



IC Centre for Governance

**"... no service worth the name can claim to exist if it does not have
in view the achievement of the highest standard of integrity"**



The Idea

It was in 2003 as a follow up on the recommendations of an international workshop organised by Initiative of Change on 'Globalization' at Panchgani that the need for seriously thinking about governance policies, processes and institutions was felt by several professionals from different walks of life. The word 'governance' had not then gained the currency it subsequently acquired. A series of round table discussions were organized and it was decided that a civil society organization should be set up to think and, where necessary, act on important issues of public governance. And a fairly large group of professionals from civil services, academics, legal profession, social work, corporate sector and scientific community came together to form the IC Centre for Governance.

The Genesis

Today, in spite of the fact that man possesses the resource and the technology to create a poverty free world in the period of one generation, about a quarter of human population on earth continues to live in poverty. It is not simply the lack of income, it is also the lack of a voice, of responsive local administration that can redress local needs; the lack of system of governance that is transparent and accountable to people it supposedly exists to serve.

Among many crises engulfing India and similarly placed countries of Asia, Africa and the Pacific region, is the crisis of governance. It affects the life and working environment of millions who consider themselves free citizens of welfare states. In the last half century, we have witnessed a growing restlessness with the systems and instruments of governance. Available evidence suggests a continuous decline in the quality of governance in most developing countries and a perception of the state being alien to people has gained ground.



Governance

Good governance is a quest, a dream. It is ruthless in its demands but it is equally generous in its rewards. Governance is too serious a job to be left only to the government functionaries. The political and administrative institutions are not owned by anybody and, therefore, the society as a whole has to strive and achieve the desired goals. Good governance is an essential precondition for sustainable development.

Emphasis on creating a work culture that encourages inculcation of ethics and moral values in governance structures, systems and institutions is important.

Initiatives of Change

Initiatives of Change is an informal, international network of people of all faiths and backgrounds working to change the world by first seeking change in their own lives. These moments of personal transformation often mark a new direction in a person's life.

It works for moral and spiritual renewal in all areas of life. Its starting point is the readiness of each person to apply the four standards of absolute honesty, purity, unselfishness and love in focusing on the challenge of personal and global change.

These ideas have given rise to an international community of people at work in more than 70 countries, in programmes which include reconciliation, tackling the root causes of corruption, poverty and social exclusion and strengthening the moral and spiritual foundations for democracy.

It was at an international conference on globalization where a consensus was reached that to get benefits of



globalization it was necessary to first put your own house in order, for which governance was an important ingredient. After several rounds of discussion and four round table conferences the trustees of Initiatives of Change agreed to establish a Centre for Governance.

IC Centre for Governance

Launched in December 2003, the IC Centre for Governance serves the needs of society in all areas related to governance. It works to strengthen governance capacity in the government, non-profit and public sector organizations with an extensive programme of research into governance practices.

The centre has succeeded in bringing together rich experience of over 300 Founder Members including Development Thinkers, Jurists, Scientists, Management Experts, Civil Servants, Economists, Social activists, Academics, Media Persons and Corporate Leaders.

The Centre based in Delhi, has been set up with the main objective of collectively thinking and acting, on important issues of Governance. It believes that Public Governance is too serious a matter to be left entirely to the State and that involvement of the Civil Society in running the economy and the administration is not only desirable but also essential.

"Building policy capacity" is how we characterize our work and mission. The Centre is concerned with issues of public policy formulation, programme design and project management and ethics in public governance.

The Centre's work in this area follows from the belief that accountability lies at the heart of governance. Citizens grant sweeping powers to the political executive for the design and implementation of public policy and use of



public funds. In turn, citizens want to guard against abuse by the executive of these powers. They also want to ensure that the executive uses its power wisely, effectively, equitably and efficiently, and that it will be responsive to need and demand of the citizens.

The Centre lays special emphasis on the following areas

- Awareness and importance of ethics in public governance through training and other programmes;
- Managing accountability relationships among levels of government within a federal system.
- An appropriate conceptual framework and research design for a study of accountability relationships between the executive and legislative arms of government
- Building capacity for programme evaluation ;
- Designing of performance indicators for government and non-government programmes where programme outputs and causal relationships are difficult to define.



ACTIVITIES

The Centre engages in multifarious activities intended to support the cause of good governance and Ethics in Public Governance. Among them are:

Training Programme on Ethics in Public Governance

We have conducted a 5-day training module on Ethics in Public Governance specially customized for Civil Servants, including IAS, IPS, Indian Railways as also for Managers of PSUs, including NTPC, Gas Authority of India Limited etc.,.

We have undertaken a massive programme of training over a 1000 senior managers of the Municipal Corporation of Greater Mumbai (MCGM) and are now designing a module to cover the field functionaries of this organization.

We have also conducted programmes for State Government officers of Maharashtra, Karnataka, Andhra Pradesh, Odisha and Meghalaya. The feedback from the participants has been consistently very positive and DOPT increased the number of slots to two every year, after an in-depth review of feedback on programmes conducted by Institutes recognized by DOPT for serving IAS Officers. We were ranked first in this review.

We also successfully completed a Training of Trainers' Programme for Faculty of 29 ATIs in the country and also provided hand-holding support to 4 ATIs in conducting the programme designed by us. We also organised Training of Master Trainers' for the DOPT.

The reputation of the ethics programme has travelled beyond our national frontiers and we have received requests from the governments of several countries in Africa who want their officers to be exposed to this programme. Officers from South Sudan participated in a programme and some officers from Uganda have been trained along



with a batch of IAS officers. The Centre expects to hold special programmes for civil servants from some countries of Africa and South Asia in the near future. We have run special workshops on Ethical Leadership for foreign participants.

Lecture Series

We organise Lecture Series on current issues of Public Governance in the country to disseminate information on public governance issues with focus on ethics.

We started our Lecture series in Oct 2004 with the subject of Transparency and Accountability in Public Governance and conducted four lectures. We have continued to run the lecture series on a regular basis with more than 14 series so far. These have been well attended and are participative in nature and are now conducted in collaboration with the India International Centre.

Some of the subjects covered by us are: Urban Governance, Financial Sector Reforms, Changing Role of Civil service, Governance and the Common Man, Delivery of Public Services, Governance issues in Infrastructure Development etc. The speakers include stalwarts like M.S. Swaminathan, B.G. Verghese, Justice J.S. Verma, Nandan Nilekani and many others.



Journal of Governance

The Journal of Governance was launched on July 2, 2010 by Shri Hamid Ansari, Vice president of India and since then the Journal is published twice a year, in January and July. We have brought special issues on the themes of Urban Development, Education and Health Care, Planning for Growth, and Energy, with articles by leading experts in the fields.

Advocacy

Pertinent issues concerning national interest are discussed in the Core Group meetings of the Centre, which consists of a rich pool of people from various backgrounds like bureaucracy, academics, engineering, etc. Based on such brainstorming sessions, the Centre regularly sends recommendations to the government on issues of national interest like the new National Education policy which are usually followed by an interactive session with the concerned authorities to take the recommendations forward.

Interactive Meetings

Interactive meetings have been held with several important agencies and experts which included the CAG, the Chairman Law Commission, National Consumer Protection Commission, Competition Commission of India, Tilonia Barefoot College and Parliament Research Survey Group to name a few. Conclaves have also been held with selected members of the Parliament on developing a consensus on national issues.

The IC Centre was represented at International Conferences on Initiatives of Business held at Panchgani as well as at



Caux (Switzerland). It also collaborated in organising two International Dialogues on “Making Democracy Real” in collaboration with Initiatives of Change which hosted delegates from many countries. IC Centre for Governance also organised a session on “Emergence of India” - a new dimension in collaboration with the Japanese Centre for International Exchange. Another interesting interaction was with the World Bank on decentralised systems for generation of solar energy.

Research Projects

Some of the Research projects undertaken by the Centre include:-

- Impact and awareness on Right to Information which included training of the IIPA participants and interactive sessions with several State Governments including Rajasthan, Haryana and Punjab.
- Working of the Public Grievance Commission of Government of Delhi
- Empowerment of Women with special reference to Governance at the grass roots which also included awarding three outstanding women sarpanches.
- Social Audit of a Rural Development Project implemented by the collector, Pune.

Seminars And Workshops

National seminars have been held on important themes such as: Electoral Reforms, Judicial Reforms, Transparency and Accountability, Right to information, Media and Governance, among others.



Associates

- All India Management Association (IAMA), New Delhi
- Confederation of Indian Industries (CII), Western Region
- I Watch, Mumbai
- IILM - Institute for Higher Education, New Delhi
- India International Centre (IIC), New Delhi
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- Jamia Millia Islamia, New Delhi
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- Public Concern for Governance (PCGT), Mumbai
- Ramakrishna Mission Ashram (RMA), Ranchi
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- Swami Vivekananda Youth Movement, Mysore
- Vikash Bharti, Ranchi
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- Prabir Sengupta - Former Director, IIFT
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- R.D. Mathur - Founder Trustee, Friends of MRA (I) Trust
- Rajmohan Gandhi - Former President, Initiatives of Change
- Sarosh J. Ghandy - Former MD, Tel-con Construction company
- Shanti Narain - Former Member Traffic Railway Board
- Soli Sorabjee - Former Attorney General of India
- Sompal - Former Member, Planning Commission
- Surendra Singh - Former Cabinet Secretary
- Syed Shahid Mahdi - Former Vice Chancellor, Jamia Millia Islamia
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- Ved Marwah - Former Governor of Jharkhand
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- Viral Mazumdar, Trustee of Initiatives of Change
- Vivek Kumar Agnihotri, Former Secretary General, Rajya Sabha

“ Two ways of building character – cultivating strength to challenge oppression, and tolerate the resultant hardships that give rise to courage and awareness. ”

Sardar Vallabhbhai Patel



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