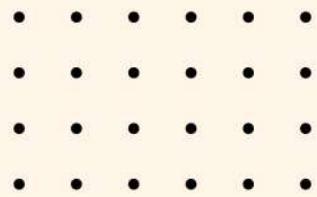




प्रशासनिक सुधार और लोक शिकायत विभाग
Department of Administrative
Reforms & Public Grievances

NATIONAL GOOD GOVERNANCE WEBINAR SERIES 2024-25

INDIA@100 - ADMINISTRATIVE REFORMS PROCEEDING REPORT



29th November 2024, Friday

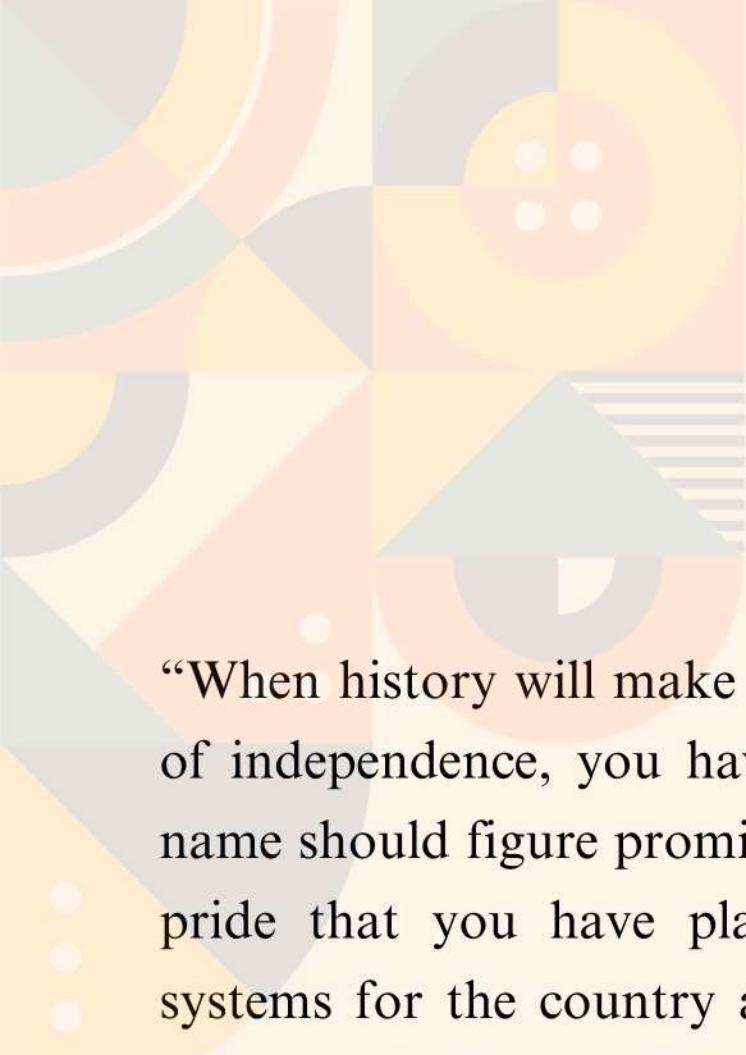
Session By-

Prof. Krishnamurthy Subramanian
Executive Director, International Monetary Fund

ORGANIZED BY:

NATIONAL CENTRE FOR GOOD GOVERNANCE
Department of Administrative Reforms and Public Grievances
Ministry of Personnel, Public Grievances and Pensions
Government of India





“When history will make an assessment after 100 years of independence, you have the opportunity that your name should figure prominently in it. You can say with pride that you have played a role in creating new systems for the country and improving the systems. I am sure all of you will continue to expand your role in nation building. Capacity building should be our endeavor at every moment, for ourselves, for our colleagues and also for the system. We will have to keep on making efforts to surpass new heights.”

Hon’ble Prime Minister Shri Narendra Modi

16th Civil Services Day Speech 2023

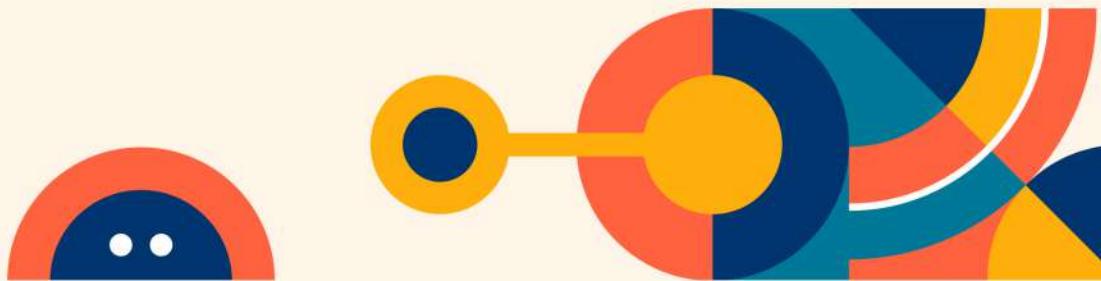


Table of Contents

Background	01
------------	----

Welcome address by: Shri Puneet Yadav <i>Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India</i>	02
---	----

Session: INDIA@100 - Administrative Reforms by Prof. Krishnamurthy Subramanian, Executive Director, International Monetary Fund • Brief • Proceedings • Presentation	04
---	----

Vote of Thanks by: Shri Puneet Yadav <i>Additional Secretary, Department of Administrative Reforms & Public Grievances, Government of India</i>	25
--	----

Glimpses	26
----------	----

List of Attendees	27
-------------------	----

BACKGROUND

The Hon'ble Prime Minister had mandated the Department of Administrative Reforms & Public Grievances (DARPG) to hold virtual conferences/webinars with District Collectors and other officers. A specific theme/sector may be taken up in each month, in which past award winners since the inception of the scheme under that sector are invited to present their experiences.

In his address on the occasion of Civil Services Day, 2022, the Hon'ble Prime Minister suggested that training institutes should conduct virtual sessions of 1 - 1.5 Hours with the award winners as the Lead Speakers, to disseminate the best practices.

Accordingly, DARPG and NCGG jointly conducts National Good Governance Webinars, one webinar a month on different themes, on the last Friday of every month, over the year 2022 - 2024, to highlight and disseminate the best practices and sharing of experiences of the award-winning institution to facilitate replication by other States/Districts.

These Webinars covered the PM award winning initiatives on the themes 'Improving Public Service Delivery'; 'Health'; 'Aspirational District programme'; 'Public Grievance Redressal', 'Environment', 'Public Participation (Jan Bhagidari) through Swachh Bharat Mission', Innovations at District, State and Centre levels, 'Jal/Water Management' and 'Namami Gange'.

These webinars were attended by about 1000 officials from Ministries/ Departments, State Governments and District Collectors. Given the encouraging response, it was decided to continue the initiative of organizing the National Good Governance Webinar Series in the year 2024 - 2025.

In the above backdrop, DARPG in collaboration with NCGG, has convened the 25th Webinar on "INDIA@100 - Administrative Reforms" on November 29th, 2024.

WELCOME ADDRESS

by: Shri Puneet Yadav

*Additional Secretary, Department of Administrative Reforms & Public Grievances,
Government of India*

The Additional Secretary, Shri Puneet Yadav, extended a warm welcome to all participants at the 25th edition of the National Good Governance Webinar Series. He emphasized the series continued success, highlighting how past sessions have facilitated the exchange of innovative ideas and fostered collaborative learning among senior officers, District Magistrates and other stakeholders. He commended the dedication of the participants in adopting and replicating transformative governance practices in their respective regions.

The Additional Secretary noted that the focus of today's webinar would be on innovative ideas and practical reforms in the field of public administration, featuring insights from Dr. Krishnamurthy Subramanian, a distinguished speaker with expertise in economic and governance reforms. He stated that such discussions provide invaluable perspectives for officials working towards the vision of a progressive, efficient and citizen-centric governance system.

Shri Puneet Yadav, Additional Secretary, warmly welcomed the session's keynote speaker, Dr. Krishnamurthy Subramanian, Executive Director at the International Monetary Fund (IMF). He expressed his appreciation to Dr. Subramanian for sharing his insights on the webinar's theme, India@100 – Administrative Reforms.

The Additional Secretary provided a brief overview of Dr. Subramanian's career. He provided a brief overview of Dr. Subramanian's tenure as the 17th Chief Economic Advisor to the Government of India and his current role representing India at the IMF. An alumnus of IIT Kanpur and IIM Calcutta, where he was awarded a gold medal. Dr. Subramanian also earned his doctorate in financial economics from the University of Chicago. His experience spans key roles in academia, corporate governance and public policy. Notably, he has worked with organizations such as JP Morgan Chase, ICICI Bank and the Indian School of Business, where he served as a professor and the Executive Director of the Centre for Analytical Finance.



The Additional Secretary further noted Dr. Subramanian's contributions to critical national initiatives, including authoring India's Economic Survey and the book India@100: Envisioning Tomorrow's Economic Powerhouse, which lays out a visionary roadmap for India's growth through administrative and economic reforms. He emphasized that Dr. Subramanian's expertise in public finance, governance and administrative reforms makes him an ideal speaker to guide discussions on shaping India's future.

Shri Yadav concluded by expressing confidence in the value the session would bring to participants, many of whom are senior officials working on governance and public administration. He then invited Dr. Subramanian to deliver his keynote address, setting the stage for an engaging and thought-provoking session.



SESSION BRIEF

INDIA@100 – ADMINISTRATIVE REFORMS

- Dr. K. Subramanian authored a book India@100 – Envisioning Tomorrow's Economic Powerhouse, in which he explores once-in-several-centuries opportunity knocking on India's doors. In chapter 9 titled as "Revitalizing the Steel Frame" he explains why Bureaucratic Reform is an essential prerequisite. He discusses the importance of strengthening and modernizing India's Civil Services, often referred to as the 'steel frame' of the country.
- In the book, he has stated that the IAS is situated at the nerve centre of the bureaucracy and thus has discussed IAS in this chapter comprehensively. He marked problems in India's bureaucracy such as:
 - Risk Aversion and Indecision
 - The Curse of the Four Cs- Central Bureau of Investigation (CBI), the Central Vigilance Commission (CVC), the Comptroller and Auditor General (CAG) and the Courts.
 - No Tolerance for Failure of Government Officials
- To revitalize the steel frame, he suggests some recommendations for reform that India needs to implement in its bureaucracy to become a global economic powerhouse. These include:
 - Open Competition for Senior Positions
 - Reform Pension Plan to Enable Mobility to and from the Private Sector
 - Pay for Senior Position Comparable to the Private Sector
 - Performance Contracts
 - Separate Policy Formulation and Policy Implementation
 - 'Qualified Immunity' to Reduce Risk Aversion
- In summary, the chapter calls for a comprehensive overhaul of India's civil services to ensure that they are capable of supporting the country's growth and governance in the 21st century.

PROCEEDINGS

by: Prof. Krishnamurthy Subramanian

Executive Director, International Monetary Fund

Prof. Krishnamurthy Subramanian delivered a session that focused on enhancing governance, fostering economic efficiency and reforming bureaucratic structures to drive India's growth. He emphasized the importance of competition within administrative and economic frameworks to ensure optimal performance and accountability. Drawing reference from international practices and economic theories, he proposed the introduction of a two-way mobility system, which would allow bureaucrats to work in the private sector and vice versa. This system, he explained, would promote the exchange of ideas and diverse perspectives, improving governance and addressing the lack of exposure within India's bureaucratic system. Such reforms, he argued, would create a more competitive environment that benefits both sectors.



Prof. Krishnamurthy Subramanian stated that while India's civil services system is highly competitive for entry, but it lacks mechanisms for enabling fluid mobility between the two sectors. He proposed the creation of a pension scheme that would support two-way mobility, allowing bureaucrats to move to the private sector without sacrificing their career prospects in government roles. This policy would ensure that bureaucrats who return to government service after working in the private sector would retain their seniority and pension benefits, ensuring fair treatment across the board.

Prof. Subramanian also advocated for the introduction of performance contracts for senior bureaucrats, similar to those used in the private sector, to enhance accountability and efficiency. He suggested that bureaucrats should be rewarded based on performance, creating an environment where decisions are made based on clear, measurable outcomes rather than bureaucratic processes. This shift would improve decision-making and result in better outcomes for the public.

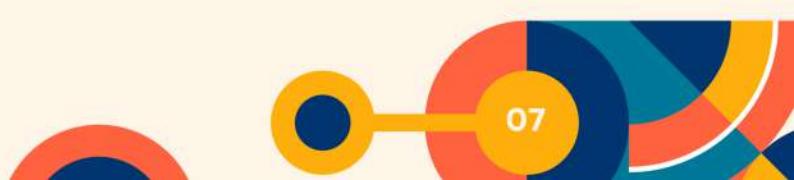


A key aspect of Prof. Subramanian's presentation was the discussion on "qualified immunity" for government officials. He stated that legal protection is vital for bureaucrats who make critical decisions in the public interest, shielding them from frivolous lawsuits that may arise from the policy & privatization decisions they undertake. Qualified immunity would allow bureaucrats to make bold decisions without the fear of retrospective scrutiny, which often stifles innovative policy implementation.

The Presentation also addressed the challenges of privatization, pointing out that bureaucratic reluctance to engage in privatization often stems from perceived risks, as officials are held accountable for the outcomes. He suggested the establishment of independent privatization boards, similar to those in the UK, to streamline the privatization process & reduce the burden on individual bureaucrats. To ensure transparency in these processes, he recommended the use of technologies such as Blockchain & Artificial Intelligence (AI) for monitoring privatization activities, which would improve accountability & oversight.

Prof. Subramanian suggested the integration of AI and data analytics into the governance framework. He suggested that AI could be used to monitor bureaucratic efficiency, track the progress of files and measure time spent on various tasks, thereby reducing inefficiencies and corruption. Implementing a data-driven approach, performance-based promotion policies where bureaucrats advancement is directly linked to their ability to meet efficiency and contribute to the government's objectives.

Prof. Subramanian also highlighted the success of "deemed approval" systems in states like Telangana and Karnataka, where the failure to approve a project within a stipulated time automatically deems it approved. He advocated for the broader implementation of such systems to reduce delays and enhance the ease of doing business in India. Additionally, he recommended the establishment of a green channel for business approvals, where companies could receive timely responses, with any delays leading to automatic escalation to higher authorities for resolution.



In conclusion, Subramanian emphasized the importance of comprehensive bureaucratic reforms to facilitate collaboration between the public and private sectors. These reforms, he stated, are crucial for improving India's business environment and ensuring sustainable long-term economic growth. His vision for a more agile, transparent and performance-driven bureaucracy aims to create a governance system that attracts and retains top talent while remaining capable of responding swiftly to the challenges posed by a rapidly changing global economy.

PRESENTATION

India@100

Bureaucratic Reforms for Sustained 8% Growth

Prof. K. V. Subramanian

1

Let's Understand
The Big Picture...

2

08

Seek inspiration from Japan & China's experience...
they grew their GDP by > 20x in 25 years

Japan	1970	1995	Multiple	CAGR
GDP	\$217 bn	\$5.55 tn	25.6	13.8%
GDP per capita	\$2,100	\$44,200	21.0	13.0%
Population	100 mn	125 mn	1.3	0.9%
Currency (Yen/\$)	350	85	0.24	5.8%
Inflation	6.9%	-0.1%		

China	1996	2021	Multiple	CAGR
GDP	\$863 bn	\$17.8 tn	20.6	13.8%
GDP per capita	\$709	\$12,620	17.8	13.0%
Population	1217 mn	1425 mn	1.2	0.6%
Currency (Yen/\$)	8.3	6.5	0.78	1.0%
Inflation	6.1%	1.0%	0.16	

3

India@100: \$55 trillion economy is audacious, but achievable!

$$\begin{array}{ccccc} \text{8% real} & + & \text{5%} & - & \text{1% ₹/$} \\ \text{GDP} & & \text{inflation} & & \text{depreci-} \\ \text{growth} & & & & \text{ation} \\ \hline & = & & = & \end{array} \quad \begin{array}{c} \text{12%} \\ \text{growth in} \\ \$ \end{array}$$

□ Why 1% depreciation, not 3.5% per annum as in history?

- Post inflation targeting regime from 2016, inflation ↓ by 2.5% from 7.5% to 5%
- Lower inflation => Rupee needs to depreciate less to keep real value same
- 3.5% - 2.5% ↓ due to lower inflation = 1%

□ 12% \$ growth=> Using "Rule of 72", GDP (in \$) doubles in 6 (=72/12) yrs

□ 24 yrs from 2023 to 2047, GDP (in \$) doubles four times



Is 8% growth for two decades achievable? What about “law of diminishing returns”?

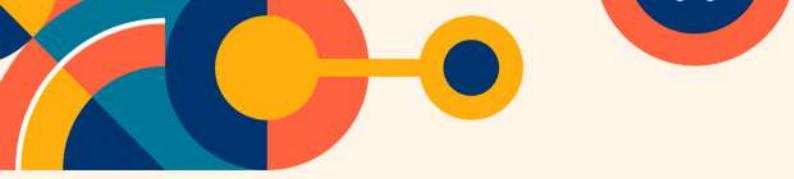
- ❑ India's growth over the next two decades is primarily “catch-up growth”, with some “pushing the frontier” growth
- ❑ What are the primary sources of “catch-up growth”?
- ❑ Source 1: Formalization of the economy
 - Currently about 2/3 - 3/4 still informal... formalization will enhance productivity and investment
 - Unlikely that the entire Indian economy will be formalized by 2047
 - So diminishing returns unlikely to manifest till 2047
- ❑ Source 2: Formal sector firms catching up with productivity of global peers
 - Currently Indian formal sector firms are 1/10th to 1/2 as productive as global peers
 - Momentum on innovation & entrepreneurship in the last 10 years
 - 3.2% CAGR in new firm creation during 2004-14. But order of magnitude ↑↑ since 2014
 - India ranked 85 in Global Innovation Index in 2015, now 39th
 - Both innovation & entrepreneurship will drive productivity improvements in formal sector
 - Unlikely that majority of Indian formal firms will become as productive as global peers
 - Again, enough runway till 2047; so, diminishing returns unlikely

5

Is 8% growth for two decades achievable? What about “law of diminishing returns”?

- ❑ India's growth over the next two decades is primarily “catch-up growth”, with some “pushing the frontier” growth
- ❑ What are the primary sources of “catch-up growth”?
- ❑ Source 3: Credit creation
 - Credit creation will lead to both investment and productivity improvements
 - Huge runway... currently private credit-to-GDP only 58% vs 180% globally...
 - Digital Public Infra will be key driver of high-quality credit creation
- ❑ Source 4: Liberalization of factor markets
 - Land, labour, power, agriculture, logistics
 - Unleashing the power of markets in each of these sectors can enable investment and productivity
- ❑ Source 5: Manufacturing sector growth
 - Manufacturing sector growth will lead to job creation, thereby demand creation
 - Needs policy emphasis at state-levels
- ❑ Source 6: Privatization of many sectors of the economy
 - Government still in business in areas where there is no rationale

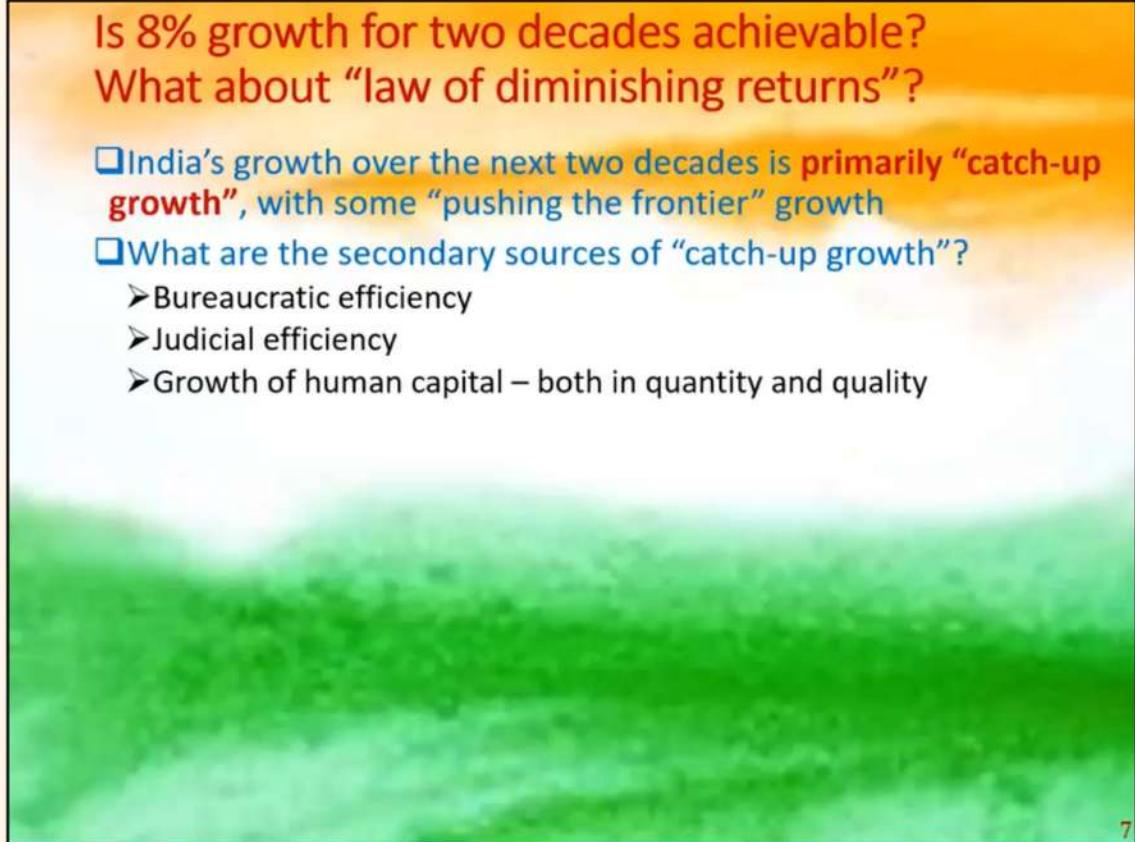
6



Is 8% growth for two decades achievable?
What about “law of diminishing returns”?

- ❑ India's growth over the next two decades is primarily “catch-up growth”, with some “pushing the frontier” growth
- ❑ What are the secondary sources of “catch-up growth”?
 - Bureaucratic efficiency
 - Judicial efficiency
 - Growth of human capital – both in quantity and quality

7



Initiative #1: Systemic Reform of Bureaucracy



8

U.S. is implementing DOGE... plethora of countries have reformed their bureaucracy over the last few decades... India certainly needs to reform too

Reform Type	1971–80	1981–90	1991–2000	2001–2010	2011–2020
Training/ Competency Management	Singapore Malaysia		Singapore South Korea	Germany Canada Singapore Brazil Japan	Mexico Japan
Recruitment	Pakistan	China Australia Japan	Argentina	Canada Australia India France	France Japan Switzerland India

©K. V. Subramanian

U.S. is implementing DOGE... plethora of countries have reformed their bureaucracy over the last few decades... India certainly needs to reform too

Reform Type	1971–80	1981–90	1991–2000	2001–2010	2011–2020
Rationalization/ Decentralization/ Privatization/ Streamlining	Sri Lanka Philippines Pakistan Nepal Thailand USA Australia UK	France USA UK China Malaysia Australia Philippines Sri Lanka Bhutan Canada Turkey	Argentina Sri Lanka Malaysia Italy Nepal Singapore South Korea Switzerland New Zealand South Africa Brazil Thailand Vietnam Bhutan	Indonesia Italy, France Japan Russia Thailand Australia Vietnam Philippines Sri Lanka UK, Germany Mexico Bhutan Bangladesh Netherlands Italy Russia	Germany New Zealand UK

U.S. is implementing DOGE... plethora of countries have reformed their bureaucracy over the last few decades... India certainly needs to reform too

Reform Type	1981–90	1991–2000	2001–2010	2011–2020
Performance Appraisal/Incentives	USA	Malaysia	Malaysia	Brazil
	Australia	Singapore	Vietnam	India
	China	Australia	Mexico	New Zealand
	Singapore	Canada	Russia	Russia
		China	Singapore	South Africa
		Malaysia	Bhutan	Myanmar
		Argentina	France	
		Sri Lanka	Australia	
		South Korea	Italy	
		Mexico		
		Nepal		
		Russia		

©K. V. Subramanian

Comparison of features of our bureaucracy with major economies

Characteristics where India is similar to other major economies:

Merit based recruitment at entry level with open competition (through competitive exam or open market, as opposed to patronage-heavy discretionary hiring)

Lack of or weak age restrictions (No or low minimum age of entry, no or high maximum retirement age, etc.)

Guaranteed tenure in service (minimum or lifetime tenure)

Characteristics where India is NOT similar to other major economies:

Merit based selection/empanelment for senior posts (based strictly on performance appraisal, qualifications and domain experience as opposed to seniority)

High horizontal mobility for civil servants between departments/ministries

Market competitive remuneration (seen through consistent pay upgrade or private-public-sector earnings comparisons) →

Term limits and/or fixed term periods for senior executive positions

Retirement/pension systems that allow mobility between public and private sector without cost

Lateral entry/open market hiring for recruitment

Senior Executive Service (special programmes for laterally hired senior executives)

Accountability mechanisms like monitoring of effort, performance-linked pay incentives, etc.

	India	Australia	UK	USA	New Zealand	China	Japan	France	Germany	Canada	India
Merit based recruitment at entry level with open competition (through competitive exam or open market, as opposed to patronage-heavy discretionary hiring)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Lack of or weak age restrictions (No or low minimum age of entry, no or high maximum retirement age, etc.)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Guaranteed tenure in service (minimum or lifetime tenure)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Merit based selection/empanelment for senior posts (based strictly on performance appraisal, qualifications and domain experience as opposed to seniority)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
High horizontal mobility for civil servants between departments/ministries	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Market competitive remuneration (seen through consistent pay upgrade or private-public-sector earnings comparisons) →	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Term limits and/or fixed term periods for senior executive positions	☒*	☒	☒	☒	☒	-	-	☒	☒	☒	☒
Retirement/pension systems that allow mobility between public and private sector without cost	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Lateral entry/open market hiring for recruitment	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Senior Executive Service (special programmes for laterally hired senior executives)	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒
Accountability mechanisms like monitoring of effort, performance-linked pay incentives, etc.	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒	☒

©K. V. Subramanian

Specialized expertise a sine qua non to deal with the 5th largest economy' demands

A motivating example:

- Bill Gates **lost** a heavily televised chess game to World Chess Champion Magnus Carlsen in **just 44 seconds**
- If Carlsen competed with Gates in software, the outcome would be similar
- Experts man the bureaucracy in the G-20 economies
- Some outstanding bureaucrats do not define the system
- Average defines the system, not the outlier

Need changes in the bureaucracy to develop specialized expertise at the Secretary level

- HoD sets vision for the dept... so expertise critical there
- Not just Jt. Secy level

Competition at the highest levels is most critical

- At entry level, the bureaucrats are incredibly capable bcos they have survived intense competition
- But after entering the bureaucracy, little competition, which breeds complacency
- All advanced economies allow for open competition for senior positions in the bureaucracy

©K. V. Subramanian

Three Key Features for Implementation

Two-way mobility to foster competition while being fair to the bureaucrats

- Bureaucrats can go and work in the private sector
- Equally private sector professionals can work in govt
- Reform pension plan to enable this mobility at will to-and-from the private sector
- Should be like moving across firms doesn't affect one's pension in the private sector

Pay for senior positions (JS & above) = pvt. Sector

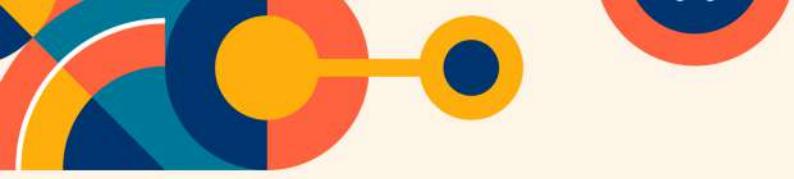
- All advanced economies except Belgium & 5/7 EMEs have it

Performance contracts for JS & above

- Most advanced economies and several EMEs have

Separate policy formulation & policy implementation

©K. V. Subramanian



Initiative #2: Qualified Immunity to reduce risk-aversion

©K. V. Subramanian

15

Enact legal protection through “qualified immunity” for officials acting in good faith

- ❑ Qualified immunity, when applied, provides immunity not only from civil damages but from having to defend against litigation altogether.
- ❑ Jurisprudence has set forth a two-part analysis when determining whether an official is entitled to qualified immunity:
 - i. whether the facts alleged by the plaintiff amount to a constitutional violation;
 - ii. if so, whether the constitutional right was ‘clearly established’ at the time of the misconduct; and
 - iii. whether the conduct was ‘objectively reasonable’ considering clearly established law.
- All these conditions must be met for a lawsuit against a government official to proceed.
- Conversely, if either condition is absent, then the official is immune from lawsuit.

©K. V. Subramanian



Greater legal protection against criminal prosecutions for “officials acting in good faith”

- ❑ Present legal framework relies on identifying “procedural lapses” when the ex-post outcome is undesirable. Needs to change.
 - The present process adopted is to scrutinize all cases where the ex-post outcome was undesirable; and
 - To identify procedural lapses as the basis for action without necessarily obtaining evidence of self-benefit.
 - Thus, the present process of subjecting every major decision to scrutiny based on fidelity to procedure creates tremendous risk-aversion among bureaucrats.
- ❑ In criminal cases, the standard of proof required for a conviction must be even stronger
 - The main burden of proof must be demonstrated self-benefit, monetary or in any other form.
 - If there is no demonstrable evidence of self-benefit, FIRs and charge-sheets should not be allowed to be filed.

©K. V. Subramanian

Initiative #3: Protect Bureaucrats Framework in Privatization

©K. V. Subramanian

17



The Challenge for Bureaucrats in Privatization... India needs to learn from cross-country experience

❑ Bureaucrats fear accusations of corruption by courts, CAG, and CVC.

- Ex-post analyses often use data from years after privatization to question decisions.
- Risk needs to be distributed across decision-makers to reduce individual liability.

❑ UK: Independent Privatization Boards

- Created independent boards with experts, legal advisors, and external consultants.
- Collective decision-making ensured risk-sharing among members.
- Key takeaway: Establish a Privatization Oversight Committee in India.

©K. V. Subramanian

De-risking Privatization by learning from cross-country experiences

❑ Australia: Legislative mandates on privatization terms and criteria

- Passed specific laws defining privatization terms and criteria.
- Reduced bureaucratic discretion through legal frameworks.
- Key takeaway: Draft detailed privatization guidelines under the Public Sector Enterprise Policy.

❑ Germany: Open access, transparent auction mechanisms

- Used open auction systems and independent valuations.
- Published financial data and valuation reports for accountability.
- Key takeaway: Use open auctions and publish all reports online in India.

©K. V. Subramanian



Features of Privatization Mechanisms for de-risking

Institutional Mechanisms to Share Accountability

- Create a Privatization Approval Committee with representatives from multiple agencies.
- Engage with stakeholders through public consultations.
- Enact legal protection for bureaucrats acting in good faith.

Use of Technology for Transparency

- Blockchain: Record privatization transactions for tamper-proof records.
- AI for Price Benchmarking: Use AI algorithms to determine fair market values.
- Publish reports online to ensure real-time transparency.
- Proactive Disclosure: Publish white papers explaining valuations and rationales.

©K. V. Subramanian

Initiative #4: Implement RegTech

©K. V. Subramanian

Implement RegTech to enhance Ease of Doing Business

❑ Challenges in State Capacity

- Bureaucratic inefficiencies and delays.
- Lack of transparency and accountability.
- Regulatory inconsistencies across states.
- Corruption and misuse of authority.
- Limited use of technology in governance processes.

❑ Implement RegTech to enhance Ease of Doing Business

- Objective: Enhance ease of doing business by leveraging RegulatoryTech.
- Focus: Use data analytics, AI, and ML to monitor bureaucracy at every level.
- Outcome: Reduce inefficiencies, corruption, and regulatory delays.

©K. V. Subramanian

What is RegulatoryTech?

❑ Technology-driven solutions to improve regulatory processes.

- Use of AI, ML, and data analytics for real-time monitoring.
- Enhances transparency, efficiency, and compliance.
- Examples:
 - Automating compliance reporting.
 - Monitoring regulatory bottlenecks.

©K. V. Subramanian

Key Areas for AI/ML Application

❑ Process Monitoring:

- Track approvals, permits, and clearances in real time.

❑ Performance Evaluation:

- Analyze bureaucratic efficiency using data-driven metrics.

❑ Fraud Detection:

- Use anomaly detection to identify corruption and irregularities.

❑ Real-Time Tracking of Approvals:

- Use AI-powered dashboards to monitor pending applications.

❑ Predictive Analytics:

- Predict delays and bottlenecks in regulatory processes.

❑ Feedback Mechanisms:

- AI-driven analysis of business feedback to improve governance.

©K. V. Subramanian

Data Sources and Implementation

❑ Data sources

- Government portals and databases.
- Feedback and grievance systems.
- Historical records of bureaucratic processes.
- Business transaction data and compliance reports.

❑ In the PMO, create a RegTech department

- Fill with tech-savvy bureaucrats & outside experts.
- Develop centralized digital platforms for regulatory monitoring.
- Use AI/ML to identify patterns of inefficiency and corruption.
- Train bureaucrats in technology adoption and data-driven decision-making.
- Hire talent from the private sector in this department
- Collaborate with private tech firms for advanced analytics solutions.

©K. V. Subramanian

Benefits of RegulatoryTech

- ❑ RegulatoryTech offers immense potential to enhance state capacity.
 - Strategic use of AI/ML can revolutionize India's regulatory processes.
 - Focus on collaborative efforts between government and tech innovators.
- ❑ Improved Transparency:
 - Real-time monitoring reduces chances of corruption.
- ❑ Efficiency Gains:
 - Faster processing of approvals and permits.
- ❑ Enhanced Compliance:
 - Reduces regulatory inconsistencies and improves trust in governance.

©K. V. Subramanian

Initiative #5: Right to Do Business Act

©K. V. Subramanian

Right to Do Business Act (1)

- ❑ Article 19(1)(g) of the Indian Constitution guarantees to all citizens the right to practice any profession or to carry on any occupation, trade or business.
- ❑ The exercise of right to earn livelihood and undertake economic activity is, however, subject to just restrictions that may be imposed by the State.
- ❑ The State makes laws to regulate these rights.
- ❑ In implementation of these laws, citizens face hurdles and delays from bureaucratic red tape.
- ❑ This stands in the way of ease of doing business as also ease of way of life.
- ❑ Unreasonable delays and obstructions dilute the guarantee provided under Article 19(1)(g).

©K. V. Subramanian

20

Right to Do Business Act (2)

- ❑ Consider a telecommunication company
 - Needs license from the Central Government
 - For erecting signal towers, it may require approval from State Government as trade and commerce within the boundaries of the State is listed at Item 26 in State List, subject to Item 33 in Concurrent List.
 - While electricity is in Concurrent List, water supply and health are in the State List.
 - The State Governments have delegated a lot of the functions to the Municipalities, so approval may be required even from a Municipality.
 - Firms interface with laws made by the Parliament and State Governments to conduct their business.

©K. V. Subramanian

21

Right to Do Business Act: Omnibus Law for Deemed Approvals

- ❑ States like Karnataka and Telangana have introduced the concept of ‘deemed approval’.
 - If a project is not approved within the period stipulated, then it is deemed to be approved.
- ❑ The Central Government amended the Competition Commission of India Act in 2023 to introduce the deemed approval provision.
- ❑ Enact a special law to provide a ‘green channel’ for approvals for doing business to provide timely approvals within 90 days.
 - If approval is not given within 90 days, approval is deemed to be given.
- ❑ A non-obstante provision in this law will give an overriding effect to all other laws.
 - Onus shifts to the govt department to seek all necessary documentation for compliance well within the 90-day limit.

©K. V. Subramanian

32

Right to Do Business Act: Omnibus Law for Deemed Approvals

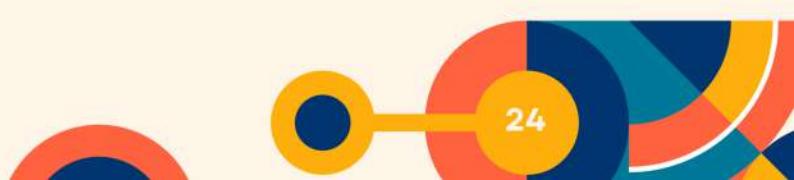
- ❑ As state laws made on items in State List cannot be overridden, provide strong incentives to states that pass a similar omnibus law
 - Increase FRBM limit by 2%
 - Provide larger part of financing under the 16th Finance Commission
- ❑ For items on the concurrent list, encourage states to adopt by resolution in their state assembly.
 - Again provide incentives as above
 - Create a digital compliance platform integrating central and state regulations, reducing redundancy and making it easier for firms to formalize and expand.

©K. V. Subramanian

33



Thank You



34

VOTE OF THANKS

by: Shri Puneet Yadav

*Additional Secretary, Department of Administrative Reforms & Public Grievances,
Government of India*

Shri Puneet Yadav, Additional Secretary, Department of Administrative Reforms & Public Grievances, expressed his heartfelt appreciation to the esteemed 824 participants, including senior officials from the Central and State Governments, District Collectors, District Magistrates, and the distinguished speaker, for their invaluable presence at the 25th webinar of the National Good Governance Webinar Series on the theme India@100 - Administrative Reforms.

He extended his gratitude to Dr. Krishnamurthy Subramanian, Executive Director, International Monetary Fund (IMF), for his insightful address and valuable contributions to the discussion.

In his concluding remarks, Shri Puneet Yadav thanked all participants for their active engagement and thoughtful participation, as well as the tireless efforts of his colleagues at DARPG and NCGG.



GLIMPSES



LIST OF ATTENDEES

Sl. No.	Attendee Name	Attendee Email
1	A Bose	ankanb.g119201@gov.in
2	A k Meena AD	akmeena.67@gov.in
3	A Srikanth Reddy, AAD, NACIN, Vizag	srikanth.arumalla@gov.in
4	AAD, NACIN	dharnarajas.g069801@gov.in
5	Aakash Bagul	aakashbagul36@gmail.com
6	Aakash Bagul	aakashbagul36@gmail.com
7	AASC Guwahati	baruahdimple98@gmail.com
8	AASC Guwahati	mjcarnations@gmail.com
9	Abhas Kumar	abhaskumar101@gmail.com
10	Abhedananda Baidya	a.baidya080@gmail.com
11	Abhishek	abc@gmail.com
12	Abhishek Mishra	mishra.abhishek1804@gmail.com
13	Abhishek Tripathi	abhishekt1507@gmail.com
14	AC Skill Ahilyanagar	ahmadnagarrojgar01@gmail.com
15	AC to DC Chamba	ac2dc-cha-hp@nic.in
16	Achanta Ramesh Kumar	achantark.g219301@gov.in
17	ACS-UK	ukswan.nwteam@gmail.com
18	Ad Churu	dsochuru.des@rajasthan.gov.in
19	Ad Churu	dsochuru.des@rajasthan.gov.in
20	AD FCS&CA Kargil	fcskgl85@gmail.com
21	ADC	Shailendra.s83@gov.in
22	ADC	Shailendra.s83@gov.in
23	ADC	rabbanisvr@gmail.com
24	ADC	nfohisar@gmail.com
25	ADC	Shailendra.s83@gov.in
26	ADC Faridabad	meena383@gmail.com
27	ADC FTB	2012uec1636@mnit.ac.in
28	ADC FTB	2012uec1636@mnit.ac.in
29	ADC Goalpara	kalyanidas23@gmail.com
30	ADC Jind	97vivek@gmail.com
31	ADC Niuland	athsangla.janq@gmail.com
32	ADC Rohtak	abc@gmail.com
33	ADC Tuli	adctuli@gmail.com
34	ADD Nacin Bhubaneswar	sibaprasadjnu@gmail.com

Sl. No.	Attendee Name	Attendee Email
35	Additional Secretary, FCS, Uttarakhand	ruchimohanrayal@gmail.com
36	Addl Collector	lokhwind51234@gmail.com
37	Aditi Moghe	aditi.moghe@mailmmrda.maharashtra.gov.in
38	adm	skbpcsrvnl@gmail.com
39	Adm Barabanki	admupbab@gmail.com
40	adm bargarh	admbargarh2@gamil.com
41	adm bhopal	siddharthjain.iitr@gmail.com
42	ADM CITY PRAYAGRAJ	madankumarmad1981@gmail.com
43	ADM F HARIDWAR	admfharidwar@gmail.com
44	ADM II AJMER	adm2exam@gmail.com
45	ADM KANDHAMAL	admplb@gmail.com
46	adm lalsot	adm.gen.lalsot@gmail.com
47	adm nagaur	adm.nagaur@gmail.com
48	ADM Nainital	fms.nani@gmail.com
49	ADM Nainital	fms.nani@gmail.com
50	ADM OFFICE MADHEPURA	admmadhepuramdp@gmail.com
51	ADM Tehri	dmtehri20@gmail.com
52	adm tehri	Admtehri140@gmail.com
53	ADM UTTARKASHI	admuttarkashii@gmail.com
54	ADM, DHENKANAL	dkl.adm2024@gmail.com
55	adm, general	adm.keonjhar05@gmail.com
56	ADM, Malappuram	cmrafeeqsa@gmail.com
57	ADM, West	admwest.tr@gmail.com
58	Adm,Sambalpur	adm.sambalpur@gmail.com
59	ADM-Kollam	bininirmal@gmail.com
60	ADTP CHANDRAPUR	tp_chandrapur@rediffmail.com
61	Ahilyanagar MH	dponagar@gmail.com
62	Ahilyanagar MH_ GM FELLOW	gmfellownagar@gmail.com
63	Ahilyanagar(MH)_ GM FELLOW	gmfellownagar@gmail.com
64	Ahmednagar Municipal Corporation	amcahmednagar2003@outlook.com
65	Ajay Bhatkar	ajayb.g033601@gov.in
66	Akola Municipal Corporation	akolamunicipal@gmail.com
67	Akshay Sharma	akshay2012eec@gmail.com
68	Alka Agarwal	alkaagarwalamu@gmail.com
69	Alka Agarwal	alkaagarwalamu@gmail.com
70	Alka Agarwal	alkaagarwalamu@gmail.com
71	AM Mathews, AD	mathews.am@gov.in

Sl. No.	Attendee Name	Attendee Email
72	Aman Virk	virkgobindsadan@gmail.com
73	amit	sdmram.alw@gmail.com
74	Amit Dengre	amit_dengre@rediffmail.com
75	Amit Sati	srinagarsdm@gmail.com
76	Amit Sati	srinagarsdm@gmail.com
77	Amit Sati	srinagarsdm@gmail.com
78	Amjad Ali	amjada.c041301@gov.in
79	Amma Malik	ghsamu@gmail.com
80	Amma Malik	ghsamu@gmail.com
81	Amravti MC	amravaticorporation@gmail.com
82	Anagar	ssaahmadnagar2@gmail.com
83	Aniket Singh	0710aniketsingh@gmail.com
84	anil kumar	anilbalewa2112@gmail.com
85	ANIRUDHA KULKARNI	anirudha.kulkarni@nic.in
86	anita	Khatikanita788@gmail.com
87	Anuj Sharma	anujksharma2001@gmail.com
88	Appasaheb Thange	appasahebthange333@gmail.com
89	Apratim Singh	apratim95@gmail.com
90	Apurba Hajong, Assistant Director of Agril. (R&T), Meghalaya.,	apurbahajong17@gmail.com
91	Apurba Hajong, Assistant Director of Agril. (R&T), Meghalaya.,	apurbahajong17@gmail.com
92	AR UPPER SUBANSIRI	dio-usi@nic.in
93	ARD Sikar	ARDSIKAR@gmail.com
94	ARI & TRAININGS DEPARTMENT	pankajgonline@gmail.com
95	ARITRA CHAKRABORTY	aritra.chakraborty@gov.in
96	Arpan Kumar Raju	arpanraju.uset@uk.gov.in
97	Arun	arunsundaran77@gmail.com
98	Arun Toge	coshevgaon@gmail.com
99	Arun Walter Beck	arunwalterbeck@gmail.com
100	Arvind Kumar	arvind.kr40@gov.in
101	Arvind sharma	omarvindsharma19@gmail.com
102	Ashok Kumar	ashokk.g211402@gov.in
103	ashok meena	araddausa123@gmail.com
104	Ashoke Kumar Das	ashokekd.g119102@gov.in
105	Ashwani Malik	ashwanimalik123@gmail.com
106	Assistant Collector Malappuram	assistantcollector10@gmail.com

Sl. No.	Attendee Name	Attendee Email
107	Assistant Commissioner of Excise	rmkhlem@gmail.com
108	Asst. Commissioner (G) Kapurthala	adckapurthala@gmail.com
109	Asst. Director, NACIN	nacinbbsr.od@gov.in
110	Ataul Islam	ataulzafaramu@gmail.com
111	Atharva Khairnar	ak.atharva@gmail.com
112	ATI Madhya Pradesh	f55.rcvpnaam@gmail.com
113	ATI, ODISHA	atiodisha@gmail.com
114	Augustina AD DC office CarNicobar	agustinalangton@gmail.com
115	Babita Kar Choudhwry	babitakc.g119801@gov.in
116	Badrinarayan meena	mdurgesh936@gmail.com
117	Balbir singh	sdomozmabad@RAJASTHAN.Gov.In
118	Baljit Singh Khara	baljit.khara@gov.in
119	Baljit Singh Khara	baljitsinghkhara@gmail.com
120	BalodaBazar-CG	balodabazar.cg@gov.in
121	banavathula Krishna	banavathulk.g099301@gov.in
122	Banty Kumar	bumty150391kumar@gmail.com
123	Banty Kumar	bantybk.g011901@gov.in
124	Barpeta	barpeta@nic.in
125	Basant Kumar Mishra	basantkm.c109201@gov.in
126	Basant Kumar Mishra	basantkm.c109201@gov.in
127	Basti	cdobasti1@gmail.com
128	BDO TELIAMURA	bdoteliamura27@gmail.com
129	BDO TELIAMURA	bdoteliamura27@gmail.com
130	Bharat Kumar Tamrakar	bharatkt.g035701@gov.in
131	Bharuch-Gujarat	sip:934236@vc.nic.in
132	Bhiwani - Haryana	sip:Bhiwani.Haryana@210.4.206.39
133	Bhupesh Satija	satijab1@gmail.com
134	Bhupesh satija	Satijab1@gmail.com
135	Bijay Kumar Sinha	bijayks.g169601@gov.in
136	Bijayananda	bijayanandam226@gmail.com
137	Brijendra Kumar	brijendrak.c041401@gov.in
138	Brijendra Kumar	brijendrak.c041401@gov.in
139	C&T Department, Odisha	transportgovtdept@gmail.com
140	CD&HG	hgbn12@gmail.com
141	cd o keonjhar	ori-dkeonjhar@nic.in
142	CDO Nuapada	madhuchhanda1976@gmail.com
143	CDO-CUM-EO ZP ANGUL	drdaangul@gmail.com

Sl. No.	Attendee Name	Attendee Email
144	CE PHE MEGHALAYA	cephe.meghalaya@gmail.com
145	CEO ORMAS	ormashq@gmail.com
146	CEO ZP KARAULI Rajasthan	meenashiv@rocketmail.com
147	CG_BalodaBazar	balodabazar.cg@gov.in
148	CG-BalodaBazar	balodabazar.cg@gov.in
149	CG-Raipur-Admin Academy	sip:CG-Raipur-Admin.Academy@210.4.206.39
150	chandan Kumar	chandankumarhilsa05@gmail.com
151	chandrapur	collector.chanda@gmail.com
152	Charkhi dadri	Dcdadri@gmail.com
153	Chinar	Chinarhcs16@gmail.com
154	chunni Lal	chunnil.g161201@gov.in
155	City Magistrate Sonipat	anamikadahiya.2@gmail.com
156	COLL PESHI ELURU	collectoreluru@gmail.com
157	Collector Balasore	smayurias18@gmail.com
158	Collector Chandrapur	collector.chanda@gmail.com
159	Collector Chh Sambhajinagar	Collector.ChSambhajinagar@maharashtra.gov.in
160	Collector Dharashiv	colosd65@gmail.com
161	Collector Keonjhar	dm-keonjhar@nic.in
162	Collector Kolhapur	niefmskolhapur@gmail.com
163	Collector Nashik	collector.nashik@maharashtra.gov.in
164	Collector Office Gondia	collector.gondia@gmail.com
165	Collector Office Jalgaon	abc@gmail.com
166	Collector Office Nandurbar	vivekpatil9907@gmail.com
167	Collector Panchmahal	collector-pan@gujarat.gov.in
168	Collector Pune-MH	dmpunemaha@gmail.com
169	Collector Solapur	collector.solapur@maharashtra.gov.in
170	Collector Suryapet	edmsuryapet@gmail.com
171	Collector Suryapet	collectorsuryapet@gmail.com
172	Collector,Dhule	collectordhule011@gmail.com
173	Collector_SSSD	collectorsssd@gmail.com
174	Collector_SSSD	collectorsssd@gmail.com
175	Collectorate Beawar	DM.BEAWAR@RAJASTHAN.GOV.IN
176	Collectorate Malkangiri	k.ashok.chakravarty@gmail.com
177	Collectorate Mancherial	nicmancherial@gmail.com
178	Collectorate Mancherial	nicmancherial@gmail.com
179	Collectrate Thrissur Kerala	tsrcoll.ker@nic.in
180	Corahata	corahata@gmail.com

Sl. No.	Attendee Name	Attendee Email
181	CS	chiragds.g201601@gov.in
182	CTM Ambala	Poojaksaini29@gmail.com
183	CTM Hisar	ctmhsr@nic.in
184	ctm narnaul	Diwans651@gmail.com
185	CTM Sonipat (Haryana)	stenoctmsnp2@gmail.com
186	CTM-PALWAL	pwl.dhq-hry@gov.in
187	D K Sharma	durgeshks.d078601@gov.in
188	D S Bora	dhansingh.b13@gmail.com
189	DARPG	sip:939661@vc.nic.in
190	DARPG-Board Room-STC(New Delhi)	sip:STC@vc.nic.in
191	Dausa Collectorate	sip:92285@rswan.gov.in
192	Dayanand Poswal	dayanand.poswal@gmail.com
193	DBMM Patra	dbmmpatra@gmail.com
194	DC Aalo, West Sang	fse-aalo-arn@nic.in
195	DC Cuttack	dngenmisc.colctc@gov.in
196	DC Cuttack	dngenmisc.colctc@gov.in
197	dc dhemaji	dcdhemaji@gmail.com
198	DC Jhajjar	bhardwaj.it@gmail.com
199	DC Jind	Ditsjind.tech@gmail.com
200	DC Kurukshetra	dekurukshtera819@gmail.com
201	DC Longding	longdingdc@gmail.com
202	DC MAHENDRAGARH	DIWANS651@GMAIL.COM
203	DC NIULAND	deniuland@gmail.com
204	DC office	vcsuprt.leh@gmai.com
205	DC Office bpr	pa.bandipore@gmail.com
206	DC Office Mandi	adcmandi@gmail.com
207	DC Office Pherzawl	josephthang1012@gmail.com
208	DC office, Lakhimpur	it.lakhimpur@gmail.com
209	DC office, Lakhimpur	it.lakhimpur@gmail.com
210	DC Pherzawl	tunglutkhamminthang@gmail.com
211	DC Tawang	dc-twng-arn@gov.in
212	dc Tuensang	dctuensang@gmail.com
213	DC Yupia	dc-ppare-arn@nic.in
214	DCRewari	dcrewari1989@gmail.com
215	DD	shrishti.niki@gov.in
216	DD	shrishti.niki@gov.in
217	DDHQ	divcomcsn@gmail.com

Sl. No.	Attendee Name	Attendee Email
218	DDHQ Chh Sambajinagar	divcomcsn@gmail.com
219	DDM Bawal	sdmbawal@gmail.com
220	DDM Bawal	sdmbawal@gmail.com
221	Debabrata Mallick	dmallick10@gmail.com
222	Deepak Kumar	deepakk.c010101@gov.in
223	DEEPAK SHARMA	deepaksharma3071994@gmail.com
224	DEEPAK SHARMA	deepaksharma3071994@gmail.com
225	Deepali	sdsarode03@gmail.com
226	Delex Namgyal	delex.namgyal@gmail.com
227	DEO Ambala	deosecambala@gmail.com
228	DEO Ambala	deosecambala@gmail.com
229	deo faridabad	deeofaridabad@gmail.com
230	Deputy Collector (LA) SOUTH GOA	cols.goa@nic.in
231	Deputy Collector Sambalpur	merrysuman59@gmail.com
232	Deputy Collector Sambalpur	merrysuman59@gmail.com
233	Deputy Collector Sambalpur	merrysuman59@gmail.com
234	Devanshu Kumar	devanshuk.g141801@gov.in
235	Dhakshineswaran	clickdhakshin@gmail.com
236	Dhan Singh Bora	dhansingh.b13@gmail.com
237	Dheeraj Rana	dheerajrana91@gmail.com
238	DHO, Panchkula	dhopanchkula@gmail.com
239	DHQ Nalanda	dmnalanda@gmail.com
240	Dhte Meghalaya	jtdhtet@gmail.com
241	Dhte Meghalaya 2	tdfpyngrope@rediffmail.com
242	Dilip Deshpande (DS GAD-Protocol)	dilip.deshpande@nic.in
243	Dimple Baruah	baruahdimple98@gmail.com
244	DIO Sundargarh	orisun@nic.in
245	diptakirti tiwari	diptanshtripathi96@gmail.com
246	diptakirti tiwari	diptanshtripathi96@gmail.com
247	diptakirti tiwari	diptanshtripathi96@gmail.com
248	Diptiranjan	dipti.behera@odisha.gov.in
249	Director of Marketing Pune	dirmktms@gmail.com
250	director of marketing,Maharashtra state	dirmktms@gmail.com
251	Director WCD Odisha	dirwed.or@nic.in
252	Director, WCD, Odisha	dirwed.od@gmail.com
253	Directorate of Agriculture, Meghalaya	agri-meg@nic.in
254	Dist. Collector Ratnagiri (M Devender Singh)	collector.ratnagiri@maharashtra.gov.in

Sl. No.	Attendee Name	Attendee Email
255	District Bageshwar	dmofficebageshwar@gmail.com
256	District Bageshwar	dmofficebageshwar@gmail.com
257	District Bageshwar	dmofficebageshwar@gmail.com
258	District Chamoli	fms.chamoli8@gmail.com
259	District Chamoli	fms.chamoli8@gmail.com
260	District Collector And District Magistrate Neem Ka Thana	osd.nkt@rajasthan.gov.in
261	District water conservation Ahilyanagar	eemi_nagarzp@rediffmail.com
262	DivCom supply	dycom.supply.nasik@gmail.com
263	Divisional Commissioner Ajmer	adcajmer@gmail.com
264	Divisional commissioner Bikaner	dcbikaner@gmail.com
265	Divisional commissioner Bikaner	dcbikaner@gmail.com
266	Divisional Commissioner Udaipur	itc.tad@rajasthan.gov.in
267	dm bhopal	iamnitish08@gmail.com
268	DM Dhalai Office	dmdhalai-tr@nic.in
269	DM Gitte	dmgitte@gmail.com
270	DM Nainital	ukswan.nai.hal@gmail.com
271	DM OFFICE	DM-GGC-RJ@GOV.IN
272	DM shamli	dmshamli2012@gmail.com
273	DM Soreng Sikkim	dhirajsubedi.scs@sikkim.gov.in
274	DM_NALANDA	sip:NALANDA_DHQ@210.4.206.39
275	dm_salumber	dmoffice528@gmail.com
276	DMA-MH	conference1@gmail.com
277	DM-Keonjhar	dm-keonjhar@nic.in
278	dmumaria	dmumaria@mp.gov.in
279	dmumaria	dmumaria@mp.gov.in
280	DOIT Nagaur	dlo.doit.nagaur@rajasthan.gov.in
281	DOP Sikkim	gos.dopart@gmail.com
282	DOP Sikkim	gos.dopart@gmail.com
283	DOP Sikkim	gos.dopart@gmail.com
284	Dop Sikkim	gos.dopart@gmail.com
285	DPO Soreng	ddmasoreng@gmail.com
286	dr Janabir Das	dr.janabir@gmail.com
287	dr jitender singh sdm narnaul	jitenderahlawat27@yahoo.com
288	DR SHEEL ASTHANA, JOINT DIRECTOR, ARD	sheel.asthana-up@gov.in

Sl. No.	Attendee Name	Attendee Email
289	dr vivek pakhmode . Joint director , DMER maharashtra State	drvivekaparnapakhmode@gmail.com
290	Dr,Bijendra kumar	bk.meena81@gov.in
291	Dr. Mansil	mannyjester009@gmail.com
292	Dr. Pranjal Protim Barua	pranjal.workplace@gmail.com
293	Dr. Sanjay Kumar	dhatterwall@gmail.com
294	Dr.Bijendra Kumar	bk.meena81@gov.in
295	Dr.MCRHRDIT	MCRHRDIT@GMAIL.COM
296	DRDA Ahilyanagar	pddrdanr@gmail.com
297	DRDA Kullu	drdakulluhp@gmail.com
298	DRDA Kullu	drdakulluhp@gmail.com
299	drda kullu	drdakulluhp@gmail.com
300	DRDO-BHADRADRI KOTHAGUDEM	collectorbdd@gmail.com
301	Drveerappan	drveerappan80@gmail.com
302	dso nashik	nashikdso@gmail.com
303	DSO Pune	dsopune1@gmail.com
304	DSO RAIGAD	dsoraigad09@gmail.com
305	dsp vijay	dsphq102@gmail.com
306	DV3TO ANAGAR	sunil12672@gmail.com
307	dwo Kullu	dwokullu@gmail.com
308	DY COMM SUPPLY	dycommsupply.konkan@gmail.com
309	E&IT Dept. (ODISHA)	ocac027@gmail.com
310	East Siang - Arunachal Pradesh	sip:East.Siang-Arunachal.Pradesh@210.4.206.39
311	EAST SIANG DISTRICT	darungkong79@gmail.com
312	EAST SIANG DISTRICT	darungkong79@gmail.com
313	ED EPCO	mrk2k6@yahoo.co.in
314	ED EPCO	mrk2k6@yahoo.co.in
315	EDM Barabanki	dharmendrau9@gmail.com
316	EDM Barabanki	dharmendrau9@gmail.com
317	eDM Chamoli	edmchamoli@gmail.com
318	EDU PRY	ednprimary@gmail.com
319	EE , PWRD, Goalpara East & Jaleswar TR Division	koushikaec08@gmail.com
320	EE Faridabad	eefaridabad@gmail.com
321	EE Faridabad	eefaridabad@gmail.com
322	eefaridabad	eefaridabad@gmail.com

Sl. No.	Attendee Name	Attendee Email
323	EM Bbk	singhanuraag1977@gmail.com
324	Fire prevention wing, HQ	firepreventionwing2023@gmail.com
325	Gajapati-OD	sip:937246@vc.nic.in
326	Ganesh Ghorpade (Joint Director Agriculture) Establishment	estt5np@gmail.com
327	GANESH KUMAR RAI	ganesh.rai80@gmail.com
328	Gaurav	gauravt.c041301@gov.in
329	Gaurav Kumar Pandey	gkpandeyji.99@gmail.com
330	Gautam Talukdar	gautamtalukdar65@gmail.com
331	Gautham	gauthamrajsrpillai@gmail.com
332	GB Coll office Pune	gbpune2016@gmail.com
333	GB Collector Pune	gbpune2016@gmail.com
334	Giridhar Swarangi AD	giridhars.g219501@gov.in
335	GIRISH KUMAR	girish.taneja07@gmail.com
336	Gomati-Tripura	sip:938670@vc.nic.in
337	Gourav Saha	igouravsaha@gmail.com
338	Gourav Saha	igouravsaha@gmail.com
339	GR Branch Jalandhar	hatinder.malhotra@gmail.com
340	Guest	adpsajmer@gmail.com
341	H G	hemagalande@gmail.com
342	H G	hemagalande@gmail.com
343	Harbhajan Singh	eeambala@gmail.com
344	Harbhajan Singh	eeambala@gmail.com
345	HARIDWAR	haridawar.g180601@gov.in
346	Haridwar	fms.haridwar@gmail.com
347	Haryana Sirsa 1	sip:HR-Sirsa@210.4.206.38
348	hemant hingonia	hemanthingonia@gmail.com
349	hemant hingonia	hemanthingonia@gmail.com
350	hemant hingonia	hemanthingonia@gmail.com
351	Himanshu	hhazarika910@gmail.com
352	HR- ROHTAK_SWAN	sip:Rohtak.-.Haryana@210.4.206.38
353	I. Ahmed	indiancustoms@gmail.com
354	Icds Commissionerat Maharashtra	comicdsraigadbhavan@gmail.com
355	Indira Sharma	sharmaindira778@gmail.com
356	Indrajit	dhanapatiindrajeet252@gmail.com
357	IT Cell Ambala	sp.ambala@gmail.com
358	jagdish chander	chanderjagdish71@gmail.com

Sl. No.	Attendee Name	Attendee Email
359	jagdish chander	chanderjagdish71@gmail.com
360	JAIPAL RANGA	jaipal3211fdb@gmail.com
361	jatin arora	jatina.g031602@gov.in
362	Javed Ali	Connect2javed@gmail.com
363	JDTP Amravati Division	jdtpdnamravati@gmail.com
364	JDTP DIVISION NAGPUR	jdtp_nagpur@rediffmail.com
365	Jeevitha	jeevitha.valathuru@gov.in
366	Jeevitha	jeevitha.valathuru@gov.in
367	Jiken Bomjen	dc-ppare-arn@nic.in
368	Jiken Bomjen	dc-ppare-arn@nic.in
369	Jiken Bomjen	dc-ppare-arn@nic.in
370	Jiken Bomjen	dc-ppare-arn@nic.in
371	Jiken Bomjen	dc-ppare-arn@nic.in
372	Jiken Bomjen	dc-ppare-arn@nic.in
373	Jiken Bomjen	dc-ppare-arn@nic.in
374	Jitendra Kumar	jkjitendrakumar25@gmail.com
375	JM Kishore	kishore@gmail.com
376	JM Kishore	kishore.jm@gov.in
377	Joint secretary	pareforms@gmail.com
378	Jonty	jonty.g111701@gov.in
379	JRP Kollam	ddckollam1@gmail.com
380	JRP Kollam	ddckollam1@gmail.com
381	JRP Kollam	ddckollam1@gmail.com
382	JRP Kollam	ddckollam1@gmail.com
383	JRP Kollam	ddckollam1@gmail.com
384	jt director.. dmer m. s.	drvivekaparnapakhmode@gmail.com
385	Judicial Department, Govt. of Assam	judicialdepttassam@gmail.com
386	Judith	judith.shylla@gov.in
387	k Sanjay Kumar	karkiesk.d16990@gov.com
388	K VENKATESWARA RAO	karyampudi.65@gmail.com
389	K.L.Dahal	kldahal18@gmail.com
390	Kailash pagare	pagare.kailas.ac@gmail.com
391	kaithal	branchcea@gmail.com
392	Kaithal-Haryana	sip:Kaithal-Haryana@23.89.32.186
393	Kajal Singh	kajal.singh@gov.in
394	Kajal Singh	kajal.singh@gov.in

Sl. No.	Attendee Name	Attendee Email
395	Kajal Singh	kajal.singh@gov.in
396	Kalpana Thube	kalpanathube83@gmail.com
397	Kamaljeet Gayakwad	kamaljeetg.d218901@gov.in
398	Kamlesh Kumari	mominingfdbd1@gmail.com
399	KANCHEEPURAM DISTRICT	edm.kanchi@gmail.com
400	Kanhaiya Prasad	kanhaiyadure@gmail.com
401	kapil kumar	sdm.thanesar@hry.nic.in
402	Kapil Kumar	sdm.thanesar@hry.nic.in
403	KARTIKEY GAUTAM	GAUTAM.KARTIKEY@GOV.IN
404	KARTIKEY GAUTAM	gautam.kartikey@gov.in
405	KARTIKEY GAUTAM	gautam.kartikey@gov.in
406	KARTIKEY GAUTAM	gautam.kartikey@gov.in
407	KD	kdeb_cam@yahoo.co.in
408	KD	kdeb_cam@yahoo.co.in
409	Khowai-Tripura	sip:938680@vc.nic.in
410	Kishalay	kishalayb.g119901@gov.in
411	kksaini	kksaini602@gmail.com
412	KL-PATHANAMTHITTA	sip:KL-Pathanamthitta@210.4.206.38
413	KPT	grbranch.kapurthla@punjab.gov.in
414	krishan	krishansunil1978@gmail.com
415	krishan	krishansunil1978@gmail.com
416	kriti	kritisinh795@gmail.com
417	kuldeep	kuldeepy.g151801@gov.in
418	Kullu-Himachal Pradesh	sip:934705@vc.nic.in
419	Lal Chand Chodhary	lalcc.g201401@gov.in
420	Lav Srivastava	sirvastavalav@gmail.com
421	laxman Hadke	copathardi@gmail.com
422	laxman Hadke	copathardi@gmail.com
423	Leena T Shinde	ao01chpo@mcgm.gov.in
424	LEKHRAJ SAGAR	sagarlekhraj@gmail.com
425	LEKHRAJ SAGAR	sagarlekhraj@gmail.com
426	LEKHRAJ SAGAR	sagarlekhraj@gmail.com
427	Lokeshwaran	ns.lokesh@gmail.com
428	M L Ubnarey, A D	kufg@gmail.com
429	MADHU NATH	acsmadhusudan@gmail.com
430	MADHU NATH	acsmadhusudan@gmail.com

Sl. No.	Attendee Name	Attendee Email
431	MADHU NATH	acsmadhusudan@gmail.com
432	Madhumita Bhagwati	madhumitabn@gmail.com
433	mahendra katore	daoahmednagar@gmail.com
434	Mahendra Kumar Punjabi	mp5707@gmail.com
435	Manish	Manishjatavma@gmail.com
436	manish	manishverma0184@gmail.com
437	manish	manishverma0184@gmail.com
438	manish	manishverma0184@gmail.com
439	Manish Gautam	manishgautam21@rediffmail.com
440	Manish Thakur	manish.thakur@nic.in
441	Manjunath AN	manjunath.an@gov.in
442	manoj kumar	manojkumar2335@gmail.com
443	Mayank Sharma	mayank.sharma91@gov.in
444	Mayur Ravan	Mayur.ravan05@gmail.com
445	Meena Madhusudan	meenam.g029301@gov.in
446	Meena Shivagunde	mshivagunde07@gmail.com
447	Mini Chowdhary, JD Nacin	mini.chowdhary@gov.in
448	Minlun, Nacin, Shillong	mh.g201701@gov.in
449	Minlun, Nacin, Shillong	mh.g201701@gov.in
450	Mishra g	kush.mishra22@gmail.com
451	MM Sangma	law.deptt-meg@gov.in
452	MN	mnongrum0803@gmail.com
453	Mohammad wamiq Khan	kmohammadwamiq@gmail.com
454	Mohd Mansoor Khan	mmkhan.sts@amu.ac.in
455	monuranjan payeng	monuranjan002@gmail.com
456	Mridula Dubey	mriduteh123@gmail.com
457	Mumbai Suburban	collectormsd@gmail.com
458	Mumbai Suburban	collectormsd@gmail.com
459	N Ravindra Kumar	nrk2003@gmail.com
460	nacin	nacinvizag@gmail.com
461	NACIN	mahidhar123@gmail.com
462	NACIN CHENNAI	vph1111965@gmail.com
463	NACIN CHENNAI	vph1111965@gmail.com
464	NACIN Chennai	rrsathyabhama@gmail.com
465	NACIN CHENNAI	vph1111965@gmail.com
466	NACIN rti hyd	revansiva@gmail.com

Sl. No.	Attendee Name	Attendee Email
467	NACIN Shillong	l.beimopha@gov.in
468	Nacin Vadodara	nacin.vadodara@gov.in
469	Nacin Vadodara	nacin.vadodara@gov.in
470	Nacin Vadodara	nacin.vadodara@gov.in
471	Nacin Vadodara	nacin.vadodara@gov.in
472	Nacin Vadodara C1	nacin.vadodara@gov.in
473	NACIN, ZTI, SHillong	nacenshillong@gmail.com
474	Naina Sharma , DGR Punjab	naina.sharma01@punjab.gov.in
475	Narayanan	narayanblrcus@gmail.com
476	National Institute of Defence Estates Management	nidem-dgde@gov.in
477	Navneet kumar	kumarnvneet16@gmail.com
478	naween kumar	naweenk.g080905@gov.in
479	Nematullah	mohdnematullah2@gmail.com
480	Nematullah Siddique	mohdnematullah2@gmail.com
481	nic	itsnicamabala@gmail.com
482	NIC ANJAW	DIO-ANJ@NIC.IN
483	NIC BANDA	jitendrakumar9336@gmail.com
484	NIC Hingoli	nicfmshingoli@gmail.com
485	NIC Jhalawar RJ	rajjha@nic.in
486	NIC Puducherry District	sip: NIC.PUDUCHERRY.DISTRICT@210.4.206.38
487	NIC Puducherry District	sip: NIC.PUDUCHERRY.DISTRICT@210.4.206.38
488	NIC Shamli	shamlielection2022@gmail.com
489	NIC Shamli	dioupsml@nic.in
490	NIC UNAKOTI	nicunakoti@gmail.com
491	NIC UTTARKASHI	dmoffice.uttarkashi@gmail.com
492	NIC-Champawat	fms.champ@gmail.com
493	Nicpg@123	amtariang@gmail.com
494	Nicpg@123	amtariang@gmail.com
495	NL-Biharsharifdhq DHQ	sip: NL-BiharsharifdhqDHQ@210.4.206.39
496	O/o the District Collector, Karaikal	collr.kkl@py.gov.in
497	OA to DC	shimoga.dssp@gmail.com
498	OA to DC Shimoga	hqa.shimoga@gmail.com
499	ORMAS	ormasms@gmail.com
500	P Thangzapau	p.thangzapau@gov.in
501	Pallavi Hadape	Pallavihadape13@gmail.com
502	panchkula	ditspkl@gmail.com

Sl. No.	Attendee Name	Attendee Email
503	panchkula	ditspkl@gmail.com
504	panchkula	ditspkl@gmail.com
505	Panchkula	ditspkl@gmail.com
506	Pankaj	Raspankaj2007@gmail.com
507	Paramjeet	parmjeet.pami26@gmail.com
508	pariansh mittal	parianshm.g051401@gov.in
509	pariansh mittal	parianshm.g051401@gov.in
510	partha	partha.bhaskar@gov.in
511	partha	partha.bhaskar@gov.in
512	PAWAN-Mini Secretariat	sip:PAWAN-Mini.Secretariat@210.4.206.39
513	PD DRDA	vikaspandey.pandey5@gmail.com
514	Personnel & AR (A) Department Meghalaya	judith.shylla@gov.in
515	Personnel & AR (A) Department Meghalaya	judith.shylla@gov.in
516	Personnel & AR (A) Department Meghalaya	judith.shylla@gov.in
517	Personnel & AR (A) Department Meghalaya	judith.shylla@gov.in
518	Personnel & AR Department, Government of Meghalaya	diengdohkio@gmail.com
519	phanikumar	dhinavahi@gmail.com
520	Pinki Mor	dccwfbd@gmai.com
521	Pinki Mor	dccwfbd@gmail.com
522	pm	adcnuh@gmail.com
523	PMRDA,Pune	ad.pmrda@gmail.com
524	Polan John	dc.chumoukedima@gmail.com
525	Polan John	dc.chumoukedima@gmail.com
526	Polan John	dc.chumoukedima@gmail.com
527	pradhan academy nimora Raipur	bhartichandrakar001@gmail.com
528	pradip pal	pradipp.g119301@gov.in
529	pragandha Kulkarni	pragandha1@gmail.com
530	Prameela Rani Gandikota	gandikotap.g219501@gov.in
531	Pranesh Gupta	Pranesh.irs@gov.in
532	Prasad K L	klprasad1109@gmail.com
533	prasant mahapatra	prasant.cx@gmail.com
534	prasant mahapatra	prasant.cx@gmail.com
535	prateek	hoodapraveek@gmail.com
536	PRATHVIRAJ CHOUDHARY	prathvirajbhadala@gmail.com
537	Prem Kumar V R(DD)	lbsnaa.mentor2@gmail.com

Sl. No.	Attendee Name	Attendee Email
538	Prerit	nacenbhopal@gmail.com
539	Principal Secretary Dinesh Waghmare,Mededu, Maharashtra	fmsmantralaya@gmail.com
540	Principal Secretary,Agriculture,Odisha	agrsec.or@nic.in
541	priyanka	priyanka.7599@gov.in
542	Prof S.Manazir Ali	manazir1958@yahoo.com
543	r makvana	makvana.raju.m@gmail.com
544	R Manmohan Reddy	rupanagudimr.c039601@gov.in
545	R N Jha	rajendranj.d21704@gov.in
546	R N JHA AD	rajendranj.d218701@gov.in
547	R N JHA AD	rnjha02@gmail.com
548	R_K	khonglahribhahun@gmail.com
549	R_K	khonglahribhahun@gmail.com
550	radheyshyam supdt	radheys.g16900@gov.in
551	RAGHUVVEER	raghuveer.p@gov.in
552	Rajendra Patsute	rajenpats@gmail.com
553	rajesh ahuja	rajesha.c081601@gov.in
554	Rajesh Roy	rajeshroy101@gmail.com
555	Rajesh Roy	rajeshroy101@gmail.com
556	Rajesh V George	rajeshvgeorge@gmail.com
557	Rajib Chiduni	rajibchiduni12@gmail.com
558	Rajib Chiduni	rajibchiduni12@gmail.com
559	rajive kumar	rajivekumar1983@gmail.com
560	Rajnish mann	mann.rajnishi91@gov.in
561	Rakesh Reddy	Rakeshrj.g09701@gov.in
562	Rakesh S	rajeshsinha219@gmail.com
563	Rakesh Tawariya	tawariya74@gmail.com
564	Rakran K. Marak	awonrakran@gmail.com
565	ram	htgfres??@gmail.com
566	Rani Surve	surve.rani@gmail.com
567	Raushan Singh	raushans659@gmail.com
568	Ravi Kiran Edara	ravi.edara@gov.in
569	RBMISHRA	mrbm1008@gmail.com
570	RC Pathaw	cmsectt@gmail.com
571	RDC Kolhapur	rdckop@gmail.com
572	RDC Sangli	sangliweb@gmail.com
573	Redekar (US GAD Maharashtra)	desk18a.gad@maharashtra.gov.in

Sl. No.	Attendee Name	Attendee Email
574	reji	reji@gov.in
575	review	pccobzreview@gmail.com
576	Riaz Fatima	Riazfatima678@gmail.com
577	Rinchen Dorjee Bhutia	rin21chen@gmail.com
578	Rishi	rishiauburn@gmail.com
579	rishi.raj@nic.in	rishi.raj@nic.in
580	rishi.raj@nic.in	rishi.raj@nic.in
581	Rituttom Bora ,ADM,GLP West	rituttombora@gmail.com
582	RO kapasan	sdomapasan1476@gmail.com
583	RO258-Man	sdomankhatav@gmail.com
584	RO258-Man	sdomankhatav@gmail.com
585	RO258-Man	sdomankhatav@gmail.com
586	RO258-Man	sdomankhatav@gmail.com
587	RO258-Man	sdomankhatav@gmail.com
588	ro-chittorgarh	sdo.chittorgarh@gmail.com
589	Rukme Dharashiv	pn.rukme@nic.in
590	Rushikesh	rushikeshupadhye@gmail.com
591	rv nagarani	dbcwoelr@gmail.com
592	RWCPUNE	seswcd@seswcdpn.in
593	s kumar	skhtdr@gmail.com
594	s kumar	skhtdr@gmail.com
595	s kumar	skhtdr@gmail.com
596	s shamasundar	shamasundar68@gmail.com
597	S&ME Deptt,m ODISHA	secysme@gmail.com
598	S.D.M. Meham	mehamsugar@yahoo.co.in
599	S.D.M. Meham	mehamsugar@yahoo.co.in
600	Sabu Philip	sabup.g079201@gov.in
601	Sachin	guptasachin1102@gmail.com
602	sachin	daoahmednagar@gmail.com
603	sagar	sagarrajoriya510@gmail.com
604	Saiyed Viqar Akbar	waqar75akbar@gmail.com
605	sandeep	KELLY.SAN1972@GMAIL.COM
606	SANDEEP AGGARWAL SDM BHIWANI	sdm.bhiwani@gmail.com
607	SANDEEP AGGARWAL SDM BHIWANI	sdm.bhiwani@gmail.com
608	SANDEEP AGGARWAL SDM BHIWANI	sdm.bhiwani@gmail.com
609	Sandeep Pandey	kelly.san1972@gmail.com
610	sandhya bhor dyeo sec Ahilyanagar	sandhyabhor9090@gmail.com

Sl. No.	Attendee Name	Attendee Email
611	Sangam Jatti	sangamjatti@gmail.com
612	SANJAY LAL PRASAD	sanjayp.g110901@gov.in
613	Sanjeev Kumar Kalra	sanjeevkk.c049401@gov.in
614	Santosh Bhor	santbhor@gmail.com
615	Sarvesh yadva	sarveshyadavmpgov@gmail.com
616	Sathya sai district	collectorsathyasai@gmail.com
617	saurabh jain	saurabhj.g201601@gov.in
618	Saurabh Mishra	mishrasaurabh326@gmail.com
619	sdm	sdopisangan@gmail.com
620	Sdm	Sdmgnr@gmail.com
621	SDM AMARPUR	sdmamp369@gmail.com
622	SDM AMBALA CANTT	sdmambalacantt@gmail.com
623	SDM Ambala city	itsambala@gmail.com
624	Sdm Bawal	Manjeetpunia09@gmail.com
625	Sdm Bawal	sdmbawal@gmail.com
626	Sdm Bhiwani	Adv.kumarmahesh@gmail.com
627	SDM Bhiwani	bhiwani.sdm@gmail.com
628	SDM Bhiwani	bhiwani.sdm@gmail.com
629	SDM CHOMU	sdo.jai.gov@gmail.com
630	SDM DHARASHIV	sdoosmanadad@gmail.com
631	SDM IGATPURI-TRIMBAKESHWAR	sdoigatpuri.trimbak@gmail.com
632	SDM JAMBUSAR	sdm-jambusar-bha@gujarat.gov.in
633	SDM JAMBUSAR	sdm-jambusar-bha@gujarat.gov.in
634	SDM JHAGADIA	sdmjhagadia@gmail.com
635	SDM Jind	drashishdeshwal@gmail.com
636	SDM Julana	doon.anil@gmail.com
637	SDM kalka	rajeshpunia0012@gmail.com
638	SDM Karahal MP	sheopura@gmail.com
639	SDM khowai	sdm.khw@gmail.com
640	Sdm kishangarhbas	sdmkisalw@gmail.com
641	sdm kosli	vijayshgb@gmail.com
642	SDM NARNAUL	jitenderahlawat27@yahoo.com
643	SDM Narwana	sdm.narwana@hry.nic.in
644	SDM Narwana	sdm.narwana@hry.nic.in
645	SDM Narwana	sdm.narwana@hry.nic.in
646	SDM Narwana	sdm.narwana@hry.nic.in
647	sdm nuh	p75ahlawat@gmail.com

Sl. No.	Attendee Name	Attendee Email
648	sdm office bhadesar	sdobhadesar@gmail.com
649	sdm office bhadesar	sdobhadesar@gmail.com
650	sdm office bhadesar	sdobhadesar@gmail.com
651	sdm office bhadesar	sdobhadesar@gmail.com
652	SDM Office Ladwa Kurukshetra	navam.dhania@gmail.com
653	SDM Padhar	sdmmanpdr@gmil.com
654	SDM panna	dmpanna@nic.in
655	SDM R	ravi10.india@gmail.com
656	SDM Safidon(Jind)	manishphogat449@gmail.com
657	SDM Sohna	sdmsoouthgurgaon@gmail.com
658	SDM Sultanpur Lodhi	aparnamb28@gmail.com
659	SDM TAURU	hessianjeev@gmail.com
660	SDM Teliamura	sdmteliamura8@gmail.com
661	SDM Teliamura	sdmteliamura8@gmail.com
662	SDM THARALI	uswan.cha.tha@gmail.com
663	sdm uchana	sdmuchana@nic.in
664	sdm uchana	sdmuchana@nic.in
665	SDM1 SOLAPUR	sdosolapur1@gmail.com
666	sdmmadhepura	sdmmadhepura@gmail.cm
667	sdmpadhar	sdmmanpdr@gmail.com
668	sdmsonipat	khokheramit31@gmail.com
669	sdo	sdochandwad2013@gmail.com
670	sdo	sdokarad@gmail.com
671	SDO (Sadar), Shillong	asingh1996@gmail.com
672	sdo ballarpur	sdo.ballarpur@gmail.com
673	SDO baswa	damachyarekha3nov@gmail.com
674	SDO Bhum	tahsildarbhoom@gmail.com
675	SDO CHANDWAD	sdochandwad2013@gmail.com
676	SDO CHNDWAD	sdochadwad2013@gmail.com
677	sdo dharashiv	sdoosmanabad@gmail.com
678	SDO Erandol	sdoerandol07@gmail.com
679	SDO Erandol	sdoerandol07@gmail.com
680	SDO Kalwan	sdokalwan2010@gmail.com
681	SDO Kalwan	sdokalwan2010@gmail.com
682	sdo kandhar	sdokandhar@gmail.com
683	SDO KARJAT OFFICE	sdokarjat2013@gmail.com
684	SDO MIRAJ	sdomiraj@gmail.com

Sl. No.	Attendee Name	Attendee Email
685	Sdo neem ka thana	Sdm.nkt.sik@gmail.com
686	sdo nimbahera	vikjyoy1987@gmail.com
687	sdo nimbahera	vikjyoy1987@gmail.com
688	sdo niphad	prantniphad@gmail.com
689	SDO Office Malegaon	sdomalegaon2011@gmail.com
690	SDO Pandharpur	sachinithape76@gmail.com
691	Sdo radhanagari	sdoradhan@gmail.com
692	sdo rajura	sdo.rajura@gmail.com
693	SDO SADAR	sdmmedininagar@gmail.com
694	SDO SHIRPUR	sdoshirpur@gmail.com
695	SDO Shriwardhan	ss@gmail.com
696	SDO Solapur	sdosolapur1@gmail.com
697	sdofaizpur	sdofaizpur@gmail.com
698	Sdomadha	sdomadha@gmail.com
699	sdomangaon	sdomangaon@gmail.com
700	SDOPANHALA	sdopanhala@gmail.com
701	sdpo banjar	sdpo-banjar-hp@gov.in
702	Secretary e-Gov	sip:Secretary-eGov@210.4.206.39
703	Secretary Election	ceo.ladakh@eci.gov.in
704	Secretary, H&FW, Odisha	orhealth@nic.in
705	Sengpant Sangma	sengpants@gmail.com
706	Sengpant Sangma	controller.lm.meg@gmail.com
707	Shabestian Marbaniang	sebimar145@gmail.com
708	shams	shamsalig@yahoo.com
709	shams	shamsalig@yahoo.com
710	shankar	manyamsm.c030801@gov.in
711	Shankar Kadiyala	ramssk68@gmail.com
712	Shanu Kumar	shanu160903kumar515@gmail.com
713	shashank goel	shashank.goel.87@gmail.com
714	shashank goel	shashank.goel.87@gmail.com
715	Shikha Dahiya	shikhad.c081601@gov.in
716	Shikha Nimesh	shikhan.g201501@gov.in
717	shiv PA to ADG	shiv25596@gmail.com
718	SHIVKUMAR KRISHNAMOORTHY IYER	shivkumar.ki@gov.in
719	Shri L.C. marak Director BAD	lcmarak123@gmail.com
720	Shri L.C. marak Director BAD	lcmarak123@gmail.com
721	Shri L.C. marak Director BAD	lcmarak123@gmail.com

Sl. No.	Attendee Name	Attendee Email
722	Shri L.C. marak Director BAD	lcmarak123@gmail.com
723	Shri L.C. marak Director BAD	lcmarak123@gmail.com
724	Shweta Pawar	shweta.73as@gmail.com
725	Siba Sankar Padhy	sibasankar388@gmail.com
726	Sini Sabu	sinisabu2002@gmail.com
727	SK Giri DEStO	dstodhradun2010@gmail.com
728	Sonu Chandela	sonuchandela90@gmail.com
729	Soumyashree Patra	soumyashree213@gmail.com
730	Soumyashree Patra	soumyashree213@gmail.com
731	SP AHILYANAGAR	SPANRVC@GMAIL.COM
732	SPIPA, Ahmedabad	jbg2173.jg@gmail.com
733	SPIPA, Ahmedabad	jbg2173.jg@gmail.com
734	sreenivasa sastry	sreenivasas.g219601@gov.in
735	sri sathya sai district	collectorsathyasai@gmail.com
736	srinagar gwl	ukswan.sri@gmail.com
737	srinagar sdm	ukswan.sri@gmail.com
738	SSSD	cco.sssd@gmail.com
739	SSSD	collectorsathyasai@gmail.com
740	SSSD	collectorsathyasai@gmail.com
741	suba sankari c	suba.sankaria@gmail.com
742	Sub-Collector, Padampur	sub.colct.pdp@gmail.com
743	SUBHASH LOHNI, APS to Additional secretary, food, Uttarakhand	siva.lohani@gmail.com
744	Subramanian, Krishnamurthy Venkata	ksubramanian@imf.org
745	Sudha Koka	sudha.koka@gov.in
746	Suganya	suganram78@gmail.com
747	sujatha	raosu1993@gmail.com
748	Sujit Das	sujitdasd.g110901@gov.in
749	sujit Das	sujitdasccp@gmail.com
750	sujit Das	sujitdasccp@gmail.com
751	sujit Das	sujitdasccp@gmail.com
752	sujit Das	sujitdasccp@gmail.com
753	SUJIT SRIKANTAN	ssadnacin@gmail.com
754	Sujith Kumar Additional Commissioner	sujith.sompur@gmail.com
755	Sujith Kumar Additional Commissioner	sujith.sompur@gmail.com
756	Sukanta Singh Sagar	sukantasagar@gmail.com
757	Suman Panwar	adm4jaipur@gmail.com

Sl. No.	Attendee Name	Attendee Email
758	Sumeeta Singh	sumeeta2304singh@gmail.com
759	Sumit khokhar	sumitk.g141704@gov.in
760	sunil kr singh	sunilk.singh73@nic.in
761	Sunil Kumar	sunilk.g061301@gov.in
762	supraja	naganuris.g099501@gov.in
763	Surekha Koli	kolisurekha18@gmail.com
764	Suresh Kumar	sureshk.g081801@gov.in
765	swajesh gupta	swajeshg.c059301@gov.in
766	T G ANANTH	ananthgt.g099301@gov.in
767	T.G.Rathod	tejasg.rathod@gov.in
768	Tahasildar General	tahasildargadraigad@gmail.com
769	Tahsildar General Satara	rdesatara@gmail.com
770	Tahsildar Omerga	tahomarga@gmail.com
771	Tahsildar paranda	nmkakakde24@gmail.com
772	Tanvir Hussain Khan	mohammadmansoorkhan1988@gmail.com
773	Tarun Das AAD NACIN KOLKATA	tarund.g119501@gov.in
774	TDS	dio-esg@nic.in
775	TDS	dio-esg@nic.in
776	Tejas Rathod	tejasg.rathod@gov.in
777	Textile Comm. Office	commissionertex@gmail.com
778	TG-MAHABUBABAD DISTRICT	jc.mhbd@gmail.com
779	Tharali	uswan.cha.tha@gmail.com
780	The Kaithal Coop. Sugar Mills Ltd, kaithal	ktlsugar@gmail.com
781	tillingofficial	tillingofficial@gmail.com
782	Tinku Kumar	sushilkd.c041101@gov.in
783	TMC COMMISIONER	dmchq@thanacity.gov.in
784	Trilochan Majhi	homeodisha2018@gmail.com
785	Ujwala Gadekar	sdomankhatav@gmail.com
786	UK-Uttarkashi	sip:UK-Uttarkashi@210.4.206.38
787	umesh	bellur_umesh@yahoo.co.in
788	umesh	bellur_umesh@yahoo.com
789	Unakoti-Tripura	sip:938700@vc.nic.in
790	UP-Barabanki	sip:UP-Barabanki@vc.nic.in
791	UP-Bareilly	sip:UP-Bareilly@vc.nic.in
792	US ARW	usar@py.gov.in
793	Usha Damodaran	usha.damodaran1@gmail.com
794	VADUKALA HARISHBABU	vadukalah.d071301@gov.in

Sl. No.	Attendee Name	Attendee Email
795	vandana	vandana.0509@nic.in
796	vandana	vandana.0509@nic.in
797	Varinder Kaur ADD	varinder.virk@gov.in
798	varsha ladda	varsha.ladda@gmail.com
799	Varun Soni DD NACIN	varun.soni246@gmail.com
800	Vatan Posla	Vtn.psla@gmail.in
801	Venkatraman Hegde AD	hegven26@gmail.com
802	Vijay Bansal	vijayb.c050701@gov.in
803	Vijay Shende	vbshende1968@gmail.com
804	vijaya	vpvijpan@gmail.com
805	vijaya Ghadge	vijayaghadgep@gmail.com
806	vijendra kumar meena	vijendrameenad@gmail.com
807	Vikas Chandra Rastogi	psec.hted@maharashtra.gov.in
808	vineeta swami	vineetaswami@gmail.com
809	vinod Malhotra	abc@gmail.com
810	Vishal D Jaronde	vd.jaronde@gov.in
811	vishal dhanka	vishal.d7877@gov.in
812	Vishal Jaronde	vd.jaronde@gov.in
813	Y.Sreenivas	sv_yerraguntla@rediffmail.com
814	yogesh jangle	thaneds025345216@gmail.com
815	ZP MAYURBHANJ	ori-dmayurbhanj@nic.in
816	ZP MAYURBHANJ	ori-dmayurbhanj@nic.in
817	zp pali	palizilaparishad@gmail.com
818	ZTI patna	rohit.nitk@gmail.com
819	प्रशासन अकादमी निमोरा रायपुर	ps52pradeep@gmail.com
820	25131328852	dswoamb@hry.nic.in
821	25131328852	daoahmednagar@gmail.com
822	25196776112	25196776112@gog.webex.com
823	193 Shrivardhan	sdoshriwardhan1@gmail.com
824	2519 102 1944	arvind.singh67@gov.in



सत्यमेव जयते

NATIONAL CENTRE FOR GOOD GOVERNANCE
Department of Administrative Reforms and Public Grievances
Ministry of Personnel, Public Grievances and Pensions
Government of India