



सत्यमेव जयते  
Government of India

**NCGG**

National Centre for Good Governance

*The Torch Bearers of Good Governance*

# Annual Report 2022-23

**National Centre for Good Governance**

Ministry of Personnel, Public Grievances & Pensions,  
Government of India

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Good governance is the key. People-centric governance solves problems and gives better results.

- National Civil Services Day, 21st April 2023

In the Amrit Kaal of independence, we are marching ahead rapidly to create a transparent system, efficient process and smooth governance to make development all-round and all-inclusive.

- Independence Day Address at Red Fort, 15th August 2022

At the core of Good Governance is service delivery at the grassroots level. In Amrit kaal, we remain resolute in our efforts towards making a positive impact in people's lives and creating a developed India.

- Independence Day Address at Red Fort, 15th August 2021

**Shri Narendra Modi**  
Hon'ble Prime Minister of India

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**National Centre for Good Governance**  
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## Executive Summary

This is the annual report of the National Centre for Good Governance (NCGG), an apex-level autonomous institution set up in 2014 under the auspices of the Ministry of Personnel, Public Grievances and Pensions. This document provides a summary of activities, publications, programmes, collaborations, etc. carried out by the Centre from 1<sup>st</sup> April, 2022, to 31<sup>st</sup> March, 2023.

NCGG works in the areas of governance, policy reforms, capacity building, and training of civil servants and technocrats of India and other developing countries. The Centre also serves as a think tank. The Centre acts as the national repository of information on various initiatives and best practices that promotes good governance, transparency and improved public service delivery. The Centre has been focusing on capacity building programmes for civil servants of various states/ UTs and other developing countries.

During the financial year 2022-23, the NCGG conducted a series of capacity building programmes on public policy, public service delivery and governance for civil servants of Maldives, Gambia, Bangladesh, Jammu & Kashmir and Arunachal Pradesh. These programmes were part of international collaborations between the NCGG and the respective countries/ States. Also, NCGG has entered into Memorandum of Understanding (MoU) with both Bangladesh and Maldives to train 1,800 and 1,000 civil servants respectively. These trainings provide an opportunity to share experiences of administration between civil servants of these countries and help in establishing strong bilateral relations. In the current year NCGG conducted 12 programmes for civil servants of Maldives, 6 programmes for civil servants of Bangladesh and 1 for civil servants of Gambia.

At the national level, NCGG has entered into an MoU to train 2,000 civil servants of Jammu and Kashmir on the lines of Indian Administrative Service. Also, to further improve the governance and public service delivery in Northeast and border states, Dr. Jitendra Singh, MoS, Ministry of Personnel, Public Grievances and Pensions directed to hold special programmes for the civil servants of Arunachal Pradesh. In this regard, MoU was signed between NCGG and Government of Arunachal Pradesh on 18<sup>th</sup> August, 2022, where a total of 500 senior civil servants of the government of Arunachal Pradesh are to be trained in five years. During the current year two programmes each were conducted for both the states.

The Centre is also coming up with a book on 'Public Policy and Governance: Theory and Practice in New India' which captures articles by prominent civil servants, academicians and practitioners on various key areas of policy making. The NCGG has also come up with articles on smart and sustainable cities and digital governance. These publications are designed to help policy makers, academicians and researchers in studying and designing better policies for the citizens of the country. The NCGG has been continuously striving to contribute to improving governance and enhancing the quality of life of people.

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## Introduction

### I. About the Centre

The National Centre for Good Governance (NCGG) was set up in the year 2014 by the Government of India as an apex-level autonomous institution under the aegis of the Ministry of Personnel, Public Grievances and Pensions. The Centre traces its origin to the National Institute of Administrative Research (NIAR), which was set up in 1995 by the Lal Bahadur Shastri National Academy of Administration (LBSNAA). Initially, the administrative department responsible for overseeing its operations was DoPT. However, starting from November 8, 2017, the administrative department for NCGG is the Department of Administrative Reforms and Public Grievances (DARPG).

NCGG deals with a gamut of public policy and governance issues from local, state to 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 of India and other developing countries. It also works as a think tank.

### II. Aim and objectives of the NCGG

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

- i.) To be a think tank for governance and policy reforms, cutting across administrative, social, economic, and financial spheres;
- ii.) 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;
- iii.) 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;



- iv.) To advise on key issues in governance and develop synergy across various ministries/ departments of the Government of India and various state governments;
- v.) To promote sharing and replication of innovative ideas and best practices in governance;
- vi.) To interact with national and international organizations, in and outside the government, engaged in research and capacity building in these spheres; and
- vii.) To engage in the provision of consultancy services in and outside the country.

### **III. Mandate of the NCGG**

- i.) Promote policy reforms and evidence-based policymaking;
- ii.) Design and conduct capacity building and training programmes for civil servants;
- iii.) Conduct extensive research and analysis to generate practical solutions to governance issues;
- iv.) Collaborate with several developing countries to foster the exchange of information, knowledge, ideas, and expertise in governance;

- v.) Publish reports, case studies, monographs, and best practices in various important sectors; and
- vi.) 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 provision of 5 persons viz. academicians, eminent administrators, specialists, eminent innovators, 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 is at **Annex–I**.

### **V. Management Committee**

NCGG has a Management Committee, which is responsible for the administration and management of the society with regards to annual plans, monitoring, and implementation of programmes, contributions, and funds of the society, etc. The Management Committee is headed by the Secretary, DARPG as Chairperson, with Secretar-





ies of 9 ministries/ departments or their nominee, Secretary coordination from Cabinet Secretariat, SS & FA (MHA) as members and Director General, NCGG as Member Secretary. The composition is at **Annex-II**.

## Activities of NCGG during the year 2022–23

### I. Capacity building of civil servants of Maldives

Over the years, NCGG has created a niche for itself in the field of capacity building and leadership development programmes. The Ministry of External Affairs (MEA) has identified NCGG as the focal institution for developing and conducting highly customized capacity development programmes for the civil servants and technocrats of other developing countries. Similarly, NCGG is asked by the DARPG to organize specialized programmes for domestic civil servants and technocrats. The CBPs conducted by NCGG are in the following two categories:

**A. International programmes:** During the year, NCGG developed and imparted customized capacity building programmes to 618 civil servants of 3 countries in 19 batches.

i.) **Maldives:** During the official state visit of Hon'ble Prime Minister Shri Narendra Modi on 8<sup>th</sup> June, 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. Since then, 22 capacity building programmes have been conducted including a one-week study visit for a high-level delegation from the Republic of Maldives to India.

During the year 2022-23, 360 civil servants from the Republic of Maldives received training in 12 batches, taking the total number of civil servants trained up to March 2023 to 635. The details of the capacity building programme are in **Annex-III**.



ii.) **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 NCGG on 11<sup>th</sup> February, 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 11 batches, so far. During the year 2022-23, six batches comprising 234 civil servants from the Republic of Bangladesh received training, taking the total number of civil servants trained up to March 2023 to 382. The details are on **Annex-IV**.

iii.) **Gambia:** The NCGG, in collaboration with the DARPG and the Ministry of External Affairs (MEA), conducted a one-week capacity-building programme on public policy and governance for 24 senior civil servants of Gambia from 16<sup>th</sup> – 21<sup>st</sup> May, 2022, taking the total number to 49. The

programme was specially designed to equip decision-makers in Gambia's civil service, such as Permanent Secretaries, their deputies, and other officials, with the latest knowledge, skills, and tools to create effective public policy in an increasingly complex and interdependent world. The training aimed to promote good governance and sustainable development while providing cross-country exposure to avoid duplicating efforts.

**B. National programmes:** During 2022-23, capacity building programmes for 118 officers in 4 batches from Jammu & Kashmir and Arunachal Pradesh were organized by the NCGG. Details are as under:

i.) **Jammu & Kashmir:** In pursuance to the announcements made by the Union Minister of State (Independent Charge), Development of North Eastern Region (DoNER); PMO; Personnel, Public Grievances & Pensions; Atomic Energy and Space, Dr. Jitendra Singh during the Regional Confer-



ence on replication of Good Governance practices held on 1<sup>st</sup>-2<sup>nd</sup> July, 2021 at Srinagar, an MoU has been signed between J&K Institute of Management, Public Administration & Rural Development (J&KIMPARD) and NCGG to train 2,000 senior officers of Jammu & Kashmir on public policy & good governance.

During the year 2022-23, 67 civil servants in 2 batches from Jammu & Kashmir received training at NCGG, taking the total number of civil servants trained up to March 2023 to 158. The details are in **Annex- V**.

ii.) **Arunachal Pradesh:** On 18<sup>th</sup> August, 2022, an MoU was signed between the DARPG, Government of India; the Department of Administrative Reforms, Government of Arunachal Pradesh, and the NCGG to train 500 senior officers of the Government of Arunachal Pradesh. During 2022-23, NCGG developed customised module and imparted training to 51 officers of Arunachal Pradesh in 2 batches. The details are in **Annex- VI**.

### C. Exposure visits:

As part of the capacity building programme, the classroom training is complemented by exposure visits. These visits allow participants to gain an understanding of the history and culture of the country, as well as the latest technological and infrastructural developments. Here are some of the field visits that are included:

- i.) District visits as part of the DM/SDM attachment programme, where participants learn about the functioning and workings of district and sub-divisions level administration.
- ii.) Exposure visits to significant places/ offices such as the Parliament, Delhi Metro, zero net energy building- Indira Paryavaran Bhavan, Pradhan Mantri Sanghralaya, Moraji Desai National Institute of Yoga, etc.
- iii.) Local visits: As part of the programme, officers are taken on visits to the Taj Mahal in Agra. They are also taken on local sightseeing to gain an appreciation of the local heritage and culture.





## II. National Good Governance Webinar Series (NGGWS)

In the year 2022-2023, the DARPG in collaboration with NCGG, organized a series of 12 National Good Governance webinars. These webinars focused on various themes under the good governance initiative, which had been recognized with the Prime Minister's Award for Excellence in Public Administration. The webinars encompassed a range of areas such as health, education, environment, disaster management, and social sectors, where states had been awarded for their exceptional work. The primary objective of these webinars was to disseminate best practices and award-winning achievements as examples for other states to emulate.

The details of the PM's award-winning initiatives webinar is attached in **Annex-VII** and is as follows:

- i.) On 28<sup>th</sup> April, 2022, the 1<sup>st</sup> webinar focusing on **improving service delivery** was held. It provided an overview of the Karnataka government's Sakala initiative. Sakala is an act which ensures that notified services shall be delivered within the prescribed stipulated time in default of which the applicant shall be paid compensatory cost (upon demand); the paid compensation is

thereupon recovered from the public servant(s) responsible for the delay. Sakala enacted through the Karnataka Guarantee of Services to Citizens Act 2011 (amended in 2014), has been an example of success in time-bound service delivery to citizens. Administered by the D/o Personnel and Administrative Reforms, Karnataka, the programme has been running in mission mode and is deploying e-governance mechanisms effectively for service delivery in over 50 departments across all 30 districts of the state.

- ii.) The 2<sup>nd</sup> webinar under the **health category** was convened on 27<sup>th</sup> May, 2022. It focused on initiatives by the district administration of Chittorgarh to improve the healthcare system in Rajasthan by making medicines affordable for particularly the marginalized sections of citizens. The initiative entailed requesting doctors to prescribe reasonably priced generic medications in place of costly branded ones, procuring high-quality generic drugs for cooperative stores under government control, and promoting awareness among patients and their families regarding the use of generic medicines and their potential advantages. As a result of



these endeavors, low-cost drug shops (fair price shops) have been set up across districts, rendering medicines more affordable and within reach of individuals, and guaranteeing comprehensive treatment for them.

- iii.) The 3<sup>rd</sup> webinar on **Aspirational Districts Programme (ADP)** was held on 24<sup>th</sup> June, 2022. The webinar presided over by Shri Amitabh Kant, CEO of NITI Aayog, was centered on the theme of comprehensive development through the 'one district one product' initiative (Siddharth Nagar model) and the promotion of Jan Bhagidari in the Poshan Abhiyan (Asifabad model). During the webinar, district magistrates (DMs) presented the project's planning, design, implementation, and monitoring processes, highlighting their achievements. They also shared their strategies for expanding public service delivery under these programmes to reach a larger population.
- iv.) The 4<sup>th</sup> webinar on **initiatives in redressal of public grievances** was held on 29<sup>th</sup> June, 2022. The aim of the government has been to establish a multi-channel single-window delivery system that enables citizens to access all government services at the local level using modern IT technology in the most efficient way possible. The focus of the 4<sup>th</sup> webinar was on Prajavani-Janahitha initiative of the government of Telangana and Sarkar Apke Dwar initiative.

The citizen relationship and grievance management system known as Prajavani-Janahitha, was launched in Rajanna Sircilla district to guarantee the timely delivery of notified services. In case of any delays, applicants can raise complaints through various feedback channels. Once their grievances are resolved, they can also

provide feedback on the process through these channels. The Sarkar Apke Dwar initiative is a smart, citizen centric initiative that facilitates single entry place for an entire range of G2C (Government to Citizens) and G2B (Government to Business) services even in the remotest locations.

- v.) The 5<sup>th</sup> webinar on **initiatives in environment** was held on 26<sup>th</sup> August, 2022. The webinar focused on sasar & khaderi rivers & thithora lake revival project of Fatehpur district in UP and India's first 1MW canal-top solar power plant at Chandrasan village near Mehsana in Gujarat.

The lake revival initiative aimed to address the severe water scarcity during the dry season and the issue of waterlogging during the rainy season by revitalizing the rivulet and the lake. This, in turn, recharged the groundwater and prevented the soil from becoming sodic and infertile. A noteworthy aspect of the initiative was the active participation of the locals in creating a sustainable environment.

- vi.) The 6<sup>th</sup> webinar on **public service delivery** was conducted on 30<sup>th</sup> September, 2022. Shri V. Srinivas, Secretary of DARPG & DPPW, presided over the 6<sup>th</sup> webinar, which also featured Mr. Loh Khum Yean, Permanent Secretary of the Public Service Division in the Government of Singapore, as the keynote speaker. Two initiatives- NDMC APP 311 and Seva Sindhu Portal were the focus of the webinar. The 'NDMC APP 311' is an initiative introduced by the Delhi Municipal Corporation to establish a Citizen Relationship & Grievance Management System. This programme aims to guarantee the timely delivery of specified services. In case of any delay, applicants are encouraged to share their complaints through various channels.



Once the issue is resolved, individuals are invited to provide feedback on the resolution process through different feedback channels.

Seva Sindhu is a comprehensive digital platform that provides access to more than 800 services offered by 74 departments, boards, and corporations in Karnataka. This platform proves highly advantageous as it enables people to save both time and money by streamlining government-related formalities.

- vii.) The 7<sup>th</sup> webinar on **Jan Bhagidari** through **Swachh Bharat Mission (SBM)** was conducted on 28<sup>th</sup> October, 2022. The webinar focused on people's participation in Swachh Bharat Mission- Gramin (Gujarat model) and Swachh Bharat Mission- Urban (Madhya Pradesh model).

Mahesana, with its 658 villages and 605 Gram Panchayats, managed to overcome numerous challenges and successfully implemented the Swachh Bharat Mission

(Gramin) or SBM(G). Despite facing difficulties such as the rugged terrain that posed obstacles to constructing toilets, illiteracy, societal norms, and a prevalent habit of open defecation, as well as issues like limited water supply for toilets, the mindset of those below the poverty line (BPL) and wage earners, Mahesana persevered. Indore has Implemented a distinctive 'Waste Management and Sanitation' model that relies on active public participation. As a testament to the collaborative achievements of people, public representatives and administration officials, Indore has been consistently awarded the title of the 'Cleanest City of India' from 2017 to 2022.

- viii.) The 8<sup>th</sup> webinar on **innovation in centre and state** was held on 25<sup>th</sup> November, 2023. The innovative initiatives included the National Generic Document Registration System (NGDRS) by the Department of Land Resources, Govt. of India, and 'One Nation, One Ration Card' by the Department of Food & Public Distribution, Government of India.

NGDRS is a versatile and customizable application developed for registration departments nationwide. It caters to the needs of sub-registrars, citizens, and apex users within these departments. NGDRS allows states to create customized instances and configure the software according to their specific requirements. With a user-friendly interface for property and document registration, the application empowers citizens to conveniently engage in online land purchase. They can access information about circle rates, calculate property valuation based on prevailing rates, and gain insights into different types of land.

The 'One Nation, One Ration Card' scheme enables eligible beneficiaries to use their ration cards from their home state to avail benefits in any part of the country. This eliminates the need for individuals and migrant workers to obtain separate ration cards when moving or migrating to different states. It ensures uninterrupted access to food security and welfare measures, especially for vulnerable sections of society.

- ix.) The 9<sup>th</sup> webinar on **Har Ghar Jal Scheme** was held on 30<sup>th</sup> December, 2022. The webinar detailed on river linking project of Jalgaon (Maharashtra) and innovative participatory drinking water delivery approach in rural areas (Gujarat Model).

The river linking project's primary focus is to ensure the equitable distribution of water and alleviate water scarcity for drinking and irrigation purposes. It achieves this goal by connecting various water channels, and it also aims to provide valuable insights into the design and accomplishments of the successful River Linking Project. This initiative has effectively provided sufficient water for irrigation and human consumption throughout the district.

The 'Innovative Participatory Drinking Water Delivery Approach in Rural Areas' is an exemplary good governance initiative by the Government of Gujarat. It aims to provide accessible and portable drinking water to all residents, taking into account the natural diversity of geological, hydrological, climatic, and soil conditions that impact the surface and groundwater resources in Gujarat. This initiative reflects the government's commitment to ensuring the availability of safe drinking water for rural communities in a participatory manner through WASMO, Pani Samiti and involvement of women.

- x.) The 10<sup>th</sup> webinar on **innovations at district level** was held on 23<sup>rd</sup> January, 2023. The webinar focussed on initiatives from Manipur Govt- Bleed with Pride (Imphal east) and e-Attendance Application (Lok Sewak) initiative of Khandwa District- Govt. of Madhya Pradesh.

The Government of Manipur through its initiative has been empowering adolescent girls from rural areas and the community at large to understand menstruation. This has helped girls make informed choices and reduce absenteeism in schools, thereby bringing holistic growth and development. The Loksewak App by the district administrators of Khandwa represents a groundbreaking and innovative approach to promoting good governance and cleanliness. Not only has it ensured that employees fulfill their duties as expected and attend office, but it has also facilitated better access and timely resolution of various government initiatives for the public.

- xi.) The 11<sup>th</sup> webinar on **Aspirational Districts Programme (ADP)** was held on 24<sup>th</sup> February, 2023, focusing on two districts- Golpara (Assam) and Kupwara (Jammu & Kashmir).



The ADP stands out as one of the few government initiatives at the district level that measures development progress through real-time data collection in regular intervals. Its core philosophy revolves around measuring and managing progress, with set parameters to assess on-the-ground advancements. The programme fosters collaboration among various stakeholders, from the central level to the panchayat level, with clearly defined roles for each participant, directing efforts toward achieving programme targets. The introduction of the delta ranking by NITI Aayog adds to the programme's distinctiveness, as it focuses on percentage improvement rather than absolute growth, promoting fair competition among relatively backward districts. Ultimately, the programme exemplifies a unique model of competitive and cooperative federalism.

In September 2022, the ADP was introduced in Kupwara District, Jammu and Kashmir. Previously plagued by a significant presence of militants, Kupwara has now emerged as a leading district in northern India, as recognized by the United Nations Development Programme (UNDP) in their first independent evaluation of the national aspirational district programme.

- xii.) The 12<sup>th</sup> webinar on **Namami Gange** was held on 31<sup>st</sup> March, 2023. It focused on districts Chamoli and Uttarkashi of Uttarakhand. Recognizing that cleaning the river is an ongoing effort, the Government of India supports the State Governments in addressing the pollution challenges of the Ganga and its tributaries through financial and technical assistance under the Namami Gange Programme. The programme encompasses a range of interventions, including wastewater treatment, solid waste management, riverfront management,

ensuring continuous flow, rural sanitation, afforestation, biodiversity conservation, and public participation. It follows the Ganga River Basin Management Plan (GRBMP), prepared by a consortium of 7 IITs led by IIT-Kanpur. The primary objectives of the National Mission for Clean Ganga (NMCG) are to effectively reduce pollution and revitalize the river Ganga by adopting a river basin approach, promoting inter-sectoral coordination for comprehensive planning and management, and maintaining minimum ecological flows to ensure water quality and environmental sustainability.

### III. Publications

#### a.) Articles

NCGG has published articles, which cover a range of topics related to governance, water, youth, leadership, and innovation.

- i.) Authored by DG, Shri Bharat Lal, the article titled 'Nurturing Excellence of our Yuva Shakti' was published in the February issue of a developmental monthly – Yojana Magazine. India's youth have been the biggest ambassadors of the country's talent and potential. The article details how opportunities and their aspirations have driven the country to reach new heights.
- ii.) India is focusing on ensuring water security to sustain high economic growth and is providing a great opportunity for stakeholders to share their experiences, knowledge, innovations, and systems for water management in the country. In the February edition of the G-20 Secretariat's newsletter, Director General has written an article on Water Security as the key to economic growth.



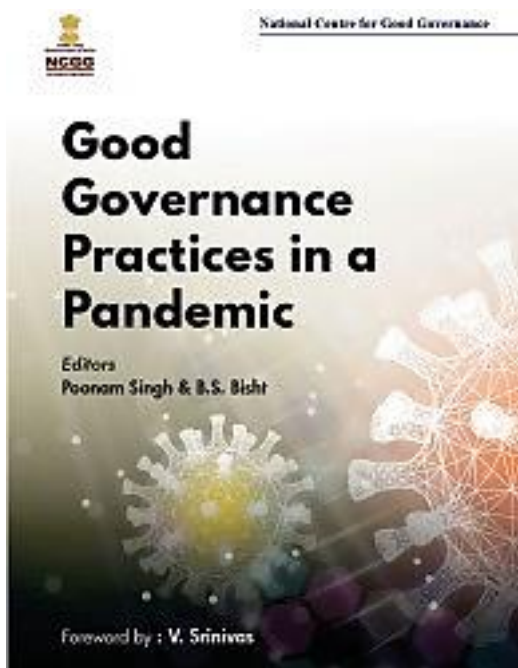


## B. Books

- i.) NCGG has prepared a book titled 'Public Policy and Governance: Theory and Practice in New India' that comprises 26 articles written by experienced senior administrators, academicians, researchers, and experts. It encompasses a wealth of knowl-

edge, wisdom, and experiences from different fields of expertise, which is to be published.

- ii.) The Centre also published a book on 'Good Governance Practices in a Pandemic' to assess, review, and catalog the practices employed by national, state and local level officials to tackle the health crisis.



### C. Papers

Dr. B. S. Bisht, Associate Professor, NCGG authored a paper titled 'Building Smart and Sustainable Cities: A case study of Dehradun City, Uttarakhand, India.' The paper found that intelligent traffic signal controllers improved traffic flow and road safety, while the automatic traffic system identified busy roads and generated vehicle classification reports. The Dehradun city's surveillance system reduced crime rates by enabling police to monitor the city from a central command-and-control center. Automatic alerts were issued and promptly addressed by police personnel, benefiting citizens and urban transport planning. The study's implications extend to other government public service innovations.

In pursuance of the MoU signed with IIM Indore, a paper titled 'Digital Governance: Government of India initiatives' by Dr. B. S. Bisht was released. The study conducted highlights five major public service delivery innovations that have improved service quality through the implementation of digital strategies. These innovations include:

- Integrated taxpayer data management system
- Promoting digital payments
- Computerization of paddy procurement and public distribution system in Chhattisgarh
- Direct benefit transfer
- MGNREGA act

The case studies provide valuable insights for the development and implementation of digital strategies in other government public service innovations.

#### IV. Collaborations

NCGG places great importance on collaboration to facilitate the exchange of information, knowledge, ideas, and expertise in the areas of governance, reforms, capacity building, change management, and more. To address issues related to public policy and governance, NCGG

has signed MoUs with various countries and institutes.

- i.) On 8<sup>th</sup> July, 2021, the **DARPG, Government of India and the Public Service Commission of the Office of the President of the Republic of Gambia** signed an MoU for a duration of 3 years. The primary goal of this agreement is to encourage mutual collaboration in enhancing personnel administration and governance reforms in the public sectors of both countries.
- ii.) On 31<sup>st</sup> January, 2022, the **Centre for Innovations in Public Systems (CIPS) and the NCGG** signed an MoU for a duration of 3 years. The purpose of this agreement is to promote intellectual interaction between NCGG and CIPS through various initiatives such as exchanging knowledge and sharing innovative models that have the potential for replication, hosting and visiting delegations, collaborating on joint assignments, sharing infrastructure facilities, and exchanging relevant publications.
- iii.) On 11<sup>th</sup> March, 2022, the **IC Centre for Governance and the NCGG** signed an MoU for a duration of 5 years. This agreement



pertains to areas such as creating case studies on the best practices in administration and disseminating them for wider adoption and replication, as well as conducting research studies on administrative reforms with the aim of enhancing the quality of public governance.

- iv.) On 29<sup>th</sup> July, 2021, **the Indian Institute of Management (IIM) Visakhapatnam, and the NCGG** signed an MoU for a duration of 5 years. The purpose of this agreement is to jointly explore academic title granting programmes, collaborate on resource sharing, involve faculty experts in joint consulting and research projects as per their respective institutional guidelines, promote and encourage joint research activities in fields of mutual interest, collaborate on joint activities, and facilitate the exchange of academic faculty and researchers.
- v.) On 9<sup>th</sup> August, 2021, **the Indian Institute of Management (IIM) Indore, and the NCGG** signed an MoU for a duration of 3 years. The objective of this agreement is to promote and encourage the exchange of academic staff and students, explore degree-granting programmes, collaborate and share resources, involve faculty experts in joint consulting and research projects as per the guidelines of both institutions, design and conduct joint training programmes in public administration and good governance, promote and encourage joint research activities in fields of mutual interest, facilitate collaboration in joint social initiatives, policy formulation, Good Governance Index ranking, and exchange research and educational data to be used for education and training purposes.

- vi.) On 1<sup>st</sup> July, 2021, **the J&K Institute of Management, Public Administration & Rural Development (J&KIMPARD), under the Government of Jammu & Kashmir, and the NCGG** signed an MoU for a duration of 5 years. The purpose of this agreement is to establish, maintain and enhance academic and intellectual interaction between the two institutions. The MoU also includes training activities for 2000 senior officials, aimed at promoting excellence in capacity building programmes and practices related to good governance, the General Financial Rules (GFR) of 2017, public-private partnerships (PPP), and e-procurement, with a particular focus on GeM. This training is intended to enhance the mid-career training programme in line with the IAS training programme of the Department of Personnel and Training (DoPT), Government of India.

- vii.) On 17<sup>th</sup> January, 2022, **the National Institute of Rural Development and Panchayati Raj (NIRD&PR) Hyderabad, and the NCGG** signed an MoU for a period of 3 years. The objective of this agreement is to share experiences and gain synergy for the effective implementation and management of development programmes in the area of service delivery and good governance. The collaboration also includes capacity building programmes, joint projects, externally aided projects, exchange of resource persons, hosting and visiting delegations, sharing of infrastructure facilities, and exchange of relevant publications.

## V. Outreach Activities

Shri Bharat Lal, the Director General, took part in multiple events, conferences, and training programmes hosted by various institutions and organizations.



**a) Domestic:**

The DG moderated a session at the 2-day regional conference organized by DARPG and Govt of MP in Bhopal. The good governance conference focused on e-service delivery. He also delivered a talk at Vimarsh, organized by the Vivekananda International Foundation on water security in India. He delivered a keynote address in the 14<sup>th</sup> South Asia Conference on Think 20 at G20: Towards a Resilient South Asia, which was organized by Manohar Parrikar-IDSA. He also delivered the keynote address at the Conference on Technology, Society, and Security – CyFy hosted by the Observer Research Foundation, among others. DG, NCGG also chaired a session in the Raisina Dialogue hosted by the Observer Research Foundation with the support of the Ministry of External Affairs. He also delivered keynote addresses at various forums viz. Ahmedabad Management Association, Ahmedabad; Indian Institute of Management, Ahmedabad; Indian Institute of Management, Ranchi; Indian Institute of Public Policy, New Delhi; Indian Institute of Forest Management, Bhopal; TERI, New Delhi, etc.

On various forums, he spoke on water security, wise water management, and innovative solutions for safe and reliable piped water supply to every household, public health, economic growth among others.

The DG also delivered talks on various themes like digitization of the health sector for good governance at the Global Digital Health Summit; Jal Jeevan Mission - benefits, challenges and the road ahead at the Kautilya School of Public policy; Public policy, governance & innovation at Indian School of Business, Hyderabad; Role of AI in good governance at the launch of 'Digital Readiness for Public Sector Leaders' programme by the Commonwealth Secretariat, London and Intel Inc, USA. He also delivered the keynote address at the Northeastern University - D'Amore-McKim School of Business, USA. He has also moderated high-level panels such as the Raisina Dialogue in 2023 on 'India Lighthouse – Piped water to all.'

**b) International Visits:**

To review and take forward various initiatives of NCGG, two delegations visited Maldives and Sri Lanka. Details of the same are, as under:



i.) **Maldives:** The Indian delegation, led by the Director General of NCGG, Shri Bharat Lal, accompanied by senior officials from DARPG and the MEA visited the Republic of Maldives from the 19<sup>th</sup> - 21<sup>st</sup> of November, 2022. The visit was organized by the Indian High Commission, Maldives. During the visit, ongoing collaboration was reviewed with the Civil Service Commission of Maldives, and a discussion was also held about the future course of action. The delegation also met senior ministers of the Maldivian Government viz. Foreign Affairs, Health, Economy, Education, etc., and also Heads of the Anti-Corruption and Central Information Commission and held extensive discussions.

ii.) **Sri Lanka:** The delegation led by Shri Bharat Lal, Director General of NCGG, visited Colombo from 31<sup>st</sup> March - 1<sup>st</sup> April, 2023 on an invitation from the Sri Lankan government. During the visit, they had several meetings with civil servants of Sri Lanka to discuss policy reforms, good governance, digitalization, capacity building, training, institution building, and public service delivery. The President of Sri Lanka, Ranil Wickremesinghe, also met with the

delegation and expressed his admiration for India's socio-economic development. He urged NCGG to assist in establishing a University of Governance and Public Policy in Sri Lanka and capacity building of civil servants of Sri Lanka.

## VI. Institutional Development

a) **Setting up of National Grid for Good Governance:** To develop synergy and avoid duplication of efforts, it is proposed to bring various institutions working in the field of public policy, reforms, good governance and capacity building, and domain experts in a single nation-wide network, where knowledge, ideas, best practices and case studies are curated, discussed and documented for wider dissemination. NCGG would assist in finding solutions to various governance issues and related policy framework that can accordingly be tweaked to address to local needs. The expertise and learning of one institution or a state/ UT can be shared with others for adoption and scaling up. For this purpose, as mandated, the NCGG will host National Grid on Good Governance. The grid will act as a catalyst in



policy reforms, addressing governance issues and developing a repository of knowledge, ideas and best practices, which is useful to all stakeholders. It is proposed to create such a grid and hold six regional and thematic workshops and a national conference of the concerned stakeholders.

- b) Engaging resource persons:** The Centre is working on developing a web-based platform to invite eminent persons, domain experts, civil servants, academicians, and professionals from various fields related to public policy and governance to contribute to NCGG's activities, viz. capacity building programmes, training workshops, module development exercises, module development, etc. These experts will work with NCGG team to design and develop training modules on important policy and governance matters as well as help conduct capacity building workshops by taking sessions. These resource persons will be engaged in case studies, peer reviews,

scrutiny of research proposals, ideation, etc. With this opportunity, the Centre will be able to work on diverse subjects pertaining to e-governance, digitalisation, citizen-centric public service delivery and policy reforms.

- c) Anusandhan Yojana – Setting up National Public Policy & Governance Laboratory:** The centre is working to align theory with practices in the field of policy, governance and public service delivery. NCGG has developed Anusandhan Yojana through which experienced people like eminent scholars, serving government employees, social scientists and other domain experts can engage in research on relevant policy issues and governance. For this, the Senior Visiting Fellows (SVF) will be associated for a period of two years, extendable by one year. All such people coming together and working in one location will lead to churning of ideas and progress in social sciences and governance related issues, apart from giving them





a platform to pursue their own quality research. NCGG with its stated objectives will play the role of a catalyst in bringing together these research-oriented minds and facilitate policy formulation in various ministries and departments in the form of topical relevant research material and studies.

- d) **Leadership development programme in Science & Technology (LEADS):** During discussions with various science administrators, it came out clearly that there is a need for leadership development in the field of Science & Technology so that scientists heading various laboratory, institutions are equipped to provide leadership in their field. There are many areas where NCGG can provide necessary training to build their capacity and so NCGG is collaborating with the Indian National Science Academy (INSA) to build the capacities of scientists for leadership and good governance in scientific institutions/ laboratories. It brings together scientists with promising research credentials from various scientific institutions like DST, DBT, CSIR, ICMR, DAE, DRDO, ICAR and other labora-

tories/ institutions. The scientists will further gain a deep understanding of various topics, like institution building, statutory functions, governance, excellence in research, management, gender/ diversity issues, Scientometrics, recruitment and mentoring of scientific human resources, industry-laboratory collaboration, financial management, interpersonal relations, national needs, resource generation, administration, digital governance, etc. Through this programme, the scientists will also be exposed to the challenges that they are expected to face in science & technology administration.

- e) **Internship Programme:** NCGG proposes to start an internship programme, which seeks to engage students pursuing graduate/ post graduate degrees or research scholars enrolled in recognized university/ institutions within India or abroad, as interns.



The NCGG internship programme aims at providing young and brilliant minds to carry out research, documentation and dissemination of case studies and best practices to develop a national repository of information, establishing educational, research and academic platforms. The areas of internship include public policy & governance, innovation & entrepreneurship, education, decentralized planning, e-governance, public service delivery, laws and regulations, rural development & poverty elimination, water, sanitation, hygiene & public health, governance in healthcare, sustainability, disaster resilience infrastructure and disaster mitigation, sustainable urban management and urban governance, infrastructure development, innovation & entrepreneurship, water resource management & river rejuvenation, climate change, environment & clean energy, tribal affairs, monitoring, data analytics & evaluation, project planning, designing, management & monitoring, natural resource, environment and forests, mass communication and social media among others. This will also provide opportunities for the young students to learn as well as contribute. The internship will be of minimum 8 weeks and a maximum of 6 months duration.

- f) **Partnership with premier institutions:** As part of its mandate, the Centre would reach out and partner with like-minded organisations and academic institutions to carry out research and capacity building exercises across the country. NCGG had entered into MoU with 13 institutions for the furtherance of its aims and objectives and derive synergies out of which presently 11 are operational. NCGG is also entering into new MoUs with premier institutions such as IIM Bangalore, IIM Ranchi, Observer Research Foundation (ORF), Indian National Science

Academy (INSA), Invest India, Public Health Foundation of India (PHFI), among others. This will enhance research capabilities and widen the impact and efforts in NCGG's multi-pronged approach for collaborations. The Centre would also prioritise international collaborations and partnership with developing nations and their organisations working in the similar areas for the smooth exchange of knowledge and ideas in the field of policy and governance.

- g) **Development of National Repository of Best Practices:** NCGG is proposing to work on developing a repository of best practices, for which web-system will be developed to enable people to upload their best practices and innovations. A team will evaluate and get reviewed these innovations and best practices, and create knowledge bank for scaling up and dissemination. The new platforms will also avoid duplication and source best practices from various parts of the country as well as from other countries for wider use.
- h) **Infrastructure Development:** Over the past few years, NCGG has emerged as a prominent hub for enhancing the capabilities of both domestic and international civil servants. In line with its mandate, NCGG is expanding and diversifying its activities in specific areas such as policy issues, governance, research, capacity building and training, communication, outreach, and evidence-based decision making. These efforts aim to establish NCGG as a truly world-class institution.

Additionally, in collaboration with the Ministry of External Affairs, NCGG is significantly expanding its capacity building programme to include more countries. It also plans to host international conferences



seminars, and symposia. NCGG plans to establish an IT lab dedicated to e-governance projects. This will involve bringing in professionals to collaborate with various departments, ministries, and states. The objective is to create a conducive and hassle-free environment that fosters the best performance from every individual. Several steps are being taken, such as the formulation of rules and regulations, development of proper record-keeping systems, provision of suitable office space and cubicles, and the establishment of an IT lab for e-governance projects.

To facilitate these endeavors and several other activities, NCGG is enlarging its physical infrastructure and relocating to central Delhi, where it can also accommodate a larger workforce.

- i) **Finances:** The DARPG and Ministry of Finance have been very supportive of the idea of making NCGG 'a world-class institution'. To carry out all the above-mentioned activities, the Government has enhanced the grant-in-aid to NCGG from Rs. 4.95 Crore in BE (2022-23) to Rs. 11.50 Crore in the RE (2022-23). For the year 2023-24, grant-in-aid to NCGG has been further enhanced to Rs. 30 Crore.

## NCGG in headlines

NCGG has been news for building capacities of civil servants in India and developing countries and promoting good governance initiatives, with a view to increasing efficiency and transparency in government processes. Some of the snips are attached here.

**mint**

**53rd Capacity Building programme of Bangladesh civil officials starts at NCGG**

1 min read · Updated: 11 Oct 2022, 02:54 PM IST

**NEWS 18**

**Sri Lankan President Asks India's Help With Policy Reforms, Governance, Public Service Delivery**

1 min read · Updated: 11 Oct 2022, 02:54 PM IST

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**BW BUSINESSWORLD**

**India To Train 1,000 Civil Servants Of Maldives**

The capacity building programme for civil servants of developing countries aims to equip them with cutting edge knowledge, skills and tool to design and deliver effective public policy

1 min read

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Home / National / Focussing North-East, NCGG working to create pool of well-trained civil servants to address emerging challenges

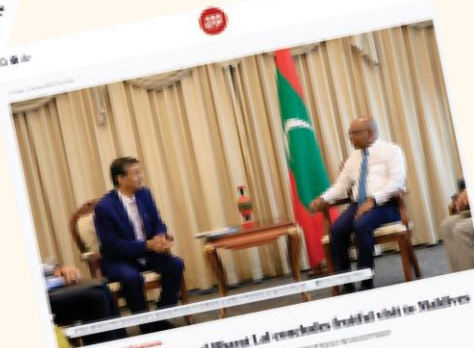
**Focussing North-East, NCGG working to create pool of well-trained civil servants to address emerging challenges**

In a first, officers from Arunachal Pradesh were trained at NCGG, both at Mussoorie and New Delhi.

**Business Standard**

**Centre creating ecosystem to benefit each of 140 crore Indians: NCGG chief**

The Centre is creating an ecosystem where each of 140 crore Indians can take benefit of government policies, chief of National Centre for Good Governance (NCGG) Bharat Lal said on Sunday



**NCGG's Director General Bharat Lal welcomes Israeli visit to Maldives**

The Director General of National Centre for Good Governance (NCGG) Bharat Lal said on Sunday that the visit of the Israeli delegation to Maldives is a significant step towards strengthening the bilateral relations between the two countries.

1997

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संस्कृत भाषा में प्रयोग होने वाले शब्दों में से कुछ शब्दों को जोड़कर एक नया शब्द बनाया जाता है। इस प्रक्रिया को संज्ञासंज्ञा कहते हैं।

[illegible]

- हरियाणा सरकार और राजस्थान के राज्य में मित्रता में नई आनकरी।
- विश्व जलवायु सम्मेलन और राजस्थान के बीच एक सम्झौता हस्ता-

आपका नाम: \_\_\_\_\_

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**किसी भी व्यक्ति का नाम भारतीय रिजर्व बैंक, बैंक ऑफ इंडिया या भारतीय स्टेट बैंक**

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### **Distinguished speakers at NCGG**

Eminent persons have graced their presence as speakers at various Capacity Building Programme (CBP) sessions of NCGG.

Here are some snaps from the events.



**Shri M. J. Akbar, former Minister of State, Ministry of External Affairs at the joint valedictory of CBP for civil servants of Maldives and Jammu & Kashmir**



**Shri Harsh Vardhan Shringla, Chief Coordinator of the G20 Presidency & former Foreign Secretary at the joint valedictory of CBP for civil servants of Maldives and Jammu & Kashmir**



**Shri S. K. Jaiswal, Director and Shri Praveen Sinha, Special Director, CBI at the Joint Valedictory of CBP for civil servants of Bangladesh, Maldives and Arunachal Pradesh**



**Shri Vinay Mohan Kwatra, Foreign Secretary of India  
at the Joint session for civil servants of Maldives and Bangladesh**





**Mr. Shombi Sharp, UN Resident Coordinator to India,  
at the joint valedictory session for civil servants of Bangladesh and Arunachal Pradesh**



**Shri Praveen Sinha, Special Director & Shri Vineet Vinayak, Joint Director, CBI, in a session on  
anti-corruption strategies & vigilance administration**



**Shri Sanjay Bhattacharya, former Secretary, MEA in a session on digital governance**



**Shri Dinesh Dasa, former Chairman, Gujarat Public Service Commission  
in a session on policy interventions**



**Dr. Balram Bhargava, Professor & Head Cardiology, Chief CT Centre, AIIMS, New Delhi,  
addressing civil servants of Bangladesh on covid-19 pandemic management**



## The NCGG Team

### Shri V. Srinivas

Former DG, NCGG (upto 23<sup>rd</sup> September, 2022)



He joined the Indian Administrative Services in 1989, at age of 22, and has 32 years of distinguished service. He has served as Deputy Director (Administration) AIIMS, Director General, National Archives of India, Joint Secretary to Government of India in the Ministry of Textiles, Joint Secretary to Government of India in the Ministry of Culture, Secretary to Government Finance and Planning Department, Rajasthan, Advisor to India's Executive Director in the International Monetary Fund (2003-2006), Private Secretary to Finance Minister of India and Private Secretary to External Affairs Minister. He has authored 162 articles/ papers on public finance and public administration and delivered 63 orations. He is a senior policy maker, an academician and an institution builder par excellence.

### Shri Bharat Lal

Director General, NCGG (26<sup>th</sup> September, 2022 onwards)



Mr. Bharat Lal, joined Civil Service in July, 1988 and worked extensively both in Gujarat and with the Union government. In September, 2022, he joined as Director General, National Centre for Good Governance (NCGG). Prior to joining NCGG, since January, 2022 he was working as Secretary, Lokpal of India, the anti-corruption body of the country. Prior to this, he worked as founder Mission Director of 'Jal Jeevan Mission', a flagship programme started in August, 2019 to ensure clean tap water to every household and public institutions of the country, by 2024. Earlier, he worked as Additional Secretary to the then President of India, Shri Ram Nath Kovind. Since very early in his career, he started working on water conservation, eco-restoration of degraded lands and poverty elimination. Mr. Bharat Lal is known for his out of box thinking and finding solutions to solve complex problems.

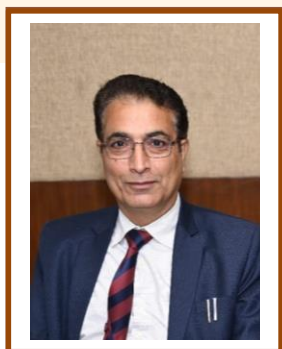




## **Smt. Poonam Singh**

**Associate Professor**

Since 2014, she is working with the NCGG. Earlier, she has worked as a lecturer in Gaya College, Gaya (Magadh University, Bihar) from 1990-94, worked on Bihar Education Project, DPEP and Sarva Shiksha Abhiyan (SSA) from 1998 to September, 2005 and was in the implementation of DPEP and SSA. She has been working with the erstwhile NIAR, LBSNAA from October, 2005 to 2014. She has coordinated on various projects related to capacity building programmes, annual work plan and budget for SSA for the states and UTs on governance issues. She was the member of Plan Approval Board (PAB), Ministry of Education, Government of India.



## **Dr. A. P. Singh**

**Associate Professor**

Dr. Singh has experience in conducting social science research and in organizing trainings at national and international levels in the field of management, governance, administration and public private partnership. With an M. Phil and Ph.D. in Statistics, his expertise lies in the area of data analysis. He has been working in the fields of land reforms, education, health and rural development. He has published several works in journals of repute and has books to his credit. He has been associated with successful completion and publishing of several research studies of different social sectors. He has successfully coordinated 75 international training programmes for civil servants of various countries and several national level training programmes for prestigious organizations such as Lok Sabha Secretariat, state civil servants, senior officers of Coal India among others.



## **Dr. B. S. Bisht**

**Associate Professor**

With an MA and Ph.D. in Geography, Dr. B. S. Bisht holds more than 20 years' experience in research, development and training. He has worked as a Research Scientist in GBPIHED (an organization of Ministry of Environment, Forest & Climate Change, GoI) and has also worked as a faculty in the Uttarakhand Academy of Administration, Nainital. He has published more than 30 research papers in national & international journals of and has edited three books on 'Sanitation and Health in Rural India: Problem & Management Options' with Shri Alok Kumar, IAS former Deputy Director, (LBSNAA),

'Decentralized Governance on Water & Sanitation in India' with Shri Kush Verma, IAS, former DG, NCGG & Dr. Aiden Cronin, Chief Water & Sanitation, UNICEF, Indonesia and 'Good Governance Practices in a Pandemic' with Shri V. Srinivas, IAS, Secretary, DARPG & former DG, NCGG and Prof. Poonam Singh from NCGG. Dr. Bisht has also successfully organized 90 capacity building training programmes on water & sanitation, public policy & governance and on advanced leadership training programmes across the country.

## **Dr. Yashu Sharma**

**Finance Officer (April, 2023 onwards)**



Dr Yashu Sharma joined the Indian Civil Accounts Service in 2015. Throughout his career, he has held several esteemed positions within the government. He started as an Assistant Controller of Accounts in the Ministry of Rural Development and later served as the Deputy Controller of Accounts in the Ministry of Road Transport & Highways and the Ministry of Port, Shipping & Waterways. He then took up the role of Assistant Controller General of Accounts in the Office of the Controller General of Accounts, Ministry of Finance. Currently, he serves as the Deputy Controller of Accounts in the Ministry of Personnel, Public Grievances, and Pensions, where he also holds the responsibility of Finance Officer for the National Centre for Good Governance (NCGG).

Dr. Sharma possesses extensive expertise in government budgeting, payments, accounts, and internal audit. His areas of specialization include Direct Benefit Transfer (DBT) payments, risk-based internal audit, and data analytics. Notably, he has had the opportunity to contribute as part of the International Monetary Fund (IMF) Mission to Cambodia. Beyond his civil service background, Dr. Sharma is a medical graduate with an M.B.B.S. degree and has achieved the distinction of being awarded five Gold medals.

## **Dr. Gazala Hasan**

**Assistant Professor**



Dr. Gazala Hasan, Assistant Professor at the National Centre for Good Governance since 2005, holds a Master's and Ph.D. in Commerce from Jamia Millia Islamia University. With expertise in commerce, she contributes to research, training, and management development in the social sector. Dr. Hasan, a certified trainer from LBSNAA, Dr. Hasan, with notable academic contributions like 'Good Governance Practices in a Pandemic,' published during COVID-19, exhibits multifaceted expertise in

research, training, and programme coordination. Her commitment to advancing good governance practices makes her a valuable asset to the NCGG and a significant contributor to public policy and governance.



### **Dr. Sanjeev Sharma**

**Research Associate**

Dr. Sanjeev Sharma has considerable experience in organizing training programmes at national and international levels and has over the years successfully coordinated several international training programmes for civil servants and domestic training programmes for prestigious organizations such as Lok Sabha Secretariat, state civil services officers and senior officers of Coal India Ltd. among others. He has published research articles in journals and books. He is skilled in quantitative and statistical analysis. He was also a visiting faculty for pragya international organization. He has over the years also coordinated research studies in the area of education, health and rural development. He holds an M. A. (Sociology), M. A. (English) and PhD (Sociology). He has also done a post graduate course in computer applications, apart from completing a Direct Trainer Skills (DTS) course at LBSNAA, along with a certificate course in DTP and auto CAD from graphic era, Dehradun.



### **Dr. Mukesh K. Bhandari**

**Research Associate**

Dr. Mukesh K. Bhandari has successfully coordinated 75 international training programmes for civil servants and conducted national-level programmes for prestigious organizations like Lok Sabha Secretariat and state civil servants. He served as a resource person for Pragaya's international training programmes in Himachal Pradesh and Jammu & Kashmir on 'indigenous people's rights.' Additionally, he worked as a field supervisor for Lokniti's assembly election study in 2002. Dr. Bhandari holds an M.A. in Political Science from H.P. University, Shimla, a Ph.D. in Political Science from H.N.B. Garhwal University, Srinagar, and has completed a diploma in local self-government from the All India Institute of Local Self Government, Bombay. He also completed a Direct Trainer Skills (DTS) course at LBSNAA, Mussoorie.

## Annex - I

## Members of the Governing Body of the 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

## Members of the Management Committee of the National Centre for Good Governance

1.	Secretary, Department of Administrative Reforms & Public Grievances	Chairperson
2.	Secretary Coordination, Cabinet Secretariat	Member
3.	Special Secretary & Finance Advisor (MHA)	Member
Secretaries or their nominee not below the level of JS		
4.	Department of Personnel & Training	Member
5.	Department of Rural Development	Member
6.	Ministry of Housing and Urban Affairs	Member
7.	Department of Health & Family Welfare	Member
8.	Department of Higher Education	Member
9.	Department of Economic Affairs	Member
10.	Ministry of Electronic and Information Technology	Member
11.	Department of Agriculture, Cooperation & Family Welfare	Member
12.	Director General, NCGG	Member

## Annex - III

Table: Details of the capacity building programmes (CBP) for the civil servants of Maldives

S. No.	Period	Batch	Number of participants
1.	9 <sup>th</sup> – 20 <sup>th</sup> May, 2022	11 <sup>th</sup>	40
2.	30 <sup>th</sup> May – 3 <sup>rd</sup> June, 2022	12 <sup>th</sup>	39
3.	13 <sup>th</sup> – 17 <sup>th</sup> June, 2022	Study visit	11
4.	20 <sup>th</sup> June- 1 <sup>st</sup> July, 2022	13 <sup>th</sup>	37
5.	25 <sup>th</sup> – 29 <sup>th</sup> July, 2022	14 <sup>th</sup>	25
6.	22 <sup>nd</sup> August – 2 <sup>nd</sup> September, 2022	15 <sup>th</sup>	36
7.	12 <sup>th</sup> – 23 <sup>rd</sup> September, 2022	16 <sup>th</sup>	37
8.	31 <sup>st</sup> October – 11 <sup>th</sup> November, 2022	17 <sup>th</sup>	34
9.	5 <sup>th</sup> – 9 <sup>th</sup> December, 2022	18 <sup>th</sup>	23
10.	12 <sup>th</sup> – 23 <sup>rd</sup> December, 2022	19 <sup>th</sup>	27
11.	9 <sup>th</sup> – 20 <sup>th</sup> January, 2023	20 <sup>th</sup>	27
12.	13 <sup>th</sup> – 17 <sup>th</sup> February, 2023	21 <sup>st</sup>	25

## Annex - IV

Table: Details of the capacity building programmes for the civil servants of Bangladesh

S. No.	Period	Batch	Number of participants
1.	22 <sup>nd</sup> August 2022 – 2 <sup>nd</sup> September, 2022	52 <sup>nd</sup>	39
2.	10 <sup>th</sup> - 21 <sup>st</sup> October, 2022	53 <sup>rd</sup>	40
3.	21 <sup>st</sup> November – 2 <sup>nd</sup> December, 2022	54 <sup>th</sup>	37
4.	12 <sup>th</sup> - 21 <sup>st</sup> December, 2022	55 <sup>th</sup>	39
5.	9 <sup>th</sup> - 20 <sup>th</sup> January, 2023	56 <sup>th</sup>	39
6.	27 <sup>th</sup> February 2023 – 10 <sup>th</sup> March, 2023	57 <sup>th</sup>	40

## Annex - V

**Table: Capacity building programmes (CBP) for the civil servants of Jammu & Kashmir**

S. No.	Period	Batch	Number of participants
1.	28 <sup>th</sup> November – 9 <sup>th</sup> December, 2022	4 <sup>th</sup>	29
2.	6 <sup>th</sup> – 17 <sup>th</sup> February, 2023	5 <sup>th</sup>	38

## Annex - VI

**Table: Capacity Building Programmes (CBP) for the civil servants of Arunachal Pradesh**

S. No.	Period	Batch	Number of participants
1.	9 <sup>th</sup> – 20 <sup>th</sup> January, 2023	1 <sup>st</sup>	22
2.	27 <sup>th</sup> February – 10 <sup>th</sup> March, 2023	2 <sup>nd</sup>	29

## Annex - VII

**Table: PM's Award-Winning Initiatives Webinar**

S. No.	Categories/ Initiatives	Date
1.	Improving service delivery- Sakala & e-Seva	28 <sup>th</sup> April, 2022
2.	Sickle cell anemia control programme (Gujarat) and making medicines affordable (Rajasthan)	27 <sup>th</sup> May, 2022
3.	Aspirational districts programme	24 <sup>th</sup> June, 2022
4.	Redressal of public grievances	29 <sup>th</sup> July, 2022
5.	Environment	26 <sup>th</sup> August, 2022
6.	Public service delivery	30 <sup>th</sup> September, 2022
7.	Jan Bhagidari through Swachh Bharat Mission	28 <sup>th</sup> October, 2022
8.	Innovation - Centre & State	25 <sup>th</sup> November, 2022
9.	Har Ghar Jal Scheme	30 <sup>th</sup> December, 2022
10.	Innovation - District level	27 <sup>th</sup> January, 2023
11.	Aspirational districts programme	24 <sup>th</sup> February, 2023
12.	Namami Gange	31 <sup>st</sup> March, 2023

*Note:* \_\_\_\_\_



## Highlights from the Capacity Building Programmes of NCGG







सत्यमेव जयते  
Government of India

**NCGG**

National Centre for Good Governance

*The Torch Bearers of Good Governance*

## National Centre for Good Governance

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