Report on the National Consultation on Sustainable Development Goals and Administrative Reforms

Jointly organized by Chhattisgarh State Administrative Reforms Commission, National Foundation for India- New Delhi, State Planning Commission Chhattisgarh

3rd & 4th August 2017

State Planning Commission,
Government of Chhattisgarh
Yojana Bhawan, Naya Raipur
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SDGs and Administrative Reforms

A CONCEPT NOTE

BACKGROUND:
In India, there have been periodic efforts for administrative reforms since 1966, when the first Administrative Reforms Commission (ARC) was constituted, followed by the second ARC in 2005. The broad thrusts of administrative reforms in India have aimed at three basic goals: improving the efficiency of administration internally and in relation to service delivery to the citizens; maintaining the thin line of demarcation between political neutrality of administration and party politics; and curbing corruption.

The Department of Administrative Reforms & Public Grievances (DARPG), Ministry of Personnel, Public Grievances & Pensions, Govt. of India is the think tank of the Government on governance, public policy and public administration related matters. Under its aegis, “Prime Minister's Award for Excellence in Public Administration” has been initiated in the year 2015.

Similarly, the relevant departments in State Governments are the General Administration Departments which also go by nomenclatures such as Department of Administrative Reforms (Haryana, Goa, Himachal Pradesh), Department of Personnel and Administrative Reforms (Karnataka, Tamil Nadu), Department of Governance Reforms (Punjab) and other similar terminology. There are also State Administrative Reforms Commissions as in Chhattisgarh, Kerala etc. and bodies like Bihar Prashasnik Sudhar Mission Society, Haryana Governance Reforms Authority, Atal Bihari Vajapayee Institute of Good Governance & Policy Analysis Madhya Pradesh etc. which are the key administrative reforms institutions in their respective States.

The Sustainable Development Goals (SDGs) are an inter-governmental set of 17 aspirational global goals with 169 targets and its framework attempts to rebalance and integrate the three dimensions of sustainable development viz. social development, economic development and environmental sustainability to create a better future for planet, people, peace, prosperity and partnership. "Transforming our world: the 2030 Agenda for Sustainable Development" was signed by 193 countries on 25th September, 2015 at the United Nations Sustainable Development Summit September 25–27, 2015 in New

1http://www.socialsciences.in/article/administrativereformsindia0
York. Hon'ble Prime Minister of India also attended the summit and expressed the Government of India's commitment towards the SDGs and stressed the convergence between the SDGs and the country’s national development goals. As SDGs cut-across various sectors of administration in Government, it may be reasonably said that the progress, of any country or state, on administrative and governance reforms will lead to effective implementation of all the 17 Sustainable Development Goals.

The 17 SDGs all, directly or indirectly, need an effective public service for successful implementation. The heterogeneous nature of the goals and targets implies that public service has to react differently to ensure their effective implementation. The 2030 Agenda will challenge the capacity of public service in scope, importance and urgency. Goals and targets that require structural changes call for national governance reforms. These may include tackling corruption, enhancing capabilities, creating or strengthening institutions and investment climates, and establishing effective internal dialogue with sectors and stakeholders. It may be noted that ‘governance’ is now embodied as a commitment in the 2030 Agenda for Sustainable Development and lies at the heart of SDG Goal 16 on accountable, effective and inclusive institutions.

The public service in every country cannot deliver SDG strategies and plans on its own. As noted in Sustainable Development Agenda, inclusive development implies that ‘all stakeholders, acting in collaborative partnership, will implement this plan’. Officials will need the collaborative leadership skills to foster a multi-stakeholder process engaging effectively with external partners including the representatives of civil society, businesses, academia and science, for collective problem solving.

INITIATIVES, INNOVATIONS AND REFORMS- SOME GOOD PRACTICES:

In recent years, India has witnessed numerous reformative measures being taken by the Central government as well as many State governments in various sectors. “Political will can reform but bureaucracy performs and public participation transforms. We have to bring them in one wavelength” said, Hon’ble Prime Minister, Govt. of India while addressing civil


servants on this year’s Civil Services Day; thus sharing the strategy of ‘Reform-Perform-Transform’.

As it endeavors towards “Minimum Government – Maximum Governance”, Govt. of India is continuously doing away with rules, processes and archaic Acts that are redundant; promoting paper-less work culture and reducing decision making layers in Departments. It has also initiated “PRAGATI – Pro-Active Governance And Timely Implementation” – aimed at monitoring and reviewing important programmes and projects of the Central and State governments.

Chhattisgarh is a model State in Public Distribution System (PDS), which is transparent and timely distribution of food grains. The State has made PDS a success by using digitization and automation with appropriate intervention of information and communications technology and has made it to work efficiently and equitably.

Further, in an attempt to mainstream out-of-school children in LWE-affected areas, the Government of Chhattisgarh conceptualized residential schools called ‘Pota Cabins’, which are pre-fabricated structures made of bamboo and ply. This innovation has resulted in improved enrolment and retention, and reduced dropout rate of children.

Similarly, the ‘Livelihood College’ initiative of Chhattisgarh lays thrust on those unemployed youth who could not complete their schooling and drop out of schools at different levels. Such unemployed youths are provided short-term training courses in various employment-oriented trades that are relevant in today’s competitive market. The initiative has been replicated in all the 27 districts of Chhattisgarh.

In Andhra Pradesh, the “CM Office Real-time Executive Dashboard (CORE Dashboard)” – is an integrated dashboard established to monitor Key Performance Indicators (KPI) of various departments/schemes/programmes in real-time. The dashboard shows situation reports (e.g. agricultural land area sown, rainfall status, demand/supply of power, irrigation) and departmental reports (KPI performance of Government Departments). ‘CORE’ provides a bird-eye view of the State’s situation- to both, the state leadership and the public. It has therefore, improved awareness and accountability; and has also enabled faster and smarter decision making.

The ‘Mobile One’ application Karnataka State caters to the need to provide a single platform to multiple service applications covering both public as well as private services. The app covers water, electricity bills, city police, traffic police, crime records, bureau services, health care services, travel services, RTO, BMTC, taxes, education services and many more.
The State of Madhya Pradesh is pioneer in the construction of roads under the Public Private Partnership (PPP) mode. The State Government has been providing funds to PPP projects in the roads sector from its own resources to improve their viability, even when the concept of Viability Gap Funding (VGF) was not in vogue.

Additionally, there are reformative measures from other States as well, such as- ‘Decentralization of ICDS Supplementary Nutrition Programme’ of Odisha; ‘Kaushalya Vardhan Kendras’ of Gujarat; ‘e-Sahakar’ of Maharashtra and so on.

**PARTNERS FOR THE CONSULTATION:**

**Chhattisgarh State Administrative Reforms Commission:**

The Chhattisgarh State Administrative Reforms Commission was constituted in September 2015. It examines and recommends measures to make the state administration more efficient, transparent and accountable and effectively implement various schemes of the state government. It also has mandate to suggest restructuring of organizational structure of state government, personnel administration; provide suggestions for rationalization of salary discrepancy / recruitment / promotion of officers and employees. It also recommends measures to ensure effective governance at the district and sub-district levels, as well as, addressing the capacity building issues. The Commission also encourages the use of information technology to ensure efficient administration at all levels of administration.

**National Foundation for India (NFI):**

NFI is an independent grant making and fundraising foundation, with a core mandate to strengthen philanthropy in India for public welfare and social transformation. Its seven thematic areas are education, health, livelihood security, peace and justice, governance, citizens and society, and development journalism. In the last 20 years, it has supported more than 200 grass root organizations in 14 states. It has also supported more than 400 individual change makers through its annual fellowship for development journalism and C. Subramaniam Award for community leadership. NFI's mission is to help create a just and equitable society, by enabling marginalized communities to improve the quality of their own lives, by improving public understanding of social issues and promoting social justice. In order to facilitate the integration of SDGs into state planning processes and programmes, Chhattisgarh State Planning Commission has initiated a project in partnership with National Foundation for India (NFI), New Delhi wherein NFI is supporting the SDG project through technical and financial support.
Chhattisgarh State Planning Commission:

Since 2014, Government of Chhattisgarh aligned the State Planning Commission with mandate of the Centre and streamlined its role as a think tank and catalyst for facilitating good governance. The Commission functions through the Task Forces headed by non-official members and constituted of experts of eminence from within and outside the State. At present it has four Task Forces viz. Development of Agriculture, Environment, Forest and Allied Sectors; Industry, Skill Development, Education & Employment; Poverty Eradication; and, Social Sectors. Further, each Task Force in-turn functions through Standing Working Groups (SWGs) of experts, constituted to advice on specific issues relating to the mandate of the Task Force. To explore the ways and means to strengthen State Planning Bodies at all levels, and to develop a framework for future cooperation in the field of planning, Chhattisgarh State Planning Commission organized a “National Conclave on Role of State Planning Organization” in November 2016; and, through consensus on agreeable areas made the ‘Naya Raipur Declaration’ as a Statement of Commitment for State Planning Organizations.

THE CONSULTATION:

In the context of above, a one and a half day ‘National Consultation on Sustainable Development Goals (SDGs) and Administrative Reforms’ was jointly organized on 3rd & 4th August, 2017 at Naya Raipur (Chhattisgarh) by Chhattisgarh State Administrative Reforms Commission, National Foundation for India, New Delhi and Chhattisgarh State Planning Commission, invited policy makers, government officials, experts, practitioners and academia for interactions to learn from Pan-Indian experiences and best practices, and, sharing and showcasing various SDG driven initiatives in areas of administrative and governance reforms. Agenda for the Consultation is at Annexure-I.

The exercise in administrative reforms could be made even more meaningful, by taking into account the imperatives of convergence, inherent in achieving targets under SDGs. We firmly believe that the states which invest in their administrative capacity will be successful in delivering the 2030 Agenda.

OBJECTIVES OF THE CONSULTATION WERE:

- To explore possible strategies for administrative reforms required to develop capacities of states for SDGs, resourcing options, inclusive governance, and building coherence, convergence and synergy for effective implementation of SDGs
To provide a platform to share and showcase proven initiatives, innovations and models of administrative reforms in government processes and diverse sectors and at different levels of administration leading to sustainable development

**OUTCOME:**
The Consultation resulted in a road-map being proposed in form of the *Naya Raipur Declaration* based on ‘consensus’ on ‘SDGs and Administrative Reforms’ in the areas of common focus and converging interests. A copy of the Declaration is at Annexure-II. Session-wise record of proceedings of the Consultation is at Annexure-III.
# National Consultation on “SDGs and Administrative Reforms”

**Date:** 3rd & 4th August 2017  
**Venue:** State Planning Commission, ‘Yojana Bhawan’, North Block, Sector-19, Near Mantralaya, Naya Raipur, Chhattisgarh

## AGENDA

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<td><strong>10.00-10.30</strong></td>
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| | • *Welcome Address and Opening Remarks*  
Shri Sunil Kumar, Hon’ble Vice Chairman, State Planning Commission Chhattisgarh |  
| | • *Introductory Remarks on Administrative Reforms*  
Shri S. K. Misra, Hon’ble Chairman, State Administrative Reforms Commission Chhattisgarh |  
| | • *Introductory Remarks on SDGs*  
Shri Amitabh Behar, Executive Director, National Foundation for India, New Delhi |  
| | • *Key Note Address*  
Dr. N.C. Saxena, Advisor, UNDP India, New Delhi |  
| | *Vote of Thanks:*  
Shri P.P. Soti, Member, State Planning Commission Chhattisgarh |
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| 11.30-1:00 | **SESSION I: Achieving SDGs through Effective, Accountable and Inclusive Public Institutions**<br>Sub-themes:<br>  - Second Central ARC- Status<br>  - Administrative Reforms as a necessity for achieving SDGs<br>  - Challenges, Opportunities and Path Ahead<br>  - Change Management and Organization Development | Dr. P.K. Mohanty, Advisor, Centre for Good Governance, Hyderabad (Chair)  
2. Shri Amitabh Behar, Executive Director, National Foundation for India, New Delhi  
3. Dr. (Ms.) K. Seeta Prabhu, Tata Chair Professor, TISS, Mumbai |
| 1:00-2.30 | **SESSION II: State Capacities and Challenges of SDGs**<br>Sub-themes:<br>  - Looking at the coherence of foundational framework (philosophy) of SDGs and state capacities<br>  - Existing state capacities and mapping needs for SDGs implementation<br>  - Planning and monitoring systems for SDGs integration in state functioning | Shri Satyananda Mishra, Former Chief Information Commissioner of India (Chair)  
2. Dr. Gyanendra Badgaiyan, Director General, National Centre for Good Governance, New Delhi  
3. Shri Suraj Kumar, NITI Foundation, New Delhi  
4. Shri Chandrahas Behar, Advisor, Chhattisgarh State Administrative Reforms Commission, Raipur |
### SESSION III: Resourcing SDGs: Public Finance and State Budgets

This session would explore the needs in the state to resource the achievement of SDGs through public finances, generating additional resources and use of tools like Outcome Budgeting and Gender Responsive Budgeting.

**Panelists:**

1. **Shri S. K. Misra**, Chairman, Chhattisgarh State Administrative Reforms Commission, Raipur (Chair)

2. **Dr. Rajendra Mishra**, Principal Advisor, State Planning Commission Madhya Pradesh

3. **Prof. N. R. Bhanumurthy**, National Institute of Public Finance and Policy (NIPFP), New Delhi

4. **Prof. D.K. Marothia**, President, National Institute of Ecology, New Delhi; and Member, State Planning Commission Chhattisgarh

### SESSION IV: Convergence in Governance for SDGs

SDGs is a global framework that attempts to attain social, economic and ecological goals. The underlying feature of SDGs is the inter-related approach of these three pillars. However, public governance has largely been built around departments, ministries and their nodes. For a comprehensive in-spirit achievement of SDGs, convergence between multiple departments, ministries and nodes of the government is essential. This would be the broad theme with a special emphasis on building coherence, convergence and synergy in the following:

- Union Government – State Government Inter-Departmental synergy
- Policymaking (Formulation) – Policy Implementation
- State apparatus – Citizens and their forums
- State Governments – Local Self Governments

**Sub-themes:**

- Localization of SDGs
- Strengthening PRIs and ULBs through Decentralization and Devolution
- Convergence for Improving Governance
- Citizen Centric Governance

**Panelists:**

1. **Shri S.S. Meenakshisundaram**, Chairman, MYRADA, Bangalore (Chair)

2. **Dr. Rajesh Tandon**, Founder-President, Participatory Research in Asia (PRIA), New Delhi
3. **Shri D.S. Misra**, Former Addl. Chief Secretary, Finance Dept., GoCG

4. **Dr. (Ms.) Nitya Mohan Khemka**, Director, The Nand & JeetKhemka Foundation, New Delhi

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**DAY-II (4th August 2017)**

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| 10.30-12:00| **SESSION V:** Inclusive Governance and SDGs | This session would explore the unique features and commitments of the SDGs for improving outcomes from the lens of STs/SCs/Gender etc. Sub-Themes:  
- Results Based Management  
- Open Database/Monitoring Framework  
- Social Audit  
**Panelists:**

1. **Dr. N.C. Saxena**, Advisor, UNDP India, New Delhi (Chair)

2. **Shri Mangesh Tyagi**, Principal Advisor, Centre for Governance, Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis, Bhopal

3. **Prof. Sabyasachi Saha**, Research and Information System for Developing Countries (RIS), New Delhi

4. **Dr. Joy Elamon**, Director, Kerala Institute of Local Administration (KILA), Kerala

5. **Dr. Yogesh Kumar**, SAMARTHAN, Bhopal |

| 12:00-1.30  | **SESSION VI:** Technology and Best Practices in Governance | Sub-themes:  
- Best Practices and Models on Governance  
- Use of ICT in Governance Reforms/m-Governance etc.  
- SDG driven recent Administrative Initiatives |
### Panelists:

1. **Prof. Bharat Bhasker**, Director, Indian Institute of Management (IIM), Raipur (Chair)

2. **Shri A. M. Parial**, Vice Chairman, CHiPS, Govt. of Chhattisgarh

3. **Ms. Arpita Khare**, Director (e-Gov), Centre for Good Governance, Hyderabad

4. **Prof. Sudarshan Ramaswamy**, Dean, Jindal School of Government and Public Policy, Sonipat, Haryana

5. **Dr. Charru Malhotra**, Associate Professor of e-Governance & ICT, Indian Institute of Public Administration (IIPA), New Delhi

### 1.30-3.00 Concluding Session:

- Emerging Points from Thematic Sessions
- Roadmap for Administrative Reforms and Effective Implementation of SDGs
- Naya Raipur Declaration

*Address by Chief Guest*

**Dr. Raman Singh**, Hon’ble Chief Minister of Chhattisgarh State

*Vote of Thanks:*

**Shri P.P. Soti**, Member, State Planning Commission Chhattisgarh

### 3.30 PM

Tour of Naya Raipur
Naya Raipur Declaration on SDGs and Administrative Reforms*

We, the representatives from government and institutional entities, assembled at Naya Raipur on 3rd and 4th August 2017, acknowledge that idea of inclusive and pro-poor development is integral to both our Constitution and United Nations Sustainable Development Goals 2030 (SDGs).

We affirm that reforms in governance and administration should proceed alongside efforts to localize and contextualize SDGs, in a focused approach to meet the unique development needs of each state, strengthen institutions and the means of implementation.

We deliberated these issues at Naya Raipur and resolved on the following guiding principles towards SDGs:

1. Concerted actions with capacity enhancement of all stakeholders - starting from the frontline workers to policy-makers (including the political executive), are essential to ensure adequate participation in the collective endeavor towards SDGs;
2. Convergence of public actions at the level of rural and urban local self-governments is necessary in order to raise efficiency and effectiveness;
3. Ensure availability of financial resources and efficiency in public expenditure through mobilization of all resources at local levels, with a proactive roles of private players, non-government entities and communities;
4. With its ability to facilitate responsive and people centric governance, technology would play a defining role in the endeavor towards these goals; and hence efforts for creating, developing, nurturing and customizing technology for delivery of public services and governance will be encouraged;
5. Information mechanism for monitoring of outcomes is essential for better decision-making in future, and hence it is essential to improve the efficiency of data collection, including through alternative mechanism;
6. Public institutions, non-government entities and community institutions have to join hands, and make converged efforts towards SDGs; In order to streamline such efforts a ‘Centre’ might to be created as a focal point of societal action at State level.
7. Social audit and community based monitoring systems need to be institutionalized by engaging with youth in particular.

We believe that the above principles will help in making a more coherent societal approach towards meeting SDGs by 2030, and guide in creating and maintaining an inclusive and just society.

*Resolved unanimously on 4th August 2017 in the National Consultation on “SDGs and Administrative Reforms” at Naya Raipur, Chhattisgarh
National Consultation on Sustainable Development Goals and Administrative Reforms

3rd & 4th August 2017, Yojana Bhawan, Naya Raipur, Chhattisgarh

Inaugural Session

The two-day National Consultation on “Sustainable Development Goals (SDGs) and Administrative Reforms” was organized at Yojana Bhawan, Naya Raipur on 3rd & 4th August 2017. The Consultation has been jointly organized by Chhattisgarh Administrative Reforms Commission, National Foundation for India and Chhattisgarh State Planning Commission.

The objectives of this National Consultation were to invite policy makers, government officials, experts, practitioners and academia for interactions to learn from Pan-Indian experiences and best practices and sharing and showcasing various SDG driven initiatives in areas of administrative and governance reforms. The national consultation aimed at exploring possible strategies for administrative reforms required to develop capacities of state for SDGs, resourcing options, inclusive governance, and building coherence and synergy for effective implementation of SDGs.

The consultation commenced post the lighting of the lamp ceremony through honourable dignitaries present for the occasion. After extending a warm welcome to all the dignitaries present on the occasion Shri Sunil Kumar, Vice Chairman of State Planning Commission Chhattisgarh in his opening remarks stated that if the challenge of meeting the SDGs has to be accomplished then it cannot be a business as usual approach. He further remarked that attaining SDGs will have to be an out of the box thinking, an innovation in terms of institutional reforms, reforms in processes, human capacity building and so on.
Shri S.K. Misra, Chairman, Chhattisgarh State Administrative Reforms Commission, shared in his introductory remarks that SDGs is perhaps the most significant international initiative of the century aiming towards ending poverty and achieving other goals balancing the three dimensions of sustainable development. It is much more comprehensive than human development approach and good governance is central in achieving it. He further added that currently most of our development agenda is mirrored in SDGs and are mostly related to state governments. Along with effective public administration which is required for the timely achievement of SDGs there is also a need for collaborative efforts with participation of civil societies and private organizations. He stated that there are six requirements from public services to facilitate the implementation of SDGs viz. Policy and Strategic Planning, Providing Services, Infrastructure Development, Resource Mobilization, Institution and Human Resources Capacity Development, and Monitoring & Evaluation. He viewed that from the administrative and governance point of view the need is to sensitize the policy makers and implementers, linking government schemes and programmes to SDGs, and seeking participation from private sector, civil society and community.

Shri Amitabh Behar, Executive Director, National Foundation for India underlined the need for SDGs and tangential convergence needed around it. The Millennium Development Goals were actually Minimum Development Goals, he stated, as they rely on the three pillars of social, economic and environmental needs which are the basic needs for people of any country and a comprehensive framework was required to achieve those and they were based on some key principles such as life of dignity, equity, respect for nature and shared responsibility. Governance, an integral component for effective implementation of these goals was almost minimalist in execution of the MDGs. He further remarked that SDG is more about working together within a convergent framework. It is more often a transformative change rather than an incremental change with special emphasis on ‘life of dignity for all’ and ‘leaving no one behind’. SDGs go beyond MDGs covering an encompassing transformative goals such as SDG 10-a goal of inclusion, SDG 12-sustainable production and consumption patterns, and, SDG16-which focuses on access to justice, transparent and strengthened institutions and peaceful societies.
Dr. N.C. Saxena, Advisor, UNDP in his keynote address pointed out various issues in implementing SDGs and areas that needed to be worked upon. He further stated that SDGs have a long list of 169 targets to achieve but more focus is required on five major sub themes such as:

- marginalized sector,
- social infrastructure,
- physical infrastructure,
- high economic growth and
- improved governance

He further stressed upon the need to calculate per capita GDP of the bottom 20% of population from time to time, to determine the actual rate of growth. The administration today is more of input oriented rather than being output driven. He cited cases of over reporting of data, thereby, discrepancy between departmental and external evaluation studies and monitoring & evaluation reports. He commended the Public Distribution System of Chhattisgarh and further underlined the need for such development models for states to follow on a priority basis so as to achieve the timely accomplishment of SDGs.
SESSION I: Achieving SDGs through Effective, Accountable and Inclusive Public Institutions

The National Consultation began with the session on achieving SDGs through effective, accountable and inclusive public institutions. Administrative reforms as a necessity for achieving SDGs, change management and organizational development and challenges & opportunities of SDGs were also discussed in the first session.

Dr. P.K. Mohanty, Advisor, Centre for Good Governance Hyderabad, chaired the first session and mentioned the importance of SDG 16 which concerns with access to justice and effective, accountable, transparent and strengthened public institutions. He also brought into notice that in almost all the 17 SDGs and 169 Targets words like sustainable, equitable, inclusive, affordable appear number of times. He stressed the need for transforming SDGs to different level of governance (state, districts, blocks and local bodies); mapping SDGs with schemes and programmes; and, linking SDGs to functions and functionaries so as to translate them into services. Hence, he emphasized the need of service level benchmarking while developing both institutional and human resource capacities to deliver the services. He pointed the need for public institutions to reform, conform, perform, inform and transform.

Shri Amitabh Behar, Executive Director, National Foundation for India, New Delhi stated that in current times of convergence and similar rhetoric’s, the essential public services should be the state function rather than offloading state’s responsibilities to private or voluntary sector. He further opined that though SDGs require a multi-sectoral approach, there is need to ensure duty bearers to specific SDGs for better delivery of public services. He stressed the need for investing into public institutions and thereby strengthening of these institutions. Accountability mechanisms should go beyond gram sabhas and decentralization should also be focused upon, he remarked. Mentioning that SDG-16 is the
fulcrum of entire SDGs, he echoed that SDG-17 which is the ‘means of implementation’ is also reflected in each of the SDGs. To carry forward the SDG agenda, he suggested having a focused entity at state level (e.g. embedded within the State Planning Commission/planning function) capable to keep a track on SDGs. He also recommended for having real time citizen led data on SDGs implementation at the grass-roots. He further suggested focusing on ‘process indicators’ which are equally critical for the achievement of outcome level indicators. He finally advised to ensure participation of major stakeholders from policy formulation to implementation to monitoring the performance.

Panelist Dr. (Ms.) K. Seeta Prabhu, Tata Chair Professor, TISS, Mumbai, gave presentation titled “Achieving Chhattisgarh SDGs: Challenges, Opportunities and Path Ahead”. She alarmed the house that SDGs is the second chance to do the things right; MDGs were the first. SDGs do no mean business as usual but it is a complete change in development paradigm especially through SDG 10 (reducing inequalities) and SDG (access to justice, peace and strong institutions) which are inter-linked with all the other goals. SDGs philosophy is of ‘Leaving no one behind and reaching the farthest first’. She reflected on need to reduce inequality in relevant dimensions of the state especially inequalities in health and education. She further added that in Chhattisgarh there is high opportunity for reaping the demographic dividends.

Three critical areas for achievement of SDGs are

- Convergence,
- Leadership and
- Monitoring

Simultaneously, there is need to have strengthened data systems at the district level especially based on the participatory data collection process. She lauded Chhattisgarh Government for deploying information technology in administration and governance.

**Key takeaways of this session**-

- Two overarching themes – Life of Dignity for all; and living no one behind
- Need of public institutions to reform, conform, perform, inform and transform
- Human resource capacities to deliver services and need of service level benchmarking
- SDG-16 is the fulcrum of overall governance – transparent, inclusive public institutions
- SDG-17 – the means of implementation is strongly covered in all SDGs
- Public institutions to reform, perform and transform
- District MIS to be strengthened
- Need to have specific entity at State level to take the SDG agenda further
- Process indicators as well outcome indicators important
- To reduce inequality in relevant dimensions of the state
- Decentralization should be the central theme
- Need to have protocols for regular data collection (service provider data along with service usage data; sub district levels data)
- Challenge of Parastatals mostly being unanswerable to local bodies of self-governance
- Need to integrate parallel/semi government mechanisms (Project Management Units) into the main governance systems
- Capacity building of government employees on SDGs and sensitization of Political leaders on administrative reforms and SDGs
- Possibility of National Good Governance Index may be explored
SESSION II:
State Capacities and Challenges of SDGs

The second session concentrated on state capacities and challenges of SDGs. Panelists discussed existing state capacities and mapping needs for SDGs implementation. Every state of India is unique and has its own resources and challenges to look after. While some have already achieved few goals of the SDGs, other states are still struggling to provide basic necessities. Each and every state needs its own road map to achieve its goals, the panelists said.

Shri Satyananda Mishra, Former Chief Information Commissioner of India, who chaired the panel discussion stressed on improving the human resources with focus on recruitment and training of government. Further he urged to focus more on the human resources than the inanimate and structural issues to the exclusion of the human capital within the Government. He stated that biggest threat to delivery of goals is the permanence nature of these government jobs. Governance reforms cannot be complete without flagging the issues of changing the permanence of civil services and other areas for protection provided to the government employees.

Dr. Gyanendra Badgaiyan, Director General, National Centre for Good Governance, New Delhi, during the discussion, drew attention to the fact that similar ideas and goals from these consultations in the past have been fully realized or redeemed but instead of learning lessons from those, new procedures and processes were always brought in. He further stated the suggestions on focus for capacity building of the system as a whole and not just individuals alone. The constraints of individual’s capacity for implementation of policies generally gets negated by silo structures; hierarchical mind-sets, unimaginative human resource policies; and dysfunctional decision making processes. The question however which needs to be pondered upon are to address specific suggestions about various issues; the question to ask is why the various good suggestions already on the table for decades have not been implemented. He suggested focusing on the building of capacity (broadly
construed) of the political executives and members of the senior civil services. Dr. Badgaiyan further remarked on the following main issues which are the key challenges faced by the administrative officers

- The issue of downsizing which was an outcome of the Washington Consensus was implemented by India, may be the idea that came from a developed country, similarly focus should be on *evidence based policy making* as the new mantra, rather than adopting things due to lack of clarity and a transfer of Sociology of Knowledge as is done most of the times.
- Lack of delivery from administrative officials is due to inability to manage time as there are several tasks with very less idea on which one to prioritize, a key which is learnt over time. Prioritization should be the most important delivery mechanism concerning the implantation SDGs
- Administrative culture is completely hierarchy driven and this completely destroys decision making

Shri Chandras Behar, Advisor, Chhattisgarh State Administrative Reforms Commission focused on capacity development of administrative performers. He pointed out the following HR related challenges in the state

- Lack of training institutions for mid-level functionaries of the government
- Master trainers required to be created for each vertical/department
- Need for training profile matrix for each individual
- Gram Panchayat Development Plan (GPDP) should be aligned with SDGs
- Participatory governance is the key to achieve SDGs

Dr. Suraj Kumar from NEETI Foundation New Delhi in his presentation on- localizing SDGs issues of state capacities emphasized on the importance of capacity building of the human resources and also underlined the need to sensitize the officials, the ministers, the field officials and frontline workers of the government about sustainable development goals.
He remarked that SDGs emphasize on ‘how’ (means of implementation) which was completely missing in MDGs. SDG further greatly focused on inter-relationships, trade-offs and shared responsibilities citing the example of SDG 3 which highlights road design as a way to prevent traffic accidents. Human Development foundation has one integral pillar of participation which is one of the bases for effective implementation of SDGs. He focused on the need for capacity development of policy formulation institutional entities along with capacity development of implementation agencies.

He further elaborated on the relationship between the principle and agent as important corollary in governance, however, many a times good enough governance is what is desirable and high placed ambitions and aspirations should be seen only in the local context in order to achieve good governance. Usually policy and programs which fail often cite the implementation as a key hurdle for lack of success, he stated, this may not to be the case. There is a strong relationship between poor designs, which leads to poor role clarity and therein poor capacity planning, which then finally results into poor implementation. He further asserted that SDGs are highly ambitious and pragmatic of transformation and rhetoric to transformation, as transformation is desirable however not compulsory and are however, much better owned than MDGs itself.

**Key takeaways of this session**-

- Capacity development of stakeholders, including senior officials and front line workers on SDGs
- Capacity development of Civil Societies on SDGs
- Outcome assessment of training institutes, trainers and trainees
- Requirement of improving and redesigning the recruitment process for class 2 and below
- Training module of grade-3 government employees
- Will of political leadership for administrative reforms
- Enabling environment for private sector to generate jobs
- Planning and monitoring systems for SDG integration in the states system
- Need for having a sustainable development network for SDGs’ advocacy and knowledge sharing including good practices
SESSION III:
Resourcing SDGs: Public Finance and State Budgets

Shri S.K. Misra, Chairman State Administrative Reforms Commission introduced the session by highlighting the resource need for efforts towards SDGs, and informed that it would be around 10 per cent of the GDP. The financial shortfall of resources for these efforts would be in tune of around Rs. 553 lakh crore over a period of 15 years. Since mobilization of such a huge amount of resources might not really be feasible, private resources like CSR funds and Public Private Partnership (PPP) options might be tapped. For timely and effective accomplishment of SDGs the focus should be on raising resources, engaging private players and involving international agencies.

Dr. Rajendra Mishra Principal Advisor State Planning Commission Madhya Pradesh and Dr. Rakesh Malhotra, Madhya Pradesh, State Head UNDP presented on the Community Economic Institutions as a pilot study for Madhya Pradesh with objective to look at the existing financial eco system in India and in the state of Madhya Pradesh. Dr. Mishra stated that real Financial Inclusion ensures that people become masters of their own destiny with government playing the role of mentor/facilitator.

As a recent example of governance reform Dr. Malhotra shared about establishing state UNDP office in the premises of State Planning Commission Madhya Pradesh as a feasible tool of model showcasing the convergence between governance system and international agencies. He further pointed out on institutionalizing an SDG cell in the State Planning Commission of Madhya Pradesh with facilitation of UNDP as a way forward towards SDGs.

Prof. N.R. Bhanumurthy, National Institute of Public Financial and Policy, New Delhi stated the following issues:

- One major problem of erstwhile Planning Commission was that it used “one size fits all” strategy for States, and now the state planners should refrain from adapting similar approach towards their respective districts;
- Rather than availability of public finance, its leakage has been a more pressing issue;
• There is an urgent need to prepare SDG linked macro-economic framework;
• Creating and maintaining database and statistical reporting system at grassroots level is extremely important;
• There is no clear relationship between expenditure and performance of healthcare system.

He further insisted that an active database system is necessary and qualified decisions on policy priorities could be made on the basis of it only.

Prof. D.K. Marothia, President National Institute of Ecology and Member State Planning Commission of Chhattisgarh related agriculture sector to the SDGs, while highlighting the importance of ‘common pool resources’. He also insisted that progress in agriculture is crucial for ensuring freedom from hunger and malnutrition which are some of the key focus areas of SDGs. In order to fully utilize the potential of eastern region of India, especially Chhattisgarh as the future food basket of the country, increasing farm productivity and empowering the women is vital for the economy as a whole. Decentralization and internal coordination among different units is extremely important for developing a well-functioning system towards SDGs. It is important to adapt a cautious approach towards mechanization and providing power subsidy. The efficient utilization of common pool fund is extremely important for mobilizing resources in this area.

Key takeaways of this session-
• Efficiency or resource use and raising funds by local self-governments
• Achievement of SDGs through public finances
• Generating additional resources and use of tools like outcome budgeting, gender responsive budgeting
• Pooling of resources under resource envelope of SDGs
• There needs to be efficiency in expenditure
• Local government financing, particularly of urban local government
• Harnessing private sector financing especially the CSR funds
SESSION IV:
Convergence in Governance for SDGs

Session on convergence in Governance for SDGs. Public governance has largely been built around departments, ministries and their nodes. For a comprehensive in-spirit achievement of SDGs, convergence between multiple departments, ministries and nodes of the government is essential, as commenced the session.

Also, much needed emphasis on building coherence, convergence and synergy among Union Government and State Government, policy making and policy implementation and State Government and local self-government was emphasized in the session.

Last session of the day 1 was chaired by Shri SS Meenakshisundaram, Chairman, MYRADA Bangalore. Dr. Rajesh Tandon, Founder –President, Participatory Research in Asia (PRIA) New Delhi, Shri D.S. Misra Former Additional Chief Secretary, Finance Department Government of Chhattisgarh, Dr. Nitya Mohan Khemka The Nand & Jeet Khemka Foundation, New Delhi were on the panel.

Shri S.S. Meenakshisundaram, Chairman, MYRADA Bangalore stated Gram Panchayats (GPs) as primary center of convergence and their strengthening is required for effective functioning. Convergence between central, state and local governments along with priority towards the people as an institutional mechanism to reach up to the last mile for governance should be a priority.

Dr. Rajesh Tandon, Founder-President, Participatory Research in Asia (PRIA) New Delhi remarked that one third of the population in Chhattisgarh is tribal and the state has dense forest coverage with huge mineral capacity, more than 50 % population is below age of 23 years, agriculture is dominated by women workers and Men folk are migrating for their respective works. As employment has limited usage, SDG should be discussed in view of Livelihoods and should be a priority focus for the states development. District Planning
Committees should be activated along with convergence with other departments of the state. SDG achievement is not the mandate of only state government or panchayat but an integrated duty of all stakeholders to achieve the universal goals.

Shri D.S. Misra, Former Addl. Chief Secretary, Finance Dept., GoCG initiated his presentation on explaining the critical differences between GDP and HDI and then set the context by focusing on SDGs which emerged through the MDGs. SDG essentially focuses on collaboration as it starts with the caption; ‘We the People’ which essentially deals with rights of people as an entitlement.

Most of these goals are not economic but social goals as local stakeholders participation is the most important with an integrated approach. Convergence of minds is most important for tangible outcomes. He cited few studies of World Bank on Malnutrition, further described the innovative Phulwari scheme (community managed crèches and nutrition centres) of Government of Chhattisgarh for children between 0-3 years with panchayat providing for the infrastructure along with finances being provided by the state government. He also stated that in order for SDGs to be sustainable, these should be adopted as the Panchayat Development Goals, though difficult but possible with a package of required interventions. There is urgent need to translate the SDGs and customize them as per the local priorities. Hence, SDG framework should be based on decentralized and participatory planning process so as to have robust MIS at all levels of governance especially the district and sub district levels.

Dr. Nitya Mohan Khemka, Director, The Nand & Jeet Khemka Foundation, New Delhi stressed the need for translation, customization, localization of SDGs. She threw light on the global and national SDG data initiatives such as Cape Town Global Action Plan for sustainable development data, voluntary national reports (VNR), SDG Atlas, Vision 2030 documents for states such as Haryana, Maharashtra, Assam etc.
Key takeaways of this session-

- In case of non-uniformity of GPs (in size), the State should decide basic area for planning, cited cluster of villages approach for GPs in Uttar Pradesh
- For administrative reforms, there is need to deploy Panchayat Development Officer or Block Development Officer for effective convergence of various programmes, schemes and policies of the State and Central Government at that level
- Need to move towards the concept of district governance
- Change in System of Governance (cited example of Scientific departments’ various grades for working and promotion system), suggested similar mechanism for Civil services
- Requirement of an Institutional mechanism and a system for convergence of SDGs at the local level
- Need for generating livelihood opportunities for people specially for the youth
- Focus on activating DPCs through administrative reforms in the state
- For livelihood opportunities in a district, focused on convergence of community participation along with experts of various international agencies such as UNDP, UNICEF etc. and State officials
- Reorganizing land use pattern in the districts for effective utilization (agriculture, forestry and mining of land as a basic resource)
- Community driven programmes—more sustainable through participation of local stakeholders
- Requirement of integrated approach for convergence and discussed various successful initiatives / programmes undertaken by Chhattisgarh Government such as ICDS, Swasthey Panchayat Yojna (2005-06), Mitanin (2004, Govt. of India adopted as ASHA), BAREFOOT Doctors (2014), Phulwari, The Right of Youth to Skill Development Act 2013 etc.
- Imperative need to form state / district SDG cell for effective monitoring, Chhattisgarh being first state to form MDG hub in India
- For effective convergence and achieving of SDGs, developing of Management Information System (MIS) and mapping Human development indices (HDI) are necessary.
SESSION V: Inclusive Governance and SDGs

Dr. N.C. Saxena Advisor UNDP, New Delhi asserted that greater attention was felt for inclusive development considering the marginalized sections of society’s role for achieving SDGs through governance. Further the need for decentralized and evidence based planning for socio-economic development of these underprivileged groups was also discussed.

Shri Mangesh Tyagi, Principal Advisor Centre for Governance, Atal Bihari Vajpayee Institute of Good Governance and Policy Analysis, Bhopal apprised the house that for inclusive development, paradigm shift in existing governance system needs to be re-examined which can be done by improving the service delivery system. Further it was discussed that the use of Information and communication technology (ICT) in service delivery system can make the development process really inclusive through effective coverage of marginalized sections of society and making systems speedy, transparent and effective at lower cost of transactions. Thus, in order to achieve the SDGs through inclusive development and governance the resource flow and distribution systems for marginalized section can be rationalized in context of emerging local requirements. Convergence and effective implementation of programmes, policies and initiatives can play instrumental role in achieving SDGs as well as ensuring socio-economic development of marginalized sections of society along-with ensuring environmental sustainability as well.

Dr. Sabyasachi Saha, Asst. Professor Research and Information System for Developing Countries (RIS), New Delhi stated that there has been paradigm shift in Policy focus from entitlement to empowerment and entrepreneurship through sustainable agriculture, social security, greater connectivity between smart cities and villages. Further keeping the principle of diversity intact, the idea is to promote ‘convergence’ in governance. SDGs may be credited for amalgamation of convergence of goals reached through negotiations, yet fostering variety in approaches preserving the national policy space. Convergence of multi-stakeholder in the process of inclusive development can be instrumental in achieving SDGs in spite of several grass root level challenges.
Dr. Joy Elamon, Director Kerala Institute of Local Administration, (KILA), Kerala stated that the localization of SDGs through its effective integration into GPDP and convergence of various programmes, schemes and initiatives is critical. Determining baseline being challenging task for achieving SDG targets, thus it requires locally assessing the needs carefully and concurrent community monitoring of goals through milestone basis. Social audit of programmes, schemes at local as well as state level are important for achieving SDGs along with capacity building.

Proactive role of various states such as, Assam, Chhattisgarh, Haryana Himachal Pradesh, Maharashtra and others towards envisioning SDGs at national level showcases its wide acceptance. Inclusion leads to greater representation and voice of those people who currently do not have much voice including SC/ STs, women and differently abled.

Convergence for SDGs, Planning, Monitoring and Reviewing, are critical success factors for which states need strengthen existing State Planning Units so as to ensure proper SDG focused reporting, capacity development for the state, district and local levels along with improved statistical systems.

**Key takeaways of this session**-

- Change in land use pattern for increasing employment
- Land law reforms required
- Good civil service is necessary but not sufficient for good governance
- Increasing employment and empowerment of women specially tribal women
- Right of women in the parental property
- Benefits of non timber forest produce to tribal's directly
- Active role of youth in social audit programmes
- Training in social audit during Skill development training programmes
- Increased role of gram sabha for the effective implementation of SDGs in GPDP
- Amendments/modification in policies programmers for the inclusion of marginalized, transgender, differently abled.
- Local level participatory data collection / disaggregated data for inclusion & analysis
- Accountability mechanism at all levels.
SESSION VI:
Technology and Best Practices in Governance

In session-VI experts deliberated on Technology and Best Practices in Governance. Sub themes provided in the Agenda were Best Practices and Models on Governance, Use of ICT in Governance Reforms / m- Governance etc. and SDG driven recent Administrative Initiatives.

Prof. Bharat Bhasker, Director, IIM, Raipur stated that SDG’s are very important to achieve to fulfill million’s dream. Using information technology with the other factors of development may accelerate the achievement of SDGs. IT tools are nowadays extensively being used in the field of health and education. In private sector, implementation of ICT tools has already been used in some way or other, so also in the Government sector. To improve quality in education more focused efforts are required in this direction. In education sector, most commonly, IT can be used to ensure attendance of teachers and students; recent initiatives like e-administration may also be scaled up. In the same way in providing health security to all, IT can play major and pivotal role.

Shri A. M. Parial, Vice Chairman, CHiPS, Govt. of Chhattisgarh gave elaborate presentation on case studies of best practices on use of technology in governance by Chhattisgarh state. He informed that in pursuance of SDG-16 "Build effective, accountable and inclusive institutions at all levels to promote peaceful and inclusive societies", Chhattisgarh State is successful in implementing Crime and Criminal Tracking Network Systems. Every crime record is now a click away in the state. Year wise, major head wise, month wise number of FIRs can be seen through the web portal/dashboard. Using dashboard, authorities can monitor happenings and take appropriate actions as and when required.

He also mentioned about urban planning which is being done by developing UAV Imageries. Imageries are being used for road connectivity and identifications for traffic planning and study of urban sprawl for probable extension. He further informed that by using these images water bodies can also be identified which need intervention for
siltation. Volumetric analysis of mining activities can also be done by such images. He informed that third major intervention of Chhattisgarh state is digitalization of land records through which computer generated certificates of land records are being generated.

Ms. Arpita Khare, Director (e-Gov), Centre for Good Governance, Hyderabad, discussed the use of ICT tools for Governance and informed that e-Governance is about Government, about citizens and businesses and about transforming processes. Essence of e-Governance is 'enhanced value for customer.' ICT tools could be promoted in the field of Scholarship distribution, Online Recruitment Process, Online Beneficiary Monitoring Management System, Paddy Procurement, Human Resource Management, Ease of Doing Business, Computerization of legislature, Online Legal Case Management Systems etc. She also expressed views about the use of mobile which is gaining momentum for good governance especially for monitoring of beneficiary based schemes in which mobile based ICT tools/apps can be used.

Prof. Sudarshan Ramaswamy, Dean, Jindal School of Government and Public Policy, Sonipat, Haryana, suggested following measures for improving delivery system using ICT technology

- On the basis of data generated through technology people responsive schemes and works should be initiated
- For pro-people delivery system accountability can be fixed of different cadre on the basis of data received
- Using information and communication technology, land reform may be carried out to resolve long pending land disputes

Dr. Charru Malhotra, Associate Professor of e-Governance & ICT, Indian Institute of Public Administration (IIPA), New Delhi gave extensive presentation on the topic of *Taming Technology for achieving SDGs*. She informed that prior to going for use of ICT tools in governance and primarily in delivery system; strong political and regulatory environment
would be required. Next step would be creation of infrastructure, education, awareness and capacity building of government machinery and end users. Ultimately all the departments of the government need to work in co-ordination with each other.

**Key takeaways of this session-**

- Adopting citizen centric focus for co-ordination of the systems with technology
- Working on challenges and opportunities resulting from rapid changes in the technological environment
- Understanding and leveraging the potential of emerging technologies
- Strengthening and responsiveness of the process
- Encouraging fully interconnected system
Concluding Session

- Valedictory Note by Hon Chief Minister of Chhattisgarh
- Naya Raipur Declaration
- Release of IEC Material on SDGs (Audio Visuals on SDG songs in 5 local dialects; SDG Learning Material Booklet)

The session concluded with the final words of Honorable Chief Minister of Chhattisgarh Dr Raman Singh who welcomed all participants and thanked them for their time, research and valuable suggestions enriching two days of the national consultation on SDGs and Administrative Reforms. In his address he mentioned that one cannot comprehend the development journey of Chhattisgarh only by looking at capital city Raipur, Durg and Bhilai. It is the positive changes in lives of even the marginalized section of Bastar and Sarguja region, which tells the tale of State’s journey. Talking about the challenges at the time of formation of the state, Chief Minister said that Chhattisgarh Government has taken numerous measures for development in various sectors. He shared that to provide education facility to the children of naxal-affected areas, Chhattisgarh Government has started initiatives like porta-cabins, Prayas residential schools, and established education city in Dantewada, where thousands of naxal-affected children are availing education facilities. As a result of the State government’s efforts, a large number of doctors and paramedical staff are serving in Dantewada and Bijapur. To provide healthcare facility in naxal-affected region, the State has appointed 26 doctors in Bijapur, 11 doctors in Sukma through Chief Minister Fellowship Programme. Likewise, State government has also taken consistent efforts to improve air, road and rail connectivity of the remote areas of state.

He also particularly mentioned about the major reform initiated by Chhattisgarh Government in the area of paddy procurement. “We have created a strong network of production, procurement and distribution of food grains with zero-leakage. Now we are focusing on strengthening the system of minor forest produce procurement at support price”, said the Hon’ble Chief Minister.
The consultation ended with the announcement of the Naya Raipur Declaration which was agreed by all participants, delegates and representatives of different state governments and a common consensus was agreed upon for its implementation with all policy planners' stakeholders and practitioners.

In presence of Hon’ble Chief Minister, Vice Chairman of State Planning Commission Shri Sunil Kumar also narrated the conclusions of the discussion held during the various sessions along with the Naya Raipur Declaration (Annexure II).

During the concluding session Hon’ble Chief Minister also released IEC material on SDGs viz. audio visuals on SDGs; and, the booklet on SDG learning material. Hon’ble Chief Minister amplified the ideology of ‘Antyodya’ and said “Schemes should be made from heart. A holistic approach towards planning steps to achieve sustainable development goals will lead to effective implementation and also towards over-all well-being of people; especially those of the marginalized section of the society.”

The consultation ended with the Vote of Thanks addressed by Shri P.P. Soti, Member, State Planning Commission Chhattisgarh, Naya Raipur
List of Participants

1. Mr. S. K. Misra, Chairman, Chhattisgarh State Administrative Reforms Commission, Govt. of Chhattisgarh, Raipur

2. Mr. S.S. Meenakshisundaram, Chairman, MYRADA, Bangalore

3. Dr. N.C. Saxena, Advisor, UNDP India, New Delhi

4. Mr. Satyananda Mishra, Former Chief Information Commissioner of India

5. Mr. Sunil Kumar, Vice Chairman, State Planning Commission Chhattisgarh, Naya Raipur

6. Dr. P.K. Mohanty, Advisor, Centre for Good Governance, Hyderabad

7. Mr. D. S. Misra, Former Addl. Chief Secretary, Finance Dept., Govt. of Chhattisgarh

8. Mr. Amithabha Panda, Member Secretary, State Planning Commission Chhattisgarh, Naya Raipur

9. Dr. Rajendra Mishra, Principal Advisor, State Planning Commission Madhya Pradesh

10. Prof. D.K. Marothia, President, National Institute of Ecology, New Delhi; and Member, State Planning Commission Chhattisgarh, Naya Raipur

11. Ms. Shalini Misra, Principal Secretary to Government, General Administration (GPM & AR) Department, Telangana Secretariat, Hyderabad

12. Dr. Purnima Chauhan, IAS, Secretary (AR), Govt. of Himachal Pradesh

13. Mr. Mangesh Tyagi, Principal Advisor, Centre for Governance, Atal Bihari Vajpayee Institute of Good Governance & Policy Analysis, Bhopal

14. Mr. R.P.S. Tyagi, Secretary, State Administrative Reforms Commission, Govt. of Chhattisgarh, Raipur

15. Dr. Gyanendra Badgaiyan, Director General, National Centre for Good Governance, New Delhi
16. Mr. A. M. Parial, Vice Chairman, CHiPS, Govt. of Chhattisgarh

17. Mr. Chandrabhas Behar, Advisor, Chhattisgarh State Administrative Reforms Commission, Govt. of Chhattisgarh, Raipur

18. Dr. N.R. Bhanumurthy, Professor, National Institute of Public Finance and Policy (NIPFP), New Delhi

19. Mr. Amithabh Behar, Executive Director, National Foundation for India (NFI), New Delhi

20. Mr. P.P. Soti, Member, State Planning Commission Chhattisgarh, Naya Raipur

21. Mr. M.K. Tyagi, Director, C.G. State Academy of Administration, Nimora, Raipur

22. Mr. Prasanta Dash, Chief of Field Office, UNICEF, Raipur

23. Dr. Nirmalya Bagchi, Dean of Research Studies, Administrative Staff College of India, Hyderabad

24. Ms. Poonam Singh, Associate Professor, National Centre for Good Governance, New Delhi

25. Mr. C.S Arvudai Nambi, Under Secretary of Govt., P&AR Dept., Secretariat, Chennai

26. Dr. Rakesh Malhotra, Head of State Office, UNDP Madhya Pradesh, Bhopal

27. Ms. Radhika Mathur, Programme Officer, National Foundation for India, New Delhi

28. Dr. Alok Pandey, Participatory Research in Asia (PRIA), New Delhi

29. Mr. M. R. Thakur, Deputy Secretary, GAD, Govt. of Chhattisgarh

30. Dr. (Ms.) K. Seeta Prabhu, Tata Chair Professor, TISS, Mumbai

31. Shri Suraj Kumar, NEETI Foundation, New Delhi

32. Dr. Rajesh Tandon, Founder-President, Participatory Research in Asia (PRIA), New Delhi
33. Prof. Sabyasachi Saha, Research & Information System for Developing Countries (RIS), New Delhi

34. Dr. Joy Elamon, Director, Kerala Institute of Local Administration (KILA), Kerala

35. Dr. Yogesh Kumar, Executive Director, Samarthan, Bhopal, Madhya Pradesh

36. Dr. (Ms.) Nitya Mohan Khemka, The Nand & Jeet Khemka Foundation, New Delhi

37. Mrs. Arpita Khare, Director (e-Governance), Center for Good Governance, Hyderabad

38. Prof. Sudarshan Ramaswamy, Dean, Jindal School of Government & Public Policy, Haryana

39. Dr. Charru Malhotra, Associate Professor (e-Governance and ICT), Indian Institute of Public Administration (IIPA), New-Delhi

40. Mr. Ghanshyam Chand, SPDSSA, Himachal Pradesh

41. Shri Anand Shukla, State Head, Oxfam Chhattisgarh

42. Mr. Thriu C.S Arvudai Nambi, Under Secretary to Government, Personal & Administrative Reforms, Govt. of Tamil Nadu

43. Ms. Sushma Yadav, Professor of Public Policy & Governance, Indian Institute of Public Administration New Delhi

44. Ms. Nidhi Khare, Principal Secretary, Department of personnel Administrative Reforms & Rajbhasha, Jharkhand

45. Dr. J.S. Virdi, Joint Director, State Planning Commission Chhattisgarh, Naya Raipur

46. Ms. Nimisha Jha, Deputy Secretary, State Planning Commission Chhattisgarh, Naya Raipur

47. Dr. Vatsala Mishra, Joint Director, State Planning Commission Chhattisgarh, Naya Raipur

48. Dr. Dinesh Kumar Masta, Joint Director, State Planning Commission Chhattisgarh, Naya Raipur
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