He is former Secretary of School Education and Literacy, GoI.

SPEAKERS –

Shri Indra Singh Rao, Collector, Baran, Rajasthan



Social Media Interface for Education Engagement (SMILE) Program has started in Baran district. Two separate WhatsApp groups have been created for –teachers & students. E- learning material is circulated on regular basis to the students through the groups. Students performance is being monitored through google forms. The students–teacher connects was through phone calls to motivate them for E- learning material. District level training of 221 PEEOs (Panchayat Elementary Education Officer) for intensive and quick monitoring through Google forms. Feedback based on Google forms are being reviewed & analyzed by District Collector every week. Continuous updation and rectification are being done to improve learning levels.

Implementation was through DIET (District Institute for Education and Training) and SAMSA (Samagra Shiksha Abhiyaan) under the direction of District Collector. NTPC Anta provided financial support to lunch and run the program. During complete lockdown period, Colleges created its own Youtube channel and about 40 WhatsApp groups were created by each college staff. Teaching staff of the colleges are enhancing its technical skills through various online e-content workshops organized by DCE, Jaipur. Colleges have also successfully conducted online quiz and essay competition related to Covid-19, through google forms.

Dr. M. Hari Jawaharlal, Collector, Vizianagaram, Andhra Pradesh



This district is an example how convergence & coordination with stakeholders can be strengthened to derive maximum utility from the effort. Students were safely dropped at their Residences during Green Zone. Conduct of Online Classes and other Logistic support was given

to students. Supply of Dry Ration /Mid-Day Meal (Jagananna Gorumudda) was provided. The District administration focused in revitalizing Parents Committee/School Management Committees in Educational Governance through Mana Bade: Nadu - Nedu Programme. Infrastructure Development happened under Mana Badi: Nadu – Nedu. A slew of programmes were introduced like distribution to bridge course materials 1,51,247 Modules & Workbooks under VIDHYAVARADHI to 1,51,247 Students of I to V classes. Special Revision classes conducted to the SSC students under VIDYA AMRUTHAM through DD-Saptagiri Channel. Online Streaming of Classes 1st to 10th class students through DD-Saptagiri Channel @ 1 hour per class was done. Distribution of library books was done to the students of class 3 to 10th class. They conducted Mobile Van TV lessons in 60 unconnected interior villages under VIDHYAVARADHI. There was a Sign Video for CwSN for creating awareness on COVID-19. Daily classes/weekly tests were conducted for 2.5 lakhs students through phone calls and WhatsApp. Under E-Abhyas CLEP online spoken English program was organized to the Teachers. The mode of Monitoring can be given as follows:-

- CISCO Webex, Microsoft Teams meeting conferences were conducted weekly twice.
- Videoconferences conducted every fortnight
- Teleconferences were conducted as per the requirement at least once in a week
- DEO Visited 59 Schools, 2-DYEOs 161 Schools, 21-MEOs Visited 2468 Schools during Pandemic period duly following COVID norms
- 3.5 Lakh Children received Nutritious Food.
- Academic curriculum has been continued through online classes
- Improved Infrastructure in 1040 schools with an amount of Rs.226 Crores which transform the learning environment in Educational Institutions.
- Increased Green cover in all Educational Institutions.
- Personnel Hygiene practices like Hand Washing

Shri Chandan Kumar, Collector, Sukma, Chhattisgarh



It is a naxal affected district and hence continues to faces developmental challenges. There is a lack of ecosystem at home to take care of educational needs due to Low literacy rate which stands at 29%. There is vulnerability of Dropping Out. It is physically hard to reach areas combined with rainy Season. Looking at the cultural aspects, children go to fields to help parents in sowing season. There is tracking difficulty as students' homes and ashram schools are distantly spaced. There is non- availability of network and smartphones which is only 30% area in network. There is no prior experience of Virtual Classroom for teachers and students. Hence the following mechanisms were devised:

- Skill Orientation for teachers
- Activity based Learning
- Monday-Foundational Language Skills, Wednesday- Basic Mathematics/Science, Friday- Games
- Different activities for grades 1 to 3 and grades 4 to 5

- Use of local material as Learning Aid
- Community Participation
- Collaboration with UNICEF
- LIVE Classes using cgschool.in and Webex App where students from any part of the State can attend any Teacher's lecture.
- 'Guru Tujhe Salam' Abhiyan in Konta block was organised to encourage teachers to take up Online Classes
- Ghare ghare school where teachers go to Para, Mohalla, Street to conduct classes mostly choosing a venue like Panchayat Bhawan or a street or any place selected by the villagers
- Jawahar navodaya vidyalaya- Counselling provided to students where 38 students counselled every day – 1 teacher counsels 4-5 students per day and Parents Teacher Meeting is held where Principal interacts on 2nd & 4th Saturday
- Pragati-Assignment + Assessment – Solved questions and unsolved Test papers
- Chapter Summary- Specially designed for the Pandemic to facilitate self-study among students

VALEDICTORY SESSION

WELCOME ADDRESS



Shri V. Srinivas, Additional Secretary, DAR&PG & Director General, NCGG

Shri V. Srinivas said that the workshop was attended by 817 participants, had 5 technical sessions in which 20 District Collectors, 2 Additional Chief Secretaries and 2 Secretaries of Government of India participated. The overwhelming message from the workshop was that Aspirational Districts leveraged technology in synergizing developmental programmes. Districts widely used Sero surveillance, digital surveillance, thermal screenings as also tele-medicine and AYUSH. The IVRS system, e- Sanjeevani App, Aarogya Setu App and e- Pass were widely used. Further, districts also coped with natural disasters like Wayanad District which coped with landslides. Market linkages were provided through e-NAM, NRLM's SHGs were used for doorstep delivery, migrant labor was provided employment under MGNREGA. Even the most remote districts/villages were provided education with online classes and library books were distributed through village volunteers. North Eastern States witnessed a rapid increase in testing. District Collectors in Aspirational Districts have put service before self and showed tremendous dedication and commitment in the pandemic period.

PRESENTATION OF SUCCESS STORIES IN ADP DISTRICTS IN COVID - 19 PUBLIC GRIEVANCE CASES



Smt. Jaya Dubey, Joint Secretary, DAR&PG

Smt. Jaya Dubey talked about the government's grievance mechanisms during the pandemic of how it could reach an average satisfaction level as high as 91%. These grievances were basically related to questions of violations of lockdown norms, request for financial help, and conditions of hospitals among other things. The district administrations of Kadapa in Andhra Pradesh, Baran in Rajasthan and Vishakhapatnam in Andhra Pradesh have done a commendable job in this regard. 15 districts like Dahod in Gujrat and Giridih in Jharkhand even had a 100% satisfaction record. There has been a record improvement in the efficacy of the public grievance redressal mechanism where the total number of grievances received and disposed in 106 of the 112 Aspirational districts between 30th March 2020 and 10th June 2020 stands at 6897. Gender mapping of the grievances has also been done while accounting for both physical and online complaints. A category wise analysis of the complaints was undertaken before disposing them. Number of grievances filed and number of days taken in disposal of the complaints has been accounted for each Aspirational district in ascertaining the resolution percentage for all. Dissatisfaction levels have been very low in all the districts depicting government's success in redressing the grievances of the general population during this pandemic.

GUEST OF HONOUR

Dr. K. Shivaji, Secretary, DAR&PG



He said that this pandemic is a moment in history where civil servants will be remembered for their tenacity and quick decision making. COVID-19 has destroyed lives and livelihoods and we need nothing but resilience to tide over these precarious times. India has been going digital since a few years but the current crisis has given impetus to it such that online education and entertainment made lives convenient even during complete lockdown. We also saw that historic moment when oil prices slid to sub zero levels. Our country has also faced the fury of nature in these already troubled times. Some Aspirational Districts has also been affected by landslides like Haridwar and floods like Dhubri. This workshop will contribute to evolve innovative strategies of good governance. In India, we were fortunate to be led by the quick and decisive strategies of our Honorable Prime Minister. We have an ambitious target to reduce the grievance redressal time limit from 60 days to 3 days. We can only turn this crisis into an opportunity by taking policy challenges. Moreover, there is a clarion call for strengthening the industrial base of the country. We therefore need a synchronized effort by the public institutions. Hence what we require now is rebooting of the economy rather than just refreshing for an inclusive growth of aspirational districts that proportionally needs greater attention than other districts of the country.

Finally, he concluded saying that NCGG workshops can help create knowledge capsules that can have a paramount impact in making the economy more sustainable.

GUEST OF HONOUR

Shri Amitabh Kant, CEO, NITI Aayog



He shared his thoughts on good governance and how we can learn from each other by sharing such insights. Such workshops are knowledge sharing opportunities and aspirational districts programme was intended to be a governance reform hence they can derive maximum benefits out of these workshops. India needs to strive towards a spirit of competitive and cooperative federalism throughout the body politic of the nation in the form of a Jan Andolan. Local district teams should be deployed like development partners to deal with the crisis. There are some examples set by progressive districts like Hazaribagh where BDOs are made to compete with each other in terms of their development outcomes. Khandwa district in Madhya Pradesh have come up with a Lok Sevak App where districts share best practices with each other. Banka district's online educated model has been emulated in North East India. Ranchi district has set an example for treating mental disorders effectively through helpline numbers. In his concluding remarks, he said he is delighted to see how this workshop is facilitating an exchange of ideas. Aspirational Districts because of their backward nature need to be proactive in dealing with the pandemic as improving learning and health outcomes are a part of the social equity that we aspire for the nation.

VALEDICTORY ADDRESS BY CHIEF GUEST

Dr. Jitendra Singh, Hon'ble Minister of State for Personnel, Public Grievances and Pensions



Union Minister of State for Personnel, PG and Pensions Dr. Jitendra Singh delivered the valedictory address at the NCGG-NITI one-day Workshop on COVID-19 – Good Governance Practices in Aspirational Districts a Pandemic through a webinar on September 4, 2020. The one-day conference included chairmen and speakers from the Ministries/ Departments of Government of India, State Governments and District Collectors. The participants of the workshop comprised of Senior Officers of DARPG, NITI, Central Ministries, Senior Civil Servants of Government of India serving as Central Prabhari Officers under the Aspirational Districts Program, Senior Officials from State Governments, District Collectors and District Level Officers handling the Aspirational Districts Program. In the valedictory session, Shri Amitabh Kant CEO NITI Aayog, Government of India and Dr. K. Shivaji Secretary DARPG and DPPW addressed the delegates. This Workshop was jointly conceptualized by the National Centre for Good Governance, Department of Administrative Reforms and Public Grievances and

NITI with the objective of knowledge dissemination of district level good governance practices in fighting the COVID - 19 pandemic.

The technical sessions covered Best Practices in Health Sector Governance, e-governance, Agriculture and Water Resource Management, North Eastern States and Educational Governance. The session chairs included Shri Indevar Pandey, Special Secretary DONER, Shri Anil Swarup, former Secretary Education and Literacy, Smt. Shalini Rajneesh, Additional Chief Secretary Government of Karnataka, Shri Bharat Lal Additional Secretary (Water) Department of Drinking Water and Sanitation, Ministry of Jal Shakti and Dr. Santosh Mishra CEO, Tamil Nadu e-Governance Authority and Commissioner e-Governance. 20 District Collectors of the Aspirational Districts made presentations in the technical sessions.

In the valedictory session, Honorable MoS Dr. Jitendra Singh said that its time we should have role based civil servants rather than rule based. He applauded the passion with which NITI Aayog CEO Amitabh Kant delivered his speech, the speakers who made such insightful presentations and all the other learned participants who graced this workshop with their presence. COVID-19 has given an opportunity for all the stakeholders to come together on a table and connect digitally sharing best practices of governance.



He added the theme of the workshop is very timely as we need a scientific assessment of our programmes marked by a shift in political approach. There is already a visible outcome as we can see a change in our work culture. COVID crisis has brought out the inherent resilience of our nation's spirit and unrealized potential. In these current times of crisis, our Honorable Prime Minister came up with innovative solutions to protect people's livelihood like raising import duty on Bamboo. As we know, necessity is the mother of invention; we need to put our full mind and zest into it. He appreciated the persistent hard work of DARPG in redressing the grievances of people while working out what is best for the nation. Dr. Singh quoted that the average disposal time for grievance in times of corona has been 1.4 days.

India's leadership in Honorable Prime Minister Shri Narendra Modi will always be remembered for his pre-emptive decision making. Under his leadership India has jumped 4 places in Global Innovation Index adding to India's success story. North Eastern region has gained high priority in his regime as evident in the improved transportation network and infrastructure in the region. Arunachal Pradesh and Sikkim got their first airports and many trains have started connecting North Eastern Region to other parts of the country.



North east has emerged as a model of corona management as Tripura and Sikkim has been corona free for a long time until students from other parts of the country returned to their native places. This workshop by assigning a separate session to North East Region of India has enabled

us to learn from the challenges and successes. As aspirational districts now can become non aspirational tomorrow and vice versa, we need continuous growth of indicators in the districts on real time basis assessment on dashboard and for such eventuality, academic events series like this should continue.

VOTE OF THANKS

Prof. Poonam Singh, NCGG



Prof. Poonam Singh, In-charge of Administration at NCGG presented the Vote of Thanks where she expressed her gratitude towards Honorable MoS DAR&PG, Dr. Jitendra Singh for his esteemed presence. She expressed her deep sense of appreciation for Secretary DAR&PG, Dr. K Shivaji for his encouragement that helped NCGG grow in the past three years while promoting Good Governance through Capacity Building on Public Policy and Governance both at National and International Level by carrying out studies / action research on issues relating to governance. She also expressed her gratitude for CEO, NITI Aayog Amitabh Kant whose presence enriched the event by taking it to a meaningful end. She expressed her hearty thanks to respected Additional Secretary DAR&PG and Director General NCGG, Shri V. Srinivas who has demonstrated exemplary leadership with his thoughtful insights that adds value to the delivery of her team's efforts. She then extended her heartfelt gratitude to all the esteemed chairmen and speakers of all sessions who shared their experiences which inspired everyone and enriched them with the ocean of wonderful ideas, opinions and practical solutions to the challenges posed by the COVID19. She concluded by thanking all the Officers of DAR&PG, NITI Aayog and NCGG team who worked behind the scenes to make this workshop a success.

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