

Kind attn: Shri R. Sachar, Addl. Economic  
Adviser, M/o Commerce

From: Shri S.B. Mondal, Dy. Secy;  
Cabinet Secretariat

Sub:- list of facilitators for Strategy Development

No. P-28011/1/2010-PM  
June 24, 2010

Dear

We have received several queries regarding facilitators for developing departmental strategies. In response to these queries, we are pleased to forward a list of approved facilitators that can be engaged by departments for an approved rate of Rs. 10,000 per day. The main purpose of this pre-approved list is to expedite the recruitment of pre-qualified facilitators by Government departments. Departments are encouraged to contact the approved facilitators directly (with a copy to us) and work out mutually convenient time for proceeding forward with their work on departmental strategies. You may kindly keep us informed as to the progress made in this regard.

As you will notice, the list consists of seasoned professionals who have agreed to help assist the Government departments more as public service rather than as a business opportunity. They have agreed to a token honorarium of Rs. 10,000 per day as a reflection of this commitment on their part. They are some of the best people in the business and we appreciate their contribution to the larger cause of enhancing the performance of government departments.

We would like to stress that these facilitators are not expected to write a strategy for the department. Development of a strategy has to be an internal process. A facilitator is an individual who enables groups and organizations to work more effectively; to collaborate and achieve synergy. She or he is a 'content neutral' party who by not taking sides or expressing or advocating a point of view during the meeting, can advocate for fair, open, and inclusive procedures to accomplish the development of a departmental strategy. That is, a facilitator is an individual whose job is to help manage a process of information exchange. While an expert's role is to offer advice, particularly about the content of a discussion, the facilitator's role is to help with "how" the discussion is proceeding. In short, the facilitator's responsibility is to address the journey, rather than the destination.

In addition to the above group of management experts, we believe that distinguished members of the Ad-hoc Task Force (ATF) can also make a lot of contribution to the process of strategy development. The Performance Management Division (PMD), Cabinet Secretariat, could provide the services of 2-3 ATF members from each syndicate to the concerned departments at their current rate of Rs. 3000 per meeting. In addition to being useful for the departments, we believe this kind of interaction will improve the understanding of the department for the ATF as well. Also, the views of ATF members concerning departmental vision, mission, objectives, etc. can be conveyed to departments in these meetings. At the time of ATF meetings often it is too late to change any of these items. However, request for services of ATF members belonging to the relevant syndicate group will have to be routed via Performance Management Division (PMD).

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Y/16

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I am also taking this opportunity to include the latest issue our newsletter, *Performance Matters*. As you will notice, it has two relevant articles on strategy formulation by Prof. Mark Moore of Harvard University and Mr. Arun Maira, Member Planning Commission.

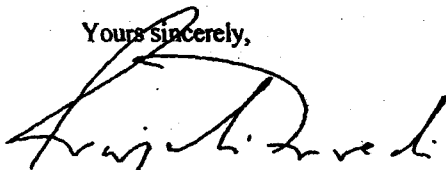
Finally, please note that we plan to have a workshop on Strategy on Thursday, July 8, 2010, at IIFT (Indian Institute of Foreign Trade). This workshop will be led by Mr. Arun Maira, and will take stock of work done by departments with regard to the first two steps of strategy formulation. The purpose of the workshop would be to discuss the progress made by departments in implementing first two steps of the strategy formulation process mentioned in Flag C. Most departments have sent their attempt at answering Questions 1A to 2D mentioned in Flag C. If you have not done so, kindly send your answers by July 5, 2010.

We will appreciate it if you could please submit (1) your department's work on the first two steps of strategy development, and (2) nominations (2 officers) for July 8 workshop in the following two forms:

- a. Electronic copy to the following emails: [performance-cabsec@nic.in](mailto:performance-cabsec@nic.in), [prajapati.trivedi@nic.in](mailto:prajapati.trivedi@nic.in); and [g.narendra@nic.in](mailto:g.narendra@nic.in)
- b. Printed Version (15 copies) hand delivered to my office at:  
Chanakya Bhavan (1<sup>st</sup> Floor)  
Chanakyapuri  
New Delhi - 110021

Best regards,

Yours Sincerely,



Dr. Prajapati Trivedi

2/16

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## FACILITATORS FOR STRATEGY DEVELOPMENT BY GOVERNMENT DEPARTMENTS

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### A. Background

Results-framework Document (RFD) is an instrument to ensure that things are done right—that is effectively and efficiently. However, we also need to make sure that right things are getting done. A departmental strategy is the mechanism to ensure that the departments are moving in the right direction and doing the desirable things from the national point of view.

Another way of looking at the relationship between RFD and departmental strategy is as follows: RFD is an instrument to implement a strategy and convert departmental vision into reality. Thus, they are complementary instruments.

However, developing a proper, well thought-out strategy takes time and thus it was decided to start on both fronts (RFD and Strategy) on a parallel track. In the RFDs for 2009-2010, there was a mandatory requirement for all departments to submit an Action Plan to make a strategy. Each department was asked to identify the departmental team that would lead this effort and outline mechanisms and deadlines for designing a strategy.

The Performance Management Division (PMD), Cabinet Secretariat, collaborated with Mr. Arun Maira, Member Planning Commission, in developing guidelines for developing this Action Plan for strategy development. To assist departments in this area, a one-day workshop was organized on the art and science of developing departmental strategies on February 1, 2010. Mr. Arun Maira has kindly agreed to be the Chief Coach and Mentor for strategy development in all 59 departments and conducted this one-day workshop. Subsequently, and as a result of this workshop, all 59 departments submitted their Action Plans for making their respective departmental strategies based on these guidelines.

### B. What is the role of a facilitator?

It is worth stressing that the proposed facilitators are not expected to write a strategy for the department. Development of a strategy has to be an internal process. A facilitator is an individual who enables groups and organizations to work more effectively; to collaborate and achieve synergy. She or he is a 'content neutral' party who by not taking sides or expressing or advocating a point of view during the meeting, can advocate for fair, open, and inclusive procedures to accomplish the development of a departmental strategy.

Facilitators contribute *structure* and *process* to interactions so groups are able to function effectively and make high-quality decisions. They act as a helper and enabler whose goal is to support departments arrive at their own strategy. In other words, a facilitator's job is to *support everyone to do their best thinking and practice*. To do this, the facilitator encourages full participation, promotes mutual understanding and cultivates shared responsibility. By supporting everyone to do their best thinking, a facilitator enables group members to search for inclusive solutions and arrive at a sustainable consensus.

## B. What are departments expected to do in this regard during 2010-2011?

Each department was requested to follow a standard 4-step process for developing their departmental strategy (Flag C). The proposed time for completing various activities for developing a departmental strategy is as follows:

19 February	Develop an Action Plan in the department for undertaking this exercise (define teams and responsibilities)
15 March	Ratification of all Action Plans
15 May	Complete Step 2: Assess the Situation
8 July	Workshops to review all assessments*
27 August	Complete Step 3: Develop the Strategy
17 September	Workshops to review departmental strategies
29 October	Complete Step 4: Plan for Implementation
20 November	Workshops to review Implementation Plans
15 December	Final completion

## C. Summary of Proposed Mechanism for Hiring Facilitators

- i. Departments / Ministries may hire any one they wish from the pre-approved list at Flag A as a facilitator for the strategy development task.
- ii. Departments will be able to hire an expert on this list for a maximum of 10 days. They will be allowed to pay them a maximum amount of Rs. 10,000 per day without going through the usual tendering process. Travel, boarding, lodging, and other costs will need to be reimbursed as per Government rules.
- iii. To ensure fair distribution of workload, no expert on this list at Flag A would be allowed to accept assignments from more than four departments.
- iv. Performance Management Division (PMD), Cabinet Secretariat, is also offering the services of 2-3 ATF members as facilitators from each syndicate (Flag B) at their current rate of Rs. 3000 per day subject to the following conditions:
  - Request by departments for services of ATF members belonging to the relevant syndicate group will have to be routed via PMD.
  - To avoid any perception of conflict of interest, the sitting fee will be paid to ATF members by PMD.
  - Departments will be able to call the ATF members for a maximum of three meetings corresponding to the three stages of strategy development identified in Flag C.
- v. If the proposed options above do not suit a department, they are free to engage other facilitators (including ATF members from other syndicate groups) following GFR.

\* Please note that the proposed workshop for discussing the work done by departments up until Step 2 will be held on July 8, 2010 (originally scheduled for June 19). Details will be announced in due course of time.

**List of Approved Facilitators with Contact Details**

Sr. No.	Last Name	First Name	Current Position / Assignment	Mailing Address	Telephone / Fax / Email	Brief Background
1.	Chella	Ganesh	CEO	Totus consulting services P Ltd. 43, Bazullah Road, T. Nagar, Chennai 600 017.	28150689 / 28150690  Fax:42024154  Mobile:98840 37872 ganesh@totusconsulting.com	Founder CEO of consulting practice focused on HR, Leadership & Employee Relations; Co-founder and active participant in the Business Coaching Foundation of India; Diverse consulting experience across industry and mandate.
2.	Jain	Ramesh. C	Advisor-Business Strategy	5305, DLF City, Phase 4, Gurgaon 122009	098182 95305, 0124 4105305, 0124 2385536 rcj2212@gmail.com	Broad strategic advisory experience; Group level strategy & managerial experience, Eicher Group; PMES, TQM and Turn-around implementation experience; Prior experience with PSU (HAL); Active in civil society.
3.	Venkateswaran	Shankar	Director,	C 181 Sarvodaya Enclave, 2 <sup>nd</sup>	+91 89102 31610	

6/9

Sr. No.	Last Name	First Name	Current Position / Assignment	Mailing Address	Telephone / Fax / Email	Brief Background
			SustainAbility	Floor, New Delhi 110 017	shankarvee@rediffmail.com	
4.	Garg	Amit	Director, MXV Consulting Pvt Ltd	620 GF, C Block, AECS Layout Kundalahalli, Bangalore 560 037	080 4093 0549 +91 98451 69365 amit_garg@mxv.in	Director and Partner of boutique strategy consultancy; IT and ITES domain expertise; Investment advisory experience; Active author on management
5.	Nayar	Anil	Chairman & MD, Prerna Centre for Planning and Development Pvt. Ltd.	Unit 114, BPTP Park Centra, NH-8, Sec-30, Gurgaon – 122002	Mob: 9810010927 Fax: 244375566 <a href="mailto:anil.nayar@prernacentre.com">anil.nayar@prernacentre.com</a>	M.D. of a consulting practice, with focus on strategy development and implementation; extensive managerial experience with Indian Telecom sector; Private sector experience in ferrous metals and electronic devices.
6.	Chhokar	Jagdeep	Professor (Retired)	A-278 New Friends Colony, New Delhi-110025	+91-99996-20944 +91-98689-30336 +91-11-2682 0278 <a href="mailto:jchhokar@gmail.com">jchhokar@gmail.com</a> <a href="mailto:chhokar@iimahd.ernet.in">chhokar@iimahd.ernet.in</a> <a href="mailto:jchhokar@yahoo.com">jchhokar@yahoo.com</a>	Pedagogical and practical experience in Management and Organization Behavior (OB); Former Director, Dean and Professor at IIM –A; Active consultant in Leadership and OB

Sr. No.	Last Name	First Name	Current Position / Assignment	Mailing Address	Telephone / Fax / Email	Brief Background
						across various sectors; Widely published on OB.
7.	Bhattacharya	Arindam	Managing Director	The Boston consulting Group, 3 <sup>rd</sup> floor, Building No 9, DLF, Cyber city, Gurgaon-122002	Telephone: +91 124 459 7000 Fax: +91 124 459 7001 Bhattacharya.arindam@bcg.com	Managing Director of BCG India; Involved in the Industrial Goods practice and Global Advantage Initiative; Written extensively on Globalization and Rapidly Developing Economies; Over 20 years of strategy, operations and operational transformation consulting experience.
8.	Daga	Ramesh	Consultant	7M Nithyasree 51 Chamiers Road, Chennai 600028	9198400891784 Fax 044 24361523 Rameshdaga1940@gmail.com	Active strategy consultant across sectors; Past industry experience across sectors at the senior managerial level; Completed several courses in continuing management education; Active in civil society.
9.	Banaji	Visty	CEO	1402 Aqua,	+91 98205 30001	Group level managerial

8/16

Sr. No.	Last Name	First Name	Current Position / Assignment	Mailing Address	Telephone / Fax / Email	Brief Background
		(Informal: for addressing)  Vistasp (Formal: for bank transactions, passport etc.)	Banner Global Consulting	Tower 2, Planet Godrej, K Khadye Marg, Mahalaxmi, Mumbai 400 011, India	+91 22 2300 4523 visty.banaji@bannerconsulting.in	experience, Godrej Industries and Associate Concerns; Human Resources and Strategy Planning, Godrej & Alstom S.A.; Significant continuing education in management and strategy
10.	Tripathi	Saurabh	Partner & Director BCG	14 <sup>th</sup> floor, Nariman Point, Mumbai-21	022-67497015 9820252602 Tripathi_saurabh@bcg.com	12 years of experience with BCG; Led strategic planning exercises across various segments of the financial services; Leads banking practice of BCG India; Involved in policy advocacy.
11.	Pankaj	Bhatia	Director, MXV Consulting	620, Gound Floor, CBlock, 1 <sup>st</sup> Main, AECS, Layout, Brookfield, Bangalore-560037	91-9880573194 Pankaj_bhatia@bxv.in	Director and Partner of boutique strategy consultancy; Outsourcing and IT domain expertise; Programming and management consultancy experience;
12.	Sachdev	Anil	Founder and	Plot 76, Sector 44, Gurgaon-	0124-4302200	Founded the School For

9/6

Sr. No.	Last Name	First Name	Current Position / Assignment	Mailing Address	Telephone / Fax / Email	Brief Background
			CEO SOIL	122003	91-9880573194 Anil_sachdev@soilindia.net	Inspired Leadership in partnership with industry; Previously CEO & Founder of HR consultancy; Managing Partner, Substantial consulting and academic experience; Operations and TQM experience at Eicher & Telco
13.	Pandurangi	Amrit	Executive Director,PWC	Priencewater House Coopers Building 10, 17 <sup>th</sup> Floors tower C DLF Cyber City Gurgaon 122024	91-9810404685 Amrit.pandrangi@in.pwc	32 years of advisory experience with government, industry and development institutions; Extensive consulting experience with Indian government organizations and PSUs; Strategic Planning experience with private sector
14.	Sharma	Bhupendra	Founder, NXTLYF	B-10, East. Trinity Acres, Sarjapur Road, Bangalore-560102	Mobile: 9845034326 Landline: 080 41316358 & 04344258073 bhupendra@nxtlyf.com	

Flag B

SELECT LIST OF AD-HOC TASK FORCE (ATF) MEMBERS  
FOR  
PROVIDING FEEDBACK ON STRATEGY DEVELOPMENT

Sl. No.	Name	Address	Tele/Mobile No.	Email
<b>Syndicate No. 1 (Agriculture And Rural Development)</b>				
1	Shri J. N. L. Srivastava	Kothi No. 316, Sector 17A, Gurgoan, Haryana.	265436450 / 9868217711	jnlsrivastava@yahoo.com
2	Prof. Prem Pangotra	IIM Ahmedabad	079-66324833	
3	Prof. Vijay Paul Sharma	IIM Ahmedabad	079-66324819	
4	Shri K. Rajender Nair	Flat No. 1157, Sector A, Pocket-B, Vasant Kunj, New Delhi.	26895400 / 9810044321	krnair2006@rediffmail.com

21/01

Sl. No.	Name	Address	Tele/Mobile No.	Email
5	Shri M. P. Vittal	Indian Institute of Plantation Management (An Autonomous Organization promoted by Ministry of Commerce & Industry, Govt. of India), Jnanna Bharathi Campus, Malathalli Post Office, Bangalore - 560 056	91-80-23211716 /9449856432	<a href="mailto:mpvithal@vsnl.net">mpvithal@vsnl.net</a> ; <a href="mailto:mprvithal@iipmb.edu.in">mprvithal@iipmb.edu.in</a>
6	Prof. H. Hemanatha Rao	Director, Centre for Poverty & Rural Development, Administrative Staff College of India, Bella Vista, Raj Bhavan Road, Khairatabad, Hyderabad - 500082	9440418566	-
<b>Syndicate No. 2 (Human Development)</b>				
1	Shri Arvind Verma	K- 67A (FF) Hauz Khas Enclave, New Delhi-16	26859476	<a href="mailto:varmaarvind@hotmail.com">varmaarvind@hotmail.com</a>
2	Shri Arun Kumar Mago	E-7, Nizamuddin West, New Delhi-13	24354747, 9811088098	<a href="mailto:arunknago@hotmail.com">arunknago@hotmail.com</a>
3	Shri Shiv Kumar	211, Golf Apartments, Sujan Singh Park, New Delhi - 110003	24606117	
4	Smt. Vineeta Rai	46, Ashok Road, New Delhi.	9818451515	
5	Prof. G. Ramesh	IIM Bangalore	9742221338	

91/16

Sl. No.	Name	Address	Tele/Mobile No.	Email
<b>Syndicate No. 3 (Resource Management)</b>				
1	Shri K. Padmanabhaiah	16, Lodhi Estate, New Delhi.	24632194 / 9810296692	padam.kyadoo.com
2	Shri Arun Kumar (KL)	B- 603, Stellar Kinds Court, F- 32, Sector- 50, NOIDA.	0120-2480433 / 9868113376	arungolfer@yahoo.co.in
3	Shri Brijesh Kumar	A-21, Kachnar Estate, Gama-I, Greater NOIDA, G.B. Nagar (UP)	9810532929 / 0120-2323000	brijeshkum@gmail.com
4	Shri B. B. Tandon	J- 238, 1 <sup>st</sup> Floor, Saket, New Delhi- 17	29555657 / 9868132602	tandonbb@yahoo.co.in
5	Shri Arun Kumar (MP)	E- 202, Som Vihar, R.K.Puram, New Delhi-22	26176795 / 9871971944	arunkumar06@hotmail.com
6	Shri P. S. Bami	E7/18, Vasant Vihar, New Delhi.	9810338737	
<b>Syndicate No. 4 (Trade, Industry &amp; Services)</b>				
1	Shri. S. Sathyam	Flat No. A- 240, Telecom City, B- 9/6, Sector-62, NOIDA, UP	95120-2403677 / 9871278738	srsathyamsathyam@yahoo.com
2	Shri Prabir Sengupta	B- 189, Greater Kailash-I, New Delhi-48	26443641 / 9810700798	parbirsenguptain@yahoo.com

9/16

Sl. No.	Name	Address	Tele/Mobile No.	Email
3	Shri D. P. Bagchi	Y-165, Regency Part-II, DLF City IV, Gurgaon, Haryana.	95124-5040876 / 9818264645	dpbagchi@gmail.com
4	Shri Anil Kumar	A-47, Freedom Fighter Enclave, Neb Saria, New Delhi- 68	29532718 / 9810188477	veena.anil@yahoo.co.in
5	Smt. Shiela Bhide	C-1/7, Rajesh Pilot Marg, Opposite Lodhi Garden, New Delhi-3	9818254511	sheetabhide@hotmail.com
6	Smt. Rekha Jain	IIM Ahmedabad	9825325750	
7	Shri S.D. Kapoor	199, Sector 47, Gurgaon-122002, Haryana	6518060 / 9810149510	sdk1946@gmail.com
8	Shri Udesh Kohli	S - 50, Greater Kailash - I, New Delhi.	9811273142, 29232905	

9/6

### Syndicate No. 5 (Infrastructure Development)

1	Shri. Vinod Vaish	E-601, Stellar Part C-58/24, Sector 62, NOIDA- 201301	95120-23382440 / 9868135656	vvaish@nic.in
2	Shri Moosa Raza	15/6, Chari Street, N. Nagar, Chennai-17	044-28142339 / 9811994370	moveindia@ethnet
3	Shri Pawan Chopra	C-I/39, Pandara Park, New Delhi-110003	23385926 / 9999020074	pchopra@de12.vsnl.net.in

Sl. No.	Name	Address	Tele/Mobile No.	Email
4	Shri N. P. Gupta	B-24, Seema Apartments, Plot No. Sector-11, Dwarka, New Delhi-110075	9810871653	enpeg33@hotmail.com
5	Shri Shyamal Ghosh	A-203, Nayantara, CBIPCCAS, Plot-8B, Sector-7, Dwarka, New Delhi-75	9868104242	sgshosuf@yahoo.com
6	Prof. G. Raghuram	IIM Ahmedabad-380015	9825304948	
<b>Syndicate No. 6 (Social Welfare)</b>				
1	Shri S. P. Jakhanwal	7/104, Eastend Apartment, Mayur Vihar-1, Delhi- 96	22717188 / 9818600281	spj@amity.edu
2	Shri K. T. Chacko	Director, Indian Institute of Foreign Trade, IIPT, B-21, Qutab Institutional Area, New Delhi.	9810511661	chacko@mp.nic.in
3	Smt. Punam Sahgal	89, Navjeevan Vihar, Ist Floor, New Delhi - 17	9810360950	
4	Prof. Biju Varkkey	IIM Ahmedabad	6632-4874	
5	Smt. Sarita Prasad	C-622 G.F, New Friends Colony, New Delhi -25	26923132	
6	Prof. V. Gopal	Institute of Management Technology, Nagpur Coordination Office, 603 Khullar Apartment, Byramji Town, Nagpur- 440013	0712-2805121 / 9923594902	vgopal100@gmail.com
7	Prof. V. Srinivas Chary	Administrative Staff College of	9848444923	

14/11/16

Sl. No.	Name	Address	Tele/Mobile No.	Email
		India, Bella Vista, Raj Bhavan Road, Khairatabad, Hyderabad - 500082		
8	Prof. (Smt) Usha V. Reddy	Administrative Staff College of India, Bella Vista, Raj Bhavan Road, Khairatabad, Hyderabad - 500082	9989430562	

15/16

# Four Steps for Developing Departmental Strategy

