



**Two Day's Regional Conference
on
"REPLICATION OF GOOD GOVERNANCE PRACTICES"
at
SKICC SRINAGAR**

Organized by

**Department of Administrative Reforms and Public Grievances
Government of India**

in collaboration with

**General Administration Department
Government of Jammu & Kashmir**

&

**J&K Institute of Management, Public Administration
and Rural Development (J&K IMPARD),
Srinagar**

BACKGROUND

The Regional Conference was organized at Srinagar on 1st-2nd July, 2021 by the Department of Administrative Reforms & Public Grievances in collaboration with the Government of Jammu & Kashmir.

The Conference was organized in semi-virtual mode. While the Resource Persons and select representatives of J&K attended the Conference in person, the participants from all the States/ UTs of Northern India viz., Laddakh, Jammu & Kashmir, Himachal Pradesh, Uttarakhand, Punjab, Chandigarh, Haryana, Uttar Pradesh, NCT of Delhi and Rajasthan were connected online. This conference was attended by more than 750 participants from all districts of J&K including officers from J&K Civil Secretariat and other States mentioned above.

J&K Institute of Management, Public Administration and Rural Development was the Nodal Agency.

Regional Conference
on
Replication of Good Governance Practices
Dates - 1st-2nd July 2021
Venue: Sher-e-Kashmir International Convention Centre
Minute to Minute Programme
DAY 1 : JULY1, 2021

10.00 AM – 11.30 AM	<p>Pre-Inaugural Session – Innovations (Centre) Shri V. Srinivas, Additional Secretary (AR&PG) – in Chair</p> <ul style="list-style-type: none"> UDAN-Ude Desh ka Aam Naagrik by Smt. Usha Padhee, Joint Secretary, Ministry of Civil Aviation One Nation One Ration Card National Portability by Shri S. Jagannathan, Joint Secretary, Dept. of Food & Public Distribution Innovations in Financial Inclusion – Aapka Bank Aapke Dwar by Shri Pawan Kumar Singh, DDG, Posts NIC- e-Office –Shri Kapil Kumar Sharma, Sr. Tech. Director, NIC
12.00 PM – 01.15PM	<p style="text-align: center;">Inaugural Session</p> <p style="text-align: center;">National Anthem</p> <ul style="list-style-type: none"> Welcome address by Shri V. Srinivas, Addl. Secretary (AR&PG) Address by Shri Arun Kumar Mehta, Chief Secretary, J&K Address by Shri Sanjay Singh, Secretary (AR&PG) Address by Shri Manoj Sinha, Hon'ble Lt. Governor of J&K Address by Dr. Jitendra Singh, Hon'ble MOS Personnel, PG and Pensions Vote of thanks by Shri NBS Rajput, Joint Secretary, AR&PG <p style="text-align: center;">National Anthem</p>
2.30 PM – 4.00 PM	<p>Session –II Innovations (States) Shri NBS Rajput, Joint Secretary (AR&PG) - In chair</p> <ul style="list-style-type: none"> Transparency and Accountability in Execution of Public Works in J&K – Shri M.Y. Ittoo, DG (Budget), J&K Conversion of Abandoned quarries as Water Reservoirs and Tertiary Treatment of Waste Water – Shri P. Akash, Executive Director, Chennai Metropolitan Water Supply and Sewerage Board Multiple Innovations and Extensive Reforms in Examination Systems & Processes in Bihar School Examination Board - Shri Anand Kishor, Chairman, Bihar School Examination Board Kumbh Mela by Sh. Vijay Kiran Anand, Mela Adhikari Decentralised system of Micro Composting Centres (MCC) and Material Recovery Facilities (MRF) for efficient solid waste management - Sh G. Mathivathanan Principal Secretary, Odisha Solid Waste Management e-Office implementation in J&K – Shri Amit Sharma, CEO, JAKeGA

DAY 2 – JULY-2, 2021

10.00 AM – 11.15 AM	Session – IV (Administrative Innovations in J&K) Shri Atal Dulloo, Addl. Chief Secretary, J&K – In chair <ul style="list-style-type: none"> • COVID-19 Pandemic Management and Ayushman Bharat –Shri Atal Dulloo, ACS and Dr. Doifode Sagar Dattatray, CEO, AB-PMJAY • Back to Village (B2V) - Shri Rohit Kansal, Principal Secretary, J&K • Panchayati Raj in J&K–Shri Bipul Pathak, Principal Secy. and Shri Rakesh Sarangal, Director (Panchayat)
11.15 AM – 11.55 PM	Session – V (Aspirational Districts) Shri Rakesh Ranjan, Mission Director, Aspirational Districts Programme, Niti Aayog – In chair <ul style="list-style-type: none"> • Enhancing Learning Outcomes - Smt. Varnali Deka, DM, Goalpara • Aspirational District – Kupwara – Shri Anshul Garg, DM • Aspirational District – Baramulla – Shri G.N. Ittoo, DM
12.10 PM – 01.30 PM	(Rescheduled) Session – III Innovation (Districts) Shri Saurabh Bhagat, Director General, IMPARD – In Chair <ul style="list-style-type: none"> • Recycle plastic waste for Road Construction - Shri Devansh Yadav, DM, Changlang • Bleed with Pride - Dr. Rangitabali Waikhom DC, Imphal East • Smart Classes Initiative - Shri Chandra Mohan Thakur, DM • Palle-Pragathi App (Village progress Tracker App) - Smt. Hari Chandana Dasari, DM, Narayanpet • Chandauli Black Rice – Shri Navneet Singh Chahal, DM, Mathura
02.30 PM – 03.30 PM	Session VI DFS (Annual Credit Plan) Shri B.K. Sinha, Joint Secretary, Deptt. of Financial Services – in Chair Shri Saurabh Bhagat, DG, IMPARD –on the dais <ul style="list-style-type: none"> • District Kargil - Shri Baseer-ul-Haq Choudhary, DM • District Meerut - Sh Anil Dhingra, DM • District Belagavi - Shri M.G.Hiremath, DM, Belagavi (Belgaum) • District Warangal - Smt. M Haritha, DM, Warangal
03.30 PM – 04.30 PM	Session VII (Swachh Bharat) Shri Arun Baroka, Additional Secretary, Ministry of Drinking Water and Sanitation – in Chair <ul style="list-style-type: none"> • Srinagar – Shri Athar Ameen, Municipal Commissioner • District Indore - Shri Manish Singh, DM, Indore • Godavari East - Shri D. Muralidhar Reddy DM, Godavari East
04.30 PM onwards	Valedictory Session <ul style="list-style-type: none"> • Welcome Address by Shri NBS Rajput, Joint Secy. (AR&PG) • Adoption of Behtar Nizam-e-Hakumat: Kashmir Aelamia by Shri V. Srinivas, Addl. Secy (AR&PG) • Address by Shri K.K. Bhatnagar, Advisor to LG, J&K • Address by Shri Sanjay Singh, Secretary (AR&PG) • Vote of thanks by Shri Saurabh Bhagat, DG, IMPARD

Inaugural Function

The inaugural function of the conference started at 12:00 noon on 1st of July, 2021. Shri Manoj Sinha, Hon'ble Lt Governor J&K; Dr. Jitendra Singh, Hon'ble Union Minister of State (Independent Charge) in the Ministry of DONER; Minister of State – PMO, Ministry of Personal, Public Grievances and Pensions, Department of Atomic Energy and Department of Space were the Guest of Honour and Chief Guest respectively at the Inaugural Function held at SKICC, Srinagar. Shri Sanjay Kumar Singh, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), was also present on the occasion,



The Inaugural Function started with a welcome address given by Shri V. Srinivas, Additional Secretary, Department of Administrative Reforms and Public Grievances, GoI. In his welcome address he highlighted the need and importance of organizing the conference on this specific theme, he emphasised that replication of good governance practices for development of local community in J&K is the need of the hour.

Speaking on the occasion, Shri Manoj Sinha the Lt Governor, J&K underlined the significance of creating a common platform by bringing National, State level organizations, experts etc. for sharing experiences in formulation & implementation of best practices in Citizen-Centric Governance, Administrative Innovations, Welfare Programs, Digital Governance, Personnel Administration and Capacity Building for

effective administration. Hon'ble Governor observed, "I firmly believe that speed of decision making is critical and therefore, our efforts should be to reduce delays in the implementation process, moving effectively towards building an egalitarian society through responsive, morally correct and action-oriented policies".



Emphasizing on the element of human touch in the working of the officials, the Hon'ble Lt. Governor pointed out that we all need to remember that behind every file, there are people. Your process cannot be mechanical; whatever you do or decide not to do in that particular moment impacts a large section of the public. Forget about failure, let us start counting how many attempts we are making, which is completely aligned with the vision of administration. It is high time that we move away from process-based administration to performance-based administration, bringing in more efficiency in the system".

The Lt Governor congratulated JK-IMPARD and National Centre for Good Governance (NCGG) for signing an MoU on the capacity building programme, giving an opportunity to 2,000 officers of J&K Administration through mid-career training program on various aspects of good governance, on the pattern of training for IAS officers. He further emphasized that J&K Administration should work in a participatory, responsive and transparent manner with moral values which is the foundation of good governance. Government Institutions, schemes, various programmes, activities of social welfare, etc. can have their rightful impact only when the last person standing in the queue is being reached to with the benefits according

to his need. Laying special emphasis on taking accountable good governance to the people, the Lt Governor said that everything has been put in public domain under JK BEAMS, EMPOWERMENT initiative, thus making J&K one of the leading UTs to bring such transparency in the governance process.

Good governance powered by digital intervention should aim at making government services available online, digital literacy mission reaching every village, enabling disbursement of all subsidies directly into beneficiaries' Accounts. Today, we can proudly say that a person sitting in any Panchayat of the UT can see how much money is allocated and utilized under the plan finalized with the participation of public representatives for the development of his village, he added. e-Office is one of the reformative steps taken by the Government to put an end to the Darbar Move practice in J&K, thus saving crores of rupees spent on transporting files in hundreds of trucks from Jammu to Srinagar and vice-versa, observed the Lt Governor.



Hon'ble Lt. Governor also congratulated the Chief Secretary of J&K and his team for implementing the rule of transparent accountability in Jammu and Kashmir. He also stressed on the need to lay a solid mechanism for reward for good work and punishment for laxity by the government officials. The Lt. Governor remarked that the Hon'ble Prime Minister has brought a new era in governance process through his mantra of – “Minimum Government, Maximum Governance”. On the basis of broad framework he laid for all of us and by working in different areas, we have moved forward in the direction of 'Ek Bharat- Shreshtha Bharat'. From the ramparts of Red

Fort in 2016, Hon'ble Prime Minister had said that the country is moving from self-governance to good governance. It's his model of Good Governance that we are able to save our economy, setting new milestones of progress, and reaching to the people with benefits of social welfare despite Covid-19 challenges, the Lt Governor added. The Lt Governor also spoke about Sardar Patel's vision and his firm belief in fairness, transparency and accountability in governance for social and economic development and nation-building.

Highlighting various innovative programmes initiated by the UT Government, the Lt Governor observed that a strong foundation has been laid through programmes like Back to Village for strengthening the concept of Jan-Bhagidari by ensuring efficiency, transparency and credibility in government processes. All 54 schemes of social welfare of the Central Government are being delivered at the doorsteps of the people. Responsibilities have been fixed for the officers, which is showing visible results on the ground, he added.

"We are putting our dedicated efforts into making all services face-less and paper-less, besides connecting every gram panchayat with high-speed broadband, enabling financial inclusion through JAM (Jan Dhan, Aadhaar and Mobile) and ensuring mobile-based identity", said the Lt Governor. "Due to better policy and its implementation in the Sustainable Development Goals, J&K has performed well as per the SDG Index report which came out last month. Continuous efforts are being made in all the districts to make 100% electronic delivery of government services so that corruption can be curbed further. Citizens can send their complaints through JK-IGRAMS from any corner of the UT. Proper arrangements have been made for the redressal of these grievances. In this direction, LG Mulaqaat is another unique initiative, through which I directly communicate with the common people and try to resolve their grievances in the shortest possible time", the Lt Governor continued.

Terming the establishment of three-tier Panchayati Raj system as a cornerstone of participatory governance in J&K, the Lt Governor said, "Funds, Functions and Functionaries have been made available to the ULB's and PRI's for the grass-root development. Rupees 12,600 crore District Capex Budget has been announced, keeping in mind the needs of the common people, which is more than double the last year's Budget of Rs 5134 crores".

Speaking on the occasion, Union Minister of State, Personnel, Public Grievances & Pensions and PMO, Dr. Jitendra Singh said that the objective of the Regional Conference was to familiarize officers with best governance practices. He said that under the leadership of Prime Minister Shri Narendra Modi ji, India adopted the “Minimum Government - Maximum Governance” paradigm which is being cited and commended all over the world and civil servants from across the world are visiting India to pursue internships. The relevance of Regional Conferences emanated from the view that Government should go out of Vigyan Bhavan to reach out to administrators in various States. He said that administration must reach out to the last man in the queue.



Dr. Jitendra Singh said that many far reaching reforms of Modi Government like Prevention of Corruption Act, Abolition of Interviews for Group C and D posts and more than 800 Central Laws became applicable to J&K after it got the Union Territory status. He cited several governance initiatives undertaken by Government for Jammu & Kashmir including the long pending cadre review, establishment of CAT benches, extension of RTI Act, CPGRAMS and conduct of the common eligibility test through the National Recruitment Agency at every district head quarter in Jammu & Kashmir.

He said that the Union Government is committed to transparency and justice for all, and the people friendly reforms taken in the last seven years have benefitted

the entire country including people of Jammu and Kashmir. Dr. Jitendra Singh brought forth the transformational changes pursued by Government through the Mission Karmayogi, wherein capacity building of 2000 civil servants in collaboration between NCGG and IMPARD will be undertaken. Noting the various key aspects of good governance practices, Dr. Jitendra Singh said that, “in the present two days conference it is important that the participants are acquainted with the success stories of many reformative initiatives taken by the government. One of them is the launch of India Post Payments Bank which provided banking facilities in the villages”.

Dr. Jitendra Singh complimented the officers of DARPG for conducting the 2-day Regional Conference in Srinagar against all odds in continuation of the 3 previous conferences held in Jammu. This Regional Conference coming one week after the all-party meet chaired by the Hon’ble Prime Minister with the objective of promoting grass roots democracy and providing impetus to development has considerable significance with the adoption of the conference resolution titled “Behtar Nizam-e-Hukumat” that will seek to ensure justice for all persons and regions of Jammu & Kashmir.

On this occasion, Dr. Jitendra Singh announced the following DARPG-Government of Jammu & Kashmir collaborations:

1. Develop a District Level Good Governance Index on the lines of the National Good Governance Index
2. Capacity building of 2000 civil servants in collaboration between NCGG and IMPARD
3. A National Conference will be conducted on Governance in Jammu & Kashmir in the year.

Dr. Jitendra Singh along with the Hon’ble Lt. Governor released the DARPG’s e-Magazine titled ‘MINIMUM GOVERNMENT, MAXIMUM GOVERNANCE’ (MGMG), comprising of write-ups on Administrative Innovations during the Inaugural session. He also witnessed the exchange of MOU between NCGG and IMPARD for capacity building of 2000 civil servants.

The Hon'ble MoS complimented the government of J&K for efficient COVID management and congratulated the people of the UT for community management of the pandemic.

Shri Sanjay Kumar Singh, IAS, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), in his address, underscored the importance of providing all relevant information and services to the people through Digital Governance and Artificial Intelligence.

Dr. Arun Kumar Mehta, IAS, Chief Secretary, J&K, while speaking on the occasion, highlighted the significance of maintaining sustainability in innovation and termed it critically important for delivering good governance to the people. Dr. Mehta deliberated in detail about governance and the issues related to governance in J&K. He said that governance means good governance, not mis-governance.



Vote of Thanks was presented by Sh. NBS Rajput, Joint Secretary, DARPG.

Deliberations of the Technical Sessions:

In all, 07 Technical Sessions on various themes related to Good Governance Practices were held during the two day Conference on “Replication of Good Governance Practices”. Certain last minute changes were made in the work schedule due to some unavoidable exigencies. Details of the session-wise deliberations are given as follows:-

Session-I: Innovations (Centre)

The session-I on (Innovations Centre) was chaired by **Shri V. Srinivas, Additional Secretary DARPG Govt. of India.**



In this session a presentation on innovations in financial inclusion – “Aapka Bank Aapka Dwar” was made by Shri Pawan Kumar Singh DDG Posts, in which various challenges of innovations, barriers, measurable outcomes and way forward towards digital and financial empowerment, were presented. As a part of the presentation a video was shown in which Hon’ble PM lays out the vision of Indian Post Office Banks emphasizing the banking at the door steps of every citizen. Various highlights of the achievements were presented which included reducing distance to zero through micro ATM devices with *Dakia*, free delivery of banking at door step and platform banking as a service.



A presentation on UDAN was made by **Smt. Usha Padhee, Joint Secretary Ministry of Civil Aviation, Govt. of India** in which she highlighted various challenges, vision, policies, institutional mechanisms, growth and changing aviation landscape. The speaker revealed that UDAN was doing its bit towards nation building and contributing towards socio economic goals of nation. It is because of UDAN that any common man can now access flights at affordable rates, which is contributing to the overall growth of the country. Schemes such as UDAN are bridging the rural and urban divide, improving our transport infrastructure also. Krishi UDAN will also be launched by MoCA on international and national routes. Civil Aviation, Long known as the mode of transport of the affluent sections of the society, was made affordable for the common man by Hon'ble PM Modi's visionary inclusive policies based on the principle of "Sarvodaya through Antyodayas"

During covid-19 pandemic, to help transport of medical cargo to every corner of the country, an important mission 'Lifeline Udan' was launched in which the various airlines have flown 3 lakh Kms within the country in a short period of time and have transported 500 tons of essential cargo.

A presentation on **"One nation one Ration Card - A step towards self reliant India"** was made by Shri S. Jagannath, Joint Secretary, Deptt. Of Food and Public Distribution, Govt. of India. The ONORC scheme is implemented by Deptt. Of Food and Public Distribution under National Food Security Act. The scheme has allowed the National beneficiaries particularly migrant beneficiaries to claim either full or part food grains on any fair price shop through any existing ration card with biometric Aadhaar authentication in a seamless manner. The system also allows their family members to claim the balance food grains on the same ration card. This

scheme is one of its kind citizen Centric initiatives in the country which has proved a game changer in largest food security programme in the world. Empowering migrants with seamless food security, anyone anywhere in the country has been the major highlight of the programme which was implemented in a short span of time after its sanctioning in 2018-19. This programme has been implemented at a minimal cost and has also facilitated the generation of inter-state migration data.



“One Nation One Ration Card” which facilitates an Un-interrupted Food Security’ for all NFSA Beneficiaries. The genesis of ONORC lies in the statutory obligation of the Central & State/UT Governments under the Act, towards all 80 crore beneficiaries for ensuring uninterrupted availability & accessibility of food-grains every month, anywhere in the country irrespective of location.

The ONORC scheme is being implemented by the Department for the nation-wide portability of ration cards under National Food Security Act (NFSA). Through this all eligible ration card holders/beneficiaries covered under NFSA can access their entitlements from anywhere in the country. This system allows all NFSA beneficiaries, particularly migrant beneficiaries, to claim either full or part food-grains from any Fair Price Shop (FPS) in the country through existing ration card with biometric/Aadhaar authentication in a seamless manner. The system also allows their family members back home, if any, to claim the balance food-grains on the same ration card.

Towards the end of his presentation, the speaker talked about the Rollout target of the scheme in other States of Delhi, West Bengal, Assam and Chhattisgarh in next few months.

A presentation was made by **Shri Kapil Sharma Sr. Technical Director NIC** in virtual mode in which the speaker highlighted the immense need for e-office for the smooth functioning of offices in Government. In this presentation the speaker laid focus on e-office innovations in governance and acknowledged them as a tool for achieving accountability and transparency in Government. With e-office in operation, citizens can track the papers they have submitted to an office. These initiatives are environmental friendly as tons of papers are saved which could have otherwise been used and that in turn saves trees. Infrastructure like printers, cartridges, cupboards and office space is also saved. Files can never be lost now and officials can work on their files seamlessly in a secured and safe manner. As a part of this presentation, a success story on Jagtasinghpur was shared in which, on an average, 40-50 files were approved daily by the District Magistrate without any hindrance. As a result, there is no physical movement of files and the staff can process and approve the files with the help of desktop, home computer etc., within no time.

Jagtasinghpur model is worthy to be replicated in other districts and states as it has eventually prevented delay, red-tapism and gathering of dusting over files, administrative harassment to the common man, corruption and venal practices in the governance.

Session-II: Innovations (States)

The session on Innovations (States) **was chaired by Shri N.B.S Rajput**, Joint Secretary, Ministry of Personnel, Public Grievances and Pensions Department of Administrative Reforms and Public Grievances, GoI. Other speakers in the Session were Shri Vijay Kiran Anand, Kumbh Mela Adhikari, Shri Anand Kishor, Chairman Bihar School Education Board, Shri Amit Sharma, Chief Executive Officer, J&K e-Governance Agency and Sh T.N. Hariharan Managing Director, Chennai Metropolitan Water Supply and Sewerage Board.



In the presentation of Kumbh Mela, the speaker gave an overview of Kumbh Mela, 2019 which was attended by 24 crore pilgrims experiencing the safe and memorable pilgrimage. The speaker in his presentation applauded that UNESCO has declared the Kumbh Mela, 2019, as intangible cultural heritage of Humanity. He said, “Governance structure for Kumbh Mela 2019 was a well-defined project management having use of robust monitoring mechanism which resulted in successful conduct of massive inter-departmental coordination needed for the Mela. Shri Vijay Anand emphasized that this Khumb Mela was first ever open defecation free, garbage free and odour free Kumbh due to the use of technology and also due to the focus on behaviour change. He made his presentation in virtual mode and during his discourse, the success of Khumb Mela event was explained through the pictures and images to the audience attending this conference in physical and virtual mode.

The 2nd presentation in the session was conducted by **Shri Anand Kishor, Chairman, Bihar School Examination Board**. His presentation during the conference was about multiple innovations and Extensive Reforms in examination systems and processes in Bihar School examination Board. The presentation was done in virtual mode. He talked about multiple innovations in the reforms process of BSEB and the new innovations which were much, faster, credible, more transparent, error free and also student friendly. In his presentation he gave a brief about the online facilitation system for student (OFSS) for admission in over 3300 (BSEB) affiliated inter colleges/ schools. He talked about the efficiency that had brought in the results of, various board examinations and said that BSEB was the first in the

country to declare the board result in the month of March in 2019 even when its examination were held along with other boards and this was the fastest board result in India. Shri Anand Kishor talked about the construction of 9 Mega examination centres in each of 09 divisional headquarters of Bihar in which the BSEB Pariksha Parisar is the largest examination complex of India. He also touched the digitalization of Records of last 37 years which was from 1983 to 2020. Towards the end of his presentation, he talked about the zero tolerance in conduction of examinations and free and impartial test of 30 lakh students. He also envisaged that they have a good system of awards and recognitions in place.

A Presentation on Decentralized system of Micro Composting Centres (MCC) and Material Recovering Facilities (MRF) for efficient solid waste management was given by **Shri G. Mathi Vathanan, Principal Secretary, Odisha Solid Waste Management**. In his presentation he gave an over view of Solid waste management in Odisha and talked about the rapid urbanization which has compounded the challenges of solid waste management in Odisha. During his discourse he talked about the Micro composting centres (MCC) and material Recovery facilities, behavioural changes, capacity building, door to door awareness and sensitization campaigns, women driven battery operated vehicle etc. He gave details about Migration from centralized to decentralized model of Solid Waste Management which he claimed will have 100/% source segregation through full involvement of households swachh Sathis and sanitation workers. They were able to have resource recovery of all biodegradables as compost and recycling of all non-biodegradable waste and by doing this they had zero land filling. It was completely scientific and safe processing and disposal of wet waste ultimately leading to no land fill. Towards the end of his presentation he emphasized that this model is really a sustainable model for Swachh Odisha, Swasth Odisha.

The presentation on Conversion of abandoned quarries as Water Reservoirs and Tertiary Treatment of Waste Water was given by **Shri T.N. Hariharan, Managing Director, Chennai Metropolitan Water Supply and Sewerage Board** in which he explained as to how Chennai became the first Indian City to recycle sewerage and supply it for industrial purposes. A treatment plant built at Kodungaiyur in North Chennai recycles water and sends to industries in the city. One more similar treatment plant is at Koyambedu .Both plants treat 90 million litres of sewage in a

day based on a reverse osmosis treatment method. Use of quarries as a storage reservoir has been a game changer in Chennai's water supply, given that it is among the most capital cost effective storage reservoirs that could be created even after urbanization with nil environmental impact due to its efficiency. The lessons learnt from the conversion of quarries by CMWSSB in 2017 have been transmitted to the other local bodies of Tamilnadu. Works were carried out to tap nearby quarries as a water source in Pallavaram and Pammal municipalities and were successfully implemented by the local bodies in 2019. CMWSS Board has constructed two Tertiary Treatment Reverse Osmosis (TTRO) Plants of 45 MLD capacity to supply product water to the SIPCOT Industries in Irungattukottai, Sriperumbudur and Oragadam and Industries in Manali–Ennore Corridor & Manali–Minjur Corridor, North Chennai tapping fresh source of supply to industries. Chennai is the only city that recycles 20% of sewage generated at present.

A total of 120 ml of Secondary Treated Effluent Water (STEW) from the existing STPs at Koyambedu and Kodungaiyur is being used as feed water for the TTRO plants at the above locations/ Produces 90 MLD of TTRO water which is supplied through long pipelines to around 250 industries which are located in the northern and western parts of the city.

A presentation on e-office implementation in Jammu and Kashmir was made by **Shri Amit Sharma, Chief Executive Officer J&K e-Governance Agency.**

In his presentation, Sh. Amit Sharma, Chief Executive Officer, JaKeGA (Jammu and Kashmir e-Governance Agency), IT Department, also dwelled on Implementation of e-office in J&K as a result of which the age old practice of Darbar Move in J&K was discontinued by the Government. All the files and other official records of Civil Secretariat have been digitalised and have been put in the e-office mode. The files are now available in both the Civil Secretariats of Jammu and Srinagar in virtual mode. The Journey of this process started with scanning of Civil Secretariat & non secretariat record

Migrating to e-Office and e-Files has eliminated the requirement of sending truckloads of physical files from one department to another facilitating simultaneous functioning of civil secretariats at both Jammu and Srinagar profoundly making the

system faster, substantially reducing the overhead costs, saving huge resources, increasing efficiency, and transparency. The UT's Information Technology Department with NIC, e-Governance Agency, and State e-Mission Team (SeMT) have successfully implemented the e-Office by scanning and digitizing 3.50 lakh files of the secretariat. The 148-year-old tradition exercise done twice in a year had been under criticism because of the huge costs to the exchequer, which was approximately to the tune of Rs 130 crore for one-way movement. The UT administration offices in the civil secretariat have completely switched over to e-office which has obviated the requirement of physical movement of files/records from Jammu to Srinagar and vice versa.

Towards the end of presentations **Shri N.B.S Rajput, Joint Secretary, AR&PG** emphasized that all the best practices presented in the session had a lesson to be carried by others for replication.

Session-III: Innovations (Districts)

The Session on Innovations (Districts) was **chaired by Shri Saurabh Bhagat, Director General, J&K IMPARD**. The following speakers gave their presentations in the session both in physical or virtual mode.

1. Recycle Plastic waste for Road construction- By Shri Devansh Yadav, DM, Changlang
2. Bleed with Pride – By Dr. Rangitabali Waikhom DC, Imphal East.
3. Smart Classes initiative, District Anuppur - By Chander Mohan Thakur, District Magistrate.
4. Palli Pragathe App (Village Progress tracker App) – By Smt. Hari Chandana Dasari, DM, Narayanpet
5. Chanduli Black Rice – By Shri Navneet Singh Chahal, DM Mathura



The District Administration of Changlang (Arunachal Pradesh) started a **Plastic Shredding Unit** with the main goal to reduce, reuse and recycle (RRR) plastic. The shredded plastic was proposed to be used in construction of roads. The unit was installed in November, 2019. It is the first-of-its-kind processing unit in eastern Arunachal, wherein single use plastic substances are processed into 2.3 mm fine particles to be mixed with aggregate bitumen for road construction. The unit by providing employment to the local youth boosts economy and contributes towards a clean and safe environment by getting rid of plastic materials. It also prevents environmental degradation. With the absence of functional plastic waste treatment infrastructure and the already stressed existing dumping grounds, it eases the pressure and helps in better disposal of plastic waste from Changlang as well as the neighbouring districts. The roads made with plastic waste have a long life. It is also a great boost to disposable income of the local people employed.

‘Bleed with Pride’ campaign was formulated to reach out to the community and to talk about menstruation openly towards better understanding of menstruation like any other natural body cycle. It is empowering women, young girls and community to stand together and fight taboos, stigma and discrimination. Through the free distribution of reusable menstruation kits the District Administration aimed to make every girl who has reached puberty, bleed with pride safely and in a hygienically. The cause was taken up as a **Jan Andolan**, so that the community stands together to make the young girls stay motivated and inspired. The campaign was converged and launched with *Beti Bachao Beti Padho/ Poshan Maah/ Eat Right Campaign/ Swachh Bharat Abhiyan/ Fit India Campaign/ Free Anemia Campaign/ Mid-Day Meals/ Mental Health for Adolescents* etc.

Anuppur District is primarily a tribal district with many first generation learners coming to school. To empower people of Anuppur, it was crucial to impart quality education which could translate into better social and economic outcome for the most socially and economically backward communities of this tribal district. The objective of the **Smart Class initiative** was to improve learning outcomes and overall pass percentage of the students of Grades IX and X in the District in MPBSE State Board Exams. The school classrooms were being digitally enhanced, teaching

aid to teachers and learning aid to the students were being provided. The video content was created by engaging local State Board teachers, including local teachers from the District, so that the students can assimilate the vernacular content of the lectures easily. The idea was also to empower the teachers at Anuppur and give them a platform. Localized vernacular content (in Hindi medium) ensured easy adoption by the teachers and enabled them to relate to it easily. The impact is phenomenal as the pass percentage of the District went up from 59.2% (in 2018-19) to 64.66% (in 2019-20).



To ensure that the village development was taking place as envisaged and to ensure all officials were tracking village development evenly across the district, **'PallePragathi app'** was developed by the Narayanpet District Administration. Palle Pragathi is a Scheme of the State Government which literally translates into village-development. The App has three-dimensional functionality, as follows:-

- (a) The presence of field level staff in the field can be monitored through geo fencing and location tracing on the App. It can be activated at any time by the district administration. This enables the administration to track basic delivery of services like pension, ration, mid day meals, anganwadis, water supply etc.
- (b) Programme tracking can be done effectively in a centralized manner like distributing twin bins to each household and construction of scientific crematorium, public parks, soak pits (to manage sewer water), individual toilets and community toilets.

- (c) Special drives are undertaken when the district wants to finish a particular programme. Sanitation improvement, road sweeping, spraying of anti-larvicides and clearing of garbage dumps. Increasing the green cover, dump yard with segregation shed constructed for each village.

Chandauli is an aspirational District and it is popularly known as the “Rice bowl of Uttar Pradesh”. **Black Rice** is a high value crop that could increase farmer’s income, the District Administration visualized. Black Rice offers a variety of health benefits that enables it to command a higher price in the market. It is rich in antioxidants especially anthocyanin which is good for diabetics, prevents risk of cancer, obesity and cardiovascular diseases and is a good source of iron, zinc, micronutrients, proteins and fiber.

Each stage of cultivation was carried out under the supervision of experts. The farmers were advised not to use chemical fertilizers or pesticides as organically produced rice would fetch them better price. To explore the market, wide publicity was given in print and electronic media. Black Rice was exhibited at various national exhibitions and sold at Rs 200/kg for seeds and Rs 300/kg for rice. To popularize it amongst farmers, it was discussed at various forums like Kisan Pathshalas, Nyay Panchayat, Kisan Goshthis, Kisan Melas and exhibitions. Sufficient quantity of seed was preserved for Kharif, 2019. The manifold increase in realization per hectare generated by black rice during pilot phase was a pleasant surprise for farming community. In Kharif 2019 more than 400 farmers opted to grow black rice in about 250 hectares. A committee comprising of officials of the departments of Agriculture, Industries and Krishi Vikas Kendra (KVK) was entrusted the task to facilitate bringing the produce from farm to market. A society under the name “Chandauli Kala Chawal Krishak Samiti” was registered comprising of black rice farmers as members. District administration provided handholding support.

The session ended with concluding remarks given by Shri Saurabh Bhagat, Director General IMPARD in which he referred to the learning experiences gained from Back to Villages (B2V) Programme and applauded for its uniqueness to J&K. He further reiterated that the innovative programmes carried out at the Districts levels as was evidenced by the presentations need to be replicated for each of these Innovations

has helped in improving the effectiveness and efficiency of the governance at district levels.

Session-IV: Administrative Innovation in J&K

The Session on Administrative Innovations in J&K was **chaired by Shri Atal Dulloo, Additional Chief Secretary, J&K.**

Shri Rohit Kansal, IAS, Principal Secretary PDD, Govt. of J&K, gave a presentation on Back to Village (B2V) flagship programme in which he remarked that B2V could be a role model for the rest of country wherein this unique initiative of J&K can be replicated across the country to strengthen grass root level democracy. During his presentation, Shri Rohit Kansal gave a description of three phases of the programme and added that the need of the programme was to strengthen and facilitate Panchayats across J&K, besides getting feedback and bridging gap between administration and the public. The Principal Secretary also highlighted the contours of three versions of B2V, saying that the Phase-I was exploratory while Phase-II was PRI related programme and Phase-III of B2V was action driven. He also maintained that the brand of uniqueness of the programme was that officers starting from top most level visited a village and spent one night and two days there and interacted with public on developmental aspects of their areas.



The second presentation was on Panchayati Raj in J&K given by **Shri Vipul Pathak, Principal Secretary and Shri Rajesh Sarangal, Director Panchayat**, Shri Rakesh enlightened the participants about Panchayati Raj Act 1989 due to which for the first time 3-tier system was adopted in J&K as per the constitutional amendments

of 1992 that is Halqa Panchayat, BDC and District Planning & Development boards now DDC. Halqa Panchayats are divided into constituencies or wards depending on number of villagers. These three tiers deal with problems at ground level to ensure welfare of citizen and implementation of development plans for poverty elevation and employment generation. They also coordinated the functioning of various line depths like Agriculture, Health, Higher Education, Social Welfare etc for better results.

Shri Rakesh also explained about the first time smooth conduct of Panchayat elections in J&K and proper implementation of 74th Amendments in J&K. He also added that now funds are transferred at Halqa level with the power to utilise these funds.

The last presentation was made by **Shri Atal Dulloo on Pandemic Management & Ayushman Bharat**. The presentation was divided into two parts Universal Health Coverage and steps taken for Covid-19 Management. Universal Health Coverage (UHC) programme improves productivity by promoting health and reduces the loss due to death and disability.

He also emphasised that this helps in reducing poverty by reducing personal costs/ out of pocket expenses on health care, UHC is required for health equity and economic development. He enlightened the audience with the aims of universal health coverage with PMJAY / PMJAY Sehat and also explained the journey of Ayushman Bharat Jan Yojna to PMJAY Sehat.

He informed that the Epidemic curve was three times higher in second COVID wave than the first wave and added that the J&K increased capacity in terms of beds, oxygen, ICU beds and other logistics. He said that one crore tests have been conducted so far in both the COVID wave in J&K and administration is preparing for the third COVID wave with more interventions for COVID management.

Shri Dulloo further added that new initiatives taken by J&K Govt. like Gaon-Gaon-Ayushman, Strengthening of District implementation units, reformation of PMA, functioning and implementation of standard treatment guidelines and comprehensive IEC plans.

Shri Dulloo also threw light on the Covid-19 Management under which he emphasised that two oxygen manufacturing plants have already been started in Jammu and Srinagar to meet the requirement of oxygen during Pandemic and said that the Govt. is ready to meet any crisis arising due to this Pandemic. He also said that Centre Govt. has sanctioned two 500 bedded hospitals of DRDO at both places which are now fully equipped to face any challenges.

Session – V (Aspirational Districts)

On second day of the conference, session-V on Aspirational Districts was **chaired by Shri Rakesh Rajan, Mission Director, Aspirational Districts Programme, Niti-Aayog**. Presentations in the session were made by former District Magistrates of Baramulla and Kupwara Districts of J&K and District Magistrate of Goalpora, District of Assam.



Smt. Vernali Deka, District Magistrate Goalpora Govt. of Assam in her presentation gave a detailed account of the achievements and best practices in the area of Health, Nutrition and Education. The challenges faced during the period, interventions and outcomes were also highlighted. She stressed on the importance of Swacchta, Poshan and Health for children saying that they are key leaders and drivers for social attitudinal and behavioural changes. The scheme of Swacch

Poshan has been selected as best practice under Poshan Jan Andolan and stands approved for replication in all districts of Assam.

As regards the presentation on best practice on Aspirational District, **Shri G. N. Yattoo, former District Development Commissioner of District Baramulla**, spoke about the securing of Rank-I by the district in financial inclusion and skill development in which substantial progress was made in 27 out of 49 indicators. The best practices adopted in the district in Agriculture sector and skill development were appreciated by Niti Aayog. In health and nutrition, the district has earned SKOCH award besides the success stories of all weather road connectivity to border areas, enhanced farmers income through interventions in Agriculture and Horticulture.

Shri Krishna Karunesh, District Magistrate Balrampur, in his presentation stated that the immunization of the district increased from 57% to 81%, Nutritional supplement under ICDS increased from 37.02% to 100%. He also highlighted about the comparison between baseline and endline assessments of Demo Schools Assessments which has shown 28% improvement in upper primary language, 29% - 39% improvement in mathematics and also achieved 1st rank in Niti Aayog ranking. During the presentation it was also revealed that 646 smart class rooms were established in the district under Pradhan Mantri Jan Vikas Karyakram. The teachers were equipped with the latest teaching technology using Google's BOLO APP in all primary Schools to improve their communication skills.

Shri Madhusudan Mishra, DM Koraput, while giving the brief about Aparajita (A Campaign to End Child Marriage), said that pregnant women and children from six months to 3 years were covered under Spot-Feeding programme. They were provided boiled eggs and chatua for three days in a week, twelve days in Anganwadi Centres and 13 days in a month in their homes under the observation of Anganwadi Didi / ASHA. He highlighted that 99% of girl's toilet in schools, 100% drinking water facility and 100% electricity facility are functional in schools. As far as the agriculture and water resources are concerned, Ragi Production and Farm Pond are doing better. Coffee plantation drive is a big success in the district. 90.19% of habitations have access to all weather roads under PMGSY. Kisan Credit Card facility has also been provided in the district.

The District Administration of Koraput led by the District Magistrate, with support from Mission Shakti, Govt. of Odisha in partnership with UNICEF and Action Aid India launched the district flagship child marriage prohibition campaign APARAJITA in 2019, and this campaign is a major success in the district. It has empowered girls and boys to be better and able to prevent and respond to child marriage, to influence positive change in community's beliefs, attitudes and also social norms.

Shri Rakesh Ranjan, Mission Director, Aspirational Districts Programme, Niti Aayog, while giving his remarks towards the end of the session, reiterated that the district being one of the important tiers in administration provides an ample opportunity for achieving new milestones in the execution of policies & programmes of the Government and thereafter its replication in other districts of the country. He thanked all the presenters for having left behind good lessons of their development for others to follow.

Session – VI (DFS Annual Credit Plan)

This session was **chaired by Sh. Saurabh Bhagat, DG, J&K IMPARD.**

The 1st presentation was on Inclusive Development through Credit Flow to the priority sectors between 1st April, 2018 to 31st March, 2020 by **Shri Baseer-ul-Haq, IAS, DM, Kargil.** He emphasised that despite all odds district Kargil has remarkable achievements.



Kargil achieved target of 107% during financial year 2019-20 by financing Agriculture, MSME and Weaker Sections of the society under Kisan Credit Scheme, PMKSY, Food Management Programme & AIBP.

During the said year district Kargil achieved new heights under PMEGP and started 687 projects which costed Rs. 7618.3 lakhs and 492 beneficiaries got benefitted with these. In Kargil 56% of population were benefitted under the Gol welfare schemes adopted by Women Entrepreneurs of SC/ST Communities which target 25.06 crores of financial assistance in the year 19-20.

The data was supported by the case studies on agriculture credit where labourer started growing cash crops in their own fields and earned good income by selling these crops.

Under MSME the locals started their own work like Automobile Works, Carpentry, Repairing of Electronics, Food Industries etc., to earn for living respectfully.

The proper credit flow changed the behaviour of youth from employee to employer, upgraded standard of living, decreased dependency on other areas, increased stability and confidence among youth and set a platform for other youths to avail the opportunity which resulted in employment for many more.

The 2nd presentation was on Inclusive Development through credit flow to Priority Sector by **Sh. Anil Dhingra, DM, Meerut**, who enlightened the participants with the potential of Meerut by empowering the citizen with the financial support under the various Government Schemes like PM Mudra Yojna, MPEGP & MYSY which generated the employment for about 02 lakh people by exporting 600 crores of sports goods.

1.52 lakh small & marginal farmers are benefitted with Kisan Credit Card. Rs. 12.33 crores were distributed under Pandit Deen Dayal Upadhyay Sworozgar Yojna and Rs. 20.06 crores disbursed under stand-up India.

Meerut ranked No. 2 in sugarcane productivity. Farmers were trained by ICAR-NDRI for strengthening Dairy. Awareness, sensitisation and motivational programmes were also organised at block and cluster level for organic farming. The

farmers in Meerut got quality inputs at company rates registered on e-NAM and e-marketing Platform.

The 3rd Presentation was made by **Sh. M.G. Hiremath, D.M Belagavi District**, in which he enlightened the participants that in agricultural field they not only facilitated the farmers but also boosted their economic condition by providing loan under DEDS scheme. They were also provided with loan for housing under PMAY & Education loan for their children especially to the weaker sections, SC/ST and Minority Sections of the Society. Shri Hiremath focussed on various strategies and studies of Shahpur, FPO, Kakaiti where the income of farmers increased by directly selling their products to customers and also highlighted the textile park which was established in 2018 Chikkodi Bargaon park where entrepreneurs expressed satisfaction about the support and cooperation extended by the Government. In the Agriculture sector a case study of Raibag Hatcheries, was also highlighted which generated employment for 350 persons. He also revealed that they are looking forward to implement various strategies such as Atam Nirbhar Scheme for establishing new/ upgraded micro-goods processing units.

Other schemes highlighted were One District One Product, Agriculture Infrastructure Fund, KCC & Term Loans, MSME, PMAY etc.

In the last presentation **Smt. M. Haritha, Collector/ DM Warangal, Rural District Telangana State** highlighted the Annual Credit Plan targets and achievements where 93.77 % targets were achieved in Agriculture, 81.43% in MSME, 384-66% for weaker sections and 89.21% in overall priority sector lending.

In this lending they have pumped 474-09 crores in women self-help groups and 1573-86 crores for small and marginal farmers.

She also added that various challenges were faced during the disbursement of funds but strategies were adopted to facilitate Bank controllers and the priority sectors for smooth functioning and door to door approachability by doing financial literacy programmes at village level and other awareness programmes by using media and other e-modes. She further added that Gram Sabha played a vital role in transparent selection of beneficiaries at various levels and provided hassle free village level verification & documentation at door steps of the beneficiaries.

Smt. Haritha also highlighted various innovations adopted for diversification in sanctioning of loans to reach the unreached by involving various agencies like FPO's, Gram Panchayats, NABARD and NGO's to facilitate every section of the society.

Towards the end of the session, concluding remarks were given by Shri Saurabh Bhagat, Director General IMPA in the capacity of Chairman. In his remarks he lauded the efforts put in by the presenters in consolidating the details with regard to their respective best practices and presenting in a logical order. Shri Saurabh Bhagat, in his remarks said, that the unique experiences of financial inclusion achieved by the District Commissioners/ Magistrates is imperative for uplifting people from poverty and improving their standard of living. These experiences provide a tremendous scope for their replication in other districts of the country.

Session-VII: Swachh Bharat

The session on Swachh Bharat was **chaired by Shri Arun Baroka, Additional Secretary, Department of Drinking Water and Sanitation, Ministry of Jal Shakti, Govt. of India.**



A presentation on solid liquid waste management (SLWM) was given **by Shri Athar Amir Khan, Municipal Commissioner, Srinagar Municipal Corporation**, in which he deliberated upon his experiences of executing a successful cleanliness programme with pictorial evidences of Bilonchi, Amer-Bilonchi, Kalwar-Jotwara,

Kalwar, Mundiyrainsar, Jhotwara, Loharwala etc., which are part of Jaipur village, Rajasthan.



He expressed his view point that liquid waste was posing more problems and inconvenience to the people in Jaipur village as a result of which a situation emerge which necessitated an eminent intervention. He emphasized on the different module on solid and liquid waste management in which he explained the working of soak pits, magic pits (vertical filtration) magic pit and drain network. He shared his experience and successful decentralized composting, individual compost pits, community level NADEP compost pits and GP level NADEP compost pits. Towards the end of his presentation he also spoke about the Srinagar city solid waste management road map.

Valedictory Function

The valedictory function of the two days Regional Conference on **“Replication of Good Governance Practices”** was held on 02 July, 2021 at 4:30 pm in SKICC Srinagar.



The function was graced by the Advisor to Hon'ble Lieutenant Governor, Shri Rajeev Rai Bhatnagar. Shri Sanjay Singh, Secretary DARPG, GoI, Shri V Srinivas, Additional Secretary DARPG, GoI, Shri NBS Rajput, Joint Secretary DARPG GoI and Shri Saurabh Bhagat, DG J&K IMPARD were also present.

In his valedictory address, Shri Rajeev Rai Bhatnagar said that this Conference will be setting an agenda for effective administration and good governance in J&K. He added that there are very important takeaways and many more positives encapsulated in the Kashmir Resolution (Kashmir Aelamia). He asserted that lot of good thoughts and practices are already available but the thing is to adopt or replicate such practices for larger good of the people of the Country. The Advisor called on the young officers to adopt problem solving approach while dealing with the day-today issues and grievances of the people. He added that efficient delivery of public services and effective feedback mechanism are the touchstones of good governance. Shri Rajeev Rai Bhatnagar further highlighted that under the able leadership of the Hon'ble Lieutenant Governor, Shri Manoj Sinha, several path breaking initiatives have been taken in J&K which transformed the good governance scene in the region. In his address, he requested visiting DARPG team to provide platform to young officers of J&K in rest of country while organising such conferences.



In his speech during the Valedictory Function, Shri Sanjay Singh, Secretary DARPG, GoI said, “this conference has unique, credible, implementable principles and themes which have been deliberated robustly by speakers during these two days”. He further added that these deliberations will be valuable in the formulation of policies and their effective implementation on the ground level.

The conference later on unanimously adopted a Resolution entitled **‘Behtar Nizam-e-Hakumat; Kashmir Aelamia’** which was read out on the occasion by Shri V. Srinivas, Additional Secretary, DARPG, Govt. of India.



The main highlights of the Resolution are as follows:

a. For DARPG Govt. of India:

- DARPG, GoI, shall collaborate with Government of Jammu & Kashmir in developing a District Governance Index on the lines of the National Good Governance Index based on outcome and output indicators for improving the efficiency of Good Governance across Districts.
- DARPG, GoI, shall collaborate with Government of Jammu & Kashmir for conducting capacity building programs for 2000 civil servants in Governance practices.
- DARPG, GoI, shall collaborate with Government of Kashmir to conduct one National level conference and one Regional Conference during the period 2021-22.

b. For the Union Territory of Jammu & Kashmir:

- To strengthen the sustained efforts for the development of Union Territory of Jammu & Kashmir as a model of administrative excellence using digital technology in implementation of welfare state programs.
- To continue the sustained efforts for transparent, accountable, efficient and people-centric administration in the Union Territory of Jammu & Kashmir by promoting Jan Bhagidari.
- To refine, consolidate and document the successful good governance initiatives of the Union Territory of Jammu & Kashmir like Back to Village Scheme and JK-IGRAMS for national dissemination.
- To replicate the innovations and best practices in successful national governance so as to improve the ease of living and provide a clean and transparent people centric government to the UT of Jammu & Kashmir.
- To continue the efforts for promoting e-Governance by use of e-Office and adopt version 7.0 and move towards paperless Secretariat in the Union Territory of Jammu & Kashmir.

- To continue the efforts for capacity building and Personnel Administration by formulating mid-career training programs and specific need based training programs for officials of the Union Territory of Jammu & Kashmir and collaboration between the National Centre for Good Governance, IMPARD and the Indian Institute of Public Administration, J&K regional branch.
- To enable enhanced efficiency in decision making in Government of the Union Territory of Jammu and Kashmir by process re-engineering, improved skill base and using technology as a force multiplier.

Towards the end of the Valedictory Function, Shri Saurabh Bhagat, Director General of the Institute of Management, Public Administration and Rural Development, (IMPA&RD) passed a formal vote of thanks, in which besides thanking all the dignitaries, officers and the agencies, he highlighted the role and importance of organizing such conferences for the improvement of governance practices in the UT of J&K. He thanked the Hon'ble Lt. Governor J&K, Shri Manoj Sinha and Dr Jitender Singh, Union MoS, for inaugurating the Conference and highlighting the need of adoption of good governance practices. He specially thanked the Department of Administrative Reforms and Public Grievances, GoI, and General Administration Department Govt. of J&K for guiding and supporting the Institute in the smooth conduct of the Conference. He thanked all the officers who attended the conference through physical and virtual mode. DG IMPA highlighted that this conference would not have been possible without the active involvement of faculty members and officers/officials of the Institute who actively worked and contributed in the successful organization and management of this conference with utmost diligence.


