



प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES

30th

NATIONAL GOOD GOVERNANCE WEBINAR

INNOVATION DISTRICT PROCEEDING REPORT

29th August, 2025, Friday

Session By-

Shri Anuj Singh

District Magistrate, Moradabad, Uttar Pradesh

Ms. Vishakha Yadav

Dputy Commissioner, Papum Pare, Arunachal Pradesh

ORGANIZED BY:

**DEPARTMENT OF ADMINISTRATIVE REFORMS
AND PUBLIC GRIEVANCES
GOVERNMENT OF INDIA**

“Civil Services must evolve from being mere regulators to becoming proactive enablers of change. You are not just implementers of policy but the driving force behind a Viksit Bharat. With the power of technology, innovation, and a citizen-first approach, you have the ability to redefine governance. Every time you prioritize integrity over convenience, innovation over inertia, or service over status, you propel the nation forward.” True progress lies not in token changes but in full-scale impact — no village, no citizen should be left behind. Let ‘Nagrik Devo Bhava’ guide every decision you take, for it is the citizen who remains at the heart of governance. The privilege of public service comes with the responsibility to listen, adapt, and deliver. I trust that each one of you will rise to this occasion with commitment and compassion.”

Hon’ble Prime Minister Shri Narendra Modi
17th Civil Services Day Address, 2025

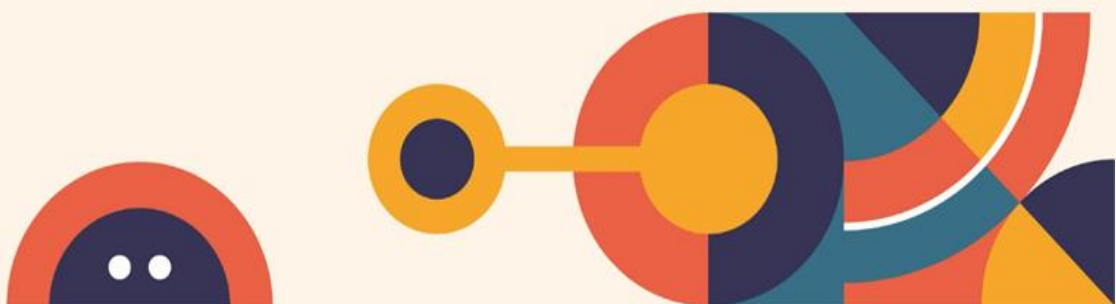


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BACKGROUND

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, which past award winners since the inception of the scheme under that sector are invited to present their experiences.

In his address on Civil Services Day, 2022, the Hon'ble Prime Minister suggested that training institutes should conduct virtual sessions of one to one and half hours with the award winners as the Lead Speakers, to disseminate the best practices.

Accordingly, DARPG 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 and State levels'; 'Jal/Water Management'; 'Namami Gange'; 'Samagra Shiksha'; and 'Holistic Development of Districts'.

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 2025 - 2026.

In the above backdrop, The Department of Administrative Reforms and Public Grievances (DARPG) continues its commitment towards improving governance by celebrating exemplary practices adopted by districts under the Prime Minister's Awards for Excellence in Public Administration. In this context, the 30th National Good Governance webinar on the theme "Innovation - District" was organized on 29th August, 2025.

The webinar highlighted successful initiative from two Districts – Moradabad and Kurung Kumey, which have emerged as models in innovative governance.

WELCOME ADDRESS

The session was chaired by **Shri V. Srinivas**, Secretary, Department of Administrative Reforms and Public Grievances (DARPG). In his opening remarks, he outlined the **innovative practices in governance** adopted under the *Prime Minister's Awards for Excellence in Public Administration* framework. He emphasized that the webinar was organized in pursuance of the direction given by the Hon'ble Prime Minister during **Civil Services Day 2022**, where the Prime Minister had suggested that **virtual sessions** be held to allow award winners to share their experiences.

The Secretary noted that a significant number of awardees from various districts and states have already presented their successful initiatives through this platform. He appreciated the **dedication and transformative governance efforts** of the **districts of Moradabad and Kurung Kumey**, which were the focal points of the session.

He also introduced the **keynote speakers** for the theme "*Innovation – District*": **Shri Anuj Singh, IAS**, District Magistrate, Moradabad, Uttar Pradesh and **Ms. Vishakha Yadav**, Deputy Commissioner, Papum Pare, Arunachal Pradesh.

To set the context for the discussion, the session began with the **screening of two short films** highlighting impactful implementation of government schemes in **Moradabad and Kurung Kumey**. These films featured beneficiary testimonials and highlighted how convergence and community participation had led to visible developmental outcomes that provide valuable resources and support to people with disabilities in Moradabad district and transform the education system by integrating cutting-edge digital infrastructure in Kurung Kumey.

Following the screenings, the keynote speakers were invited to present their experiences and insights.



SESSION – I

BRIEF OF SUGAMYA PUSTAKALYA INITIATIVE, MORADABAD, UTTAR PRADESH

Sugamya Pustakalya is an inclusive physical library specially designed for differently-abled students. This initiative caters to the blind, hearing impaired, intellectually disabled and those with locomotor challenges. Tailored to address service delivery gaps in accessibility, it integrates Braille books, audiobooks, tactile maps and assistive technologies, ensuring inclusive pedagogy. With 32 specially trained educators deployed across four libraries, the initiative emphasizes personalized learning, community involvement and digital tools to enhance educational outcomes. Sugamya Pustakalaya has not only transformed access to education but also set a replicable model for inclusive infrastructure and service delivery.

KEY ASPECTS

- First-of-its-kind accessible library initiative in Moradabad district with four centers across sub-divisions i.e., Moradabad, Kanth, Bilari and Thakurdwara.
- Initiative is a part of the Accessible India Campaign (Sugamya Bharat Abhiyan).
- Infrastructure was developed using CSR, Nagar Panchayat and Zila Panchayat funds for long-term sustainability, while technical support from institutions like NIVH (National Institute for the Visually Handicapped) and NAB (National Association for the Blind) ensured the use of best practices.
- Assistive tech includes Braille books, audiobooks, tactile maps and speech synthesis tools.
- Regular community workshops, reading sessions and media outreach to raise awareness.

IMPACT OF THE INITIATIVE

- Benefited over 4,500 differently-abled students across the district.
- Improved Braille literacy and sign language skills within 3 months of implementation
- Enabled educational continuity through digital tools even during emergencies.
- Fostered a culture of accessibility and inclusion through active community engagement.
- Established a scalable, feedback-driven model with responsive service delivery mechanisms.

PROCEEDINGS

**By: Shri Anuj Singh,
District Magistrate, Moradabad, Uttar Pradesh**

Shri Anuj Singh began by expressing his gratitude to the senior leadership at DARPG for the opportunity to present Sugamya Pustakalya as an innovative initiative aligned with Sugamya Bharat Abhiyan, aiming to bridge critical gaps in resources and support for children with disabilities in Moradabad, Uttar Pradesh. He explained that the project provides a dedicated, inclusive environment and addresses key challenges faced by such children, including insufficient specialized support, low teacher sensitivity, limited peer inclusion and low parental engagement.

He proceeded to describe the objectives of Sugamya Pustakalya, highlighting equitable opportunities, social inclusion, independence, and improved mental health and well-being for children with disabilities, pointing out that accessible libraries act as community hubs for participation in social, educational and cultural activities. Mr. Singh narrated the journey of the project, detailing that four libraries have been established in Moradabad and its sub-divisions: the first opened in Moradabad on 25th September 2023, followed by Kanth in June 2024, Bilari in July 2024 and Thakurdwara in August 2024. He noted the project's recognition by the Chief Minister with a State-Level Award on International Day of Persons with Disabilities.

Moving on to the framework, he stated that a total of 32 specially trained educators are deployed across four libraries in two shifts, qualified to teach students with diverse needs, including those who are blind, hearing impaired, intellectually disabled, or in need of physical therapy. He added that technical assistance from institutions like NIVH, NIMH, and NIIH facilitated design features such as tactile maps and shelf arrangements, while books and training materials were procured as recommended by experts. Infrastructure development was achieved through CSR funds and support from local bodies.

Mr. Singh detailed the facilities provided at the centers, including Braille books, slates, large print books, Taylor frames, abacus, geometric kits, Daisy players, and sound balls for visually impaired children; speech synthesizers, training aids, speech-to-text devices, and sign language training for speech and hearing impaired children; worksheets, workbooks, picture boards, charts, and pencil grips for intellectually disabled children; as well as physiotherapy, orthosis, walkers, wheelchairs, crutches, and other aids for locomotor disabilities. He stated that regular medical camps are held to monitor child health and surgeries are arranged for correctable disabilities, with 178 operations conducted in the last two years. Moreover, he highlighted that 450 aids and devices have been provided free of cost and children receive nutritional supplements and pick-and-drop transportation services for convenience.

He shared the pedagogical approach, explaining that every student undergoes an initial assessment, based on which personalized course designs and adaptive learning plans are developed, taking into account emotional, cognitive and academic progress. Learning plans are reviewed regularly and adjusted as per the student's evolving needs, ensuring holistic growth in a supportive environment.

Mr. Singh then presented two case studies: Ms. Usha Rani, a visually impaired student who learned Braille and is currently completing her graduation, regularly coming to the center and assisting other students and Shri Yash Kumar, who lost his eyesight due to an accident and after learning Braille at the center resumed his studies at Inter College.

The outcomes of the program were summarized: 15 students can now write basic Braille, 27 can read basic Braille, and 3 can communicate in sign language; further, 250 visually impaired, 100 speech/hearing impaired, and 60 intellectually disabled students have benefitted, along with students able to use flashcards for numbers and alphabets.

He outlined the financials, stating the cost breakdown per library: Rs 8 lakh for infrastructure, Rs 4 lakh for equipment, Rs 1 lakh for staff salary, Rs 50,000 each for transportation and other expenses, totaling Rs 14 lakh per center. National implementation would require Rs 1,000 crore, representing about 7.5% of the Ministry's Rs 13,600 crore budget.

Mr. Singh concluded by presenting the way forward with expansion plans across all eight blocks in Moradabad, development of advanced transition centers for students above 15 years by Nagar Nigam Moradabad and Moradabad Development Authority and steps for state and national integration, including a proposal for one center in every block of UP and the country. He thanked everyone for their support and closed the presentation.

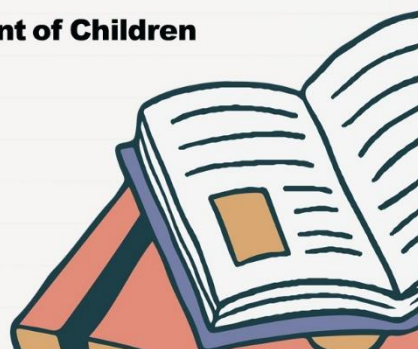


PRESENTATION

SUGAMYA PUSTAKALYA

**First-of-its-Kind Centres for the Empowerment of Children
with Disabilities**

District: Moradabad, UP



Overview

- Introduction
- Objectives
- Journey
- Framework
- Facilities
- Pedagogy
- Outcomes
- Photo Gallery
- Media Coverage





Introduction

Sugamya Pustakalaya is an innovative initiative aligned with the Sugamya Bharat Abhiyan. It aims to bridge critical gaps in support and resources for children with disabilities by creating a dedicated, inclusive environment. It addresses key challenges faced by children with disabilities:

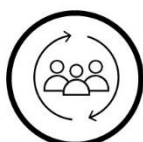
- **Insufficient Specialized Support:** With only 45 educators serving 4,500 students across 1,100 schools, there is a significant shortage of dedicated support for children with disabilities.
- **Low Sensitivity among Teachers:** In most schools, around 2–4 children with disabilities are present, leading to a lack of specialized course design and focused attention.
- **Limited Peer Inclusion:** With just 2–4 children with disabilities per school, opportunities for dedicated social interaction and group support are minimal.
- **Low Parental Engagement:** Some parents display reluctance and resentment, further hindering their children's progress.



Objectives



Equitable Opportunity: It ensures that everyone, regardless of their abilities, has the same access to information, education, and cultural resources, helping to close the gap in opportunities between disabled and non-disabled individuals.



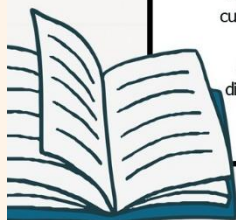
Social Inclusion: Libraries serve as community hubs. Accessible libraries enable disabled individuals to participate in social, educational, and cultural activities, reducing isolation and promoting inclusion in society.



Independence: Accessible libraries enable disabled individuals to engage with information and resources without relying on others, fostering a sense of independence and self-sufficiency.



Improved Mental Health and Well-being: Access to reading materials, cultural activities, and learning opportunities in libraries can enhance the mental health and well-being of disabled individuals by reducing feelings of isolation and promoting cognitive engagement.



Our Journey



First library opened on
25/09/2023 in Moradabad



Second library opened on
19/06/2024 in Kanth



Third library opened on
15/07/2024 in Bilari



Fourth Library opened on
10/08/2024 in Thakurdwara

4 Sugamya Pustakalya established so far, 1 in each Sub division

(The project received the State-Level Award from the Hon'ble Chief Minister on the occasion of the International Day of Persons with Disabilities)

Framework

Infrastructure

Infrastructure is developed through CSR funds, Nagar Panchayat Funds, Zila Panchayat Funds.

Technical assistance

1. Support from NIVH/NIMH/NIHH have been used to design the library's tactile maps, shelf arrangements, and overall layout.
2. Books and training materials are being procured based on their recommendations.
3. A two-day training program for special educators was conducted at the National Association for the Blind.

Educators

A total of 32 specially trained educators are deployed across 4 libraries in 2 shifts, qualified to teach students with diverse needs, including those who are blind, hearing impaired, intellectually disabled, or in need of physical therapy.

Online Monitoring

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Reading/Braille Reading

Level of prior knowledge (पूर्व ज्ञान का स्तर): Stated goal (आख्यागत लक्ष्य)

स्पीच ज्ञान नहीं है अ से अ: स्वर की स्पीच करना

TLM Used (प्रयोग किए गए टी एल एम)

स्पीच ट्रेनर, स्पीच थेरेपी, मिरर, फ्लैशकार्ड

Zone Level:

yellow

Current Level (वर्तमान स्तर)

अ से ऊ तक स्पीच कर लेता है

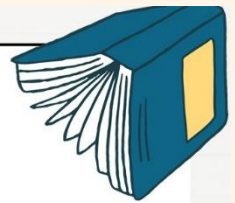
Accusation (अभियुक्ति)

निरंतर अभ्यास की आवश्यकता

Date: 15 Feb 2025

Student Assessments Report

Composite School daang						
STUDENT NAME	EDUCATOR NAME	CLASS	AGE	CATEGORY	DISABILITY %	LAST ASSESSMENT
अनुराग	अशुतोष	2	8	HI	100	15 Feb 2025
सत्यन	पूजा अग्रवी	5	10	ID	50	15 Feb 2025
नरवी	रोहितक	7	12	VI	10	15 Feb 2025
कविश्रिय शर्मा	अरविन्द कुमार सिंह	4	13	VI	90	15 Feb 2025
भारव	अरविन्द कुमार सिंह	2	6	HI	100	15 Feb 2025
विनायक	राजकुमार सिंह	5	12	ID	60	15 Feb 2025
अंजलि	राजकुमार सिंह	8	14	HI	100	15 Feb 2025
रिहान	राजकुमार सिंह	2	10	HI	100	15 Feb 2025



Facilities at the Centres

For Blind and Vision Impaired

- Braille Books (Hindi & English)
- Braille Slates
- Snellen Chart
- Large Print Books
- Braille Stylus
- Sugamya Cane
- Taylor Frame, Abacus
- Geometric Kit
- Daisy Player
- Sound Ball

For Speech & Hearing Impaired

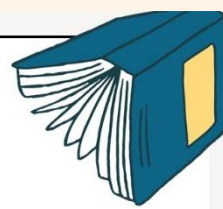
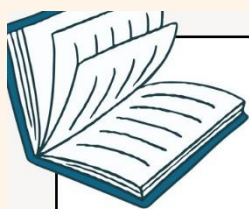
- Speech Synthesiser
- Speech Training
- Hearing Aids
- Speech-to-text devices
- Sign Language training
- Video lectures

For Intellectual Disabled

- Worksheets, Workbooks
- Picture Boards, Charts,
- Pencil grip to aid in writing skills
- Educational toys and games,
- Models of common objects, letters, numerals etc.
- Need based special devices for performing activities of daily living (ADLs)

For Locomotor Disabled

- Physiotherapy
- Ankle Foot Orthosis (AFO)
- Knee ankle foot orthosis (KAFO)
- Walking Frames & Walkers
- Wheelchairs
- Walking sticks & canes
- Crutches



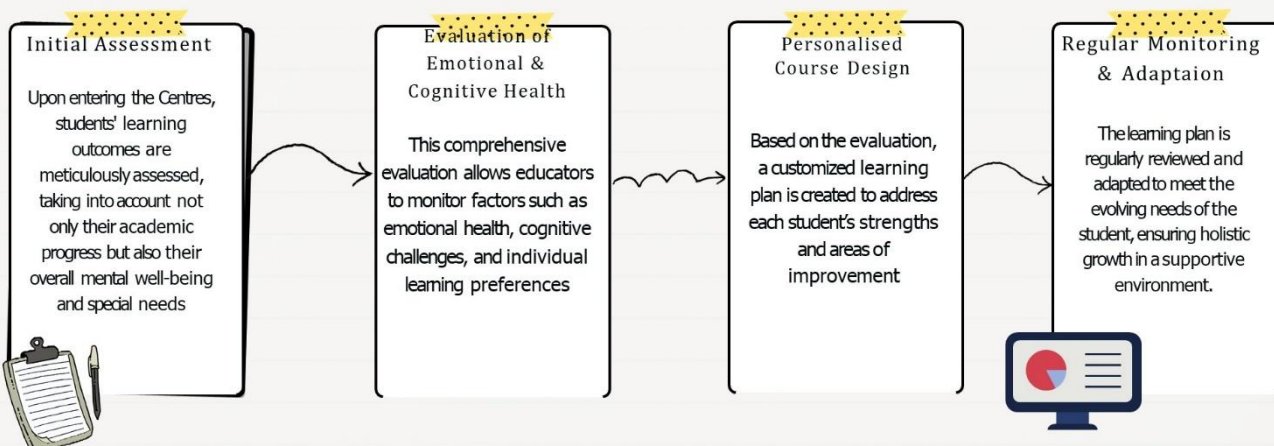
Facilities at the Centres (Cont.)

Regular medical camps are organized at the Centres to monitor the health improvements of the children

- For those whose disabilities can be corrected through surgery, operations are arranged through CSR/State funding, with **178 surgeries** (Cochlear Implant, Congenital Cataract, Club foot, Cleft lip, etc.) conducted in the past two years
- Additionally, children in need of equipment or aids receive these free of cost through CSR/State funds, with **450 aids** provided to date.
- **Nutritional supplements**—including dates, roasted channa, and milk—are supplied to meet the dietary needs of the children
- Furthermore, **pick-and-drop services** are available at the center to ensure convenience for all students.

In essence, the Sugamya Pustakalaya serves as a comprehensive, **one-stop solution** addressing every need of children with disabilities.

Pedagogy





CASE STUDY

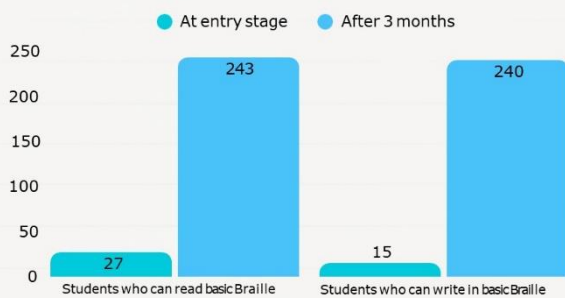
Usha Rani

- a completely visually impaired children since childhood.
- Learnt Braille skills at government facility and currently finishing her graduation
- Regularly comes to **Sugamya Pustakalaya** to access facilities at the center.
- Also helps other similarly placed students

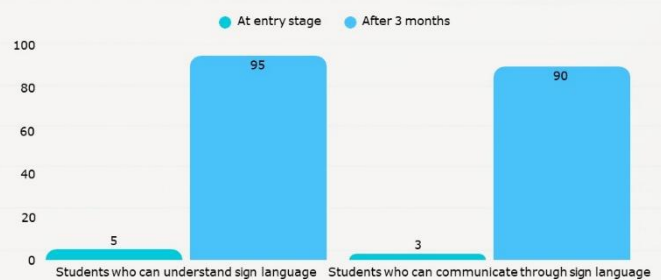
• Yash Kumar

- Lost his eyesight after being hit by a ball on his head in class 6.
- Stopped going to school after the accident,
- Learnt Braille properly at **sugamya pustakalaya** through special educators.
- Studying in Inter College.

Outcome



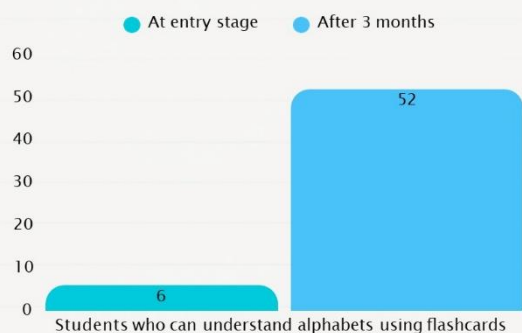
For Blind and Vision Impaired (250 students)



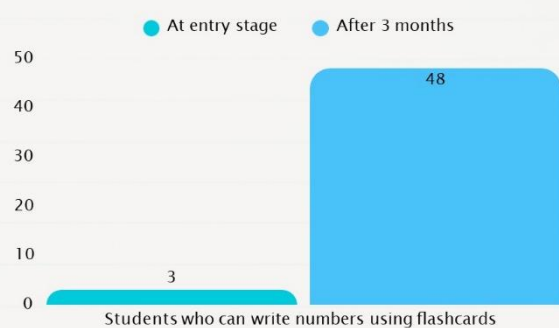
For Speech & Hearing Impaired (100 students)



Outcome



For Intellectual Disabled (60 students)



For Intellectual Disabled (60 students)

TOTAL COSTING OF SUGAMYA LIBRARY

1. INFRASTRUCTURE	- 800000 Rs
2. EQUIPMENTS	- 400000 Rs
3. STAFF SALARY	- 100000 Rs
4. TRANSPORTATION	- 50000 Rs
5. OTHER EXPENSE	- 50000 Rs
TOTAL AMOUNT	- 1400000 Rs

Photo Gallery



Photo Gallery



Media Coverage

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Media Coverage

आदरणीय प्रधानमंत्री श्री @narendramodi जी द्वारा आज सिलिव सेवा दिवस के अवसर पर नई दिल्ली में दिव्यांगजन 'सुगम्य पुस्तकालय' पहल के लिए 'नवाचार श्रेणी' में उत्तर प्रदेश के मुरादाबाद जनपद को प्रधानमंत्री पुरस्कार प्राप्त होना 25 करोड़ प्रदेश वासियों के लिए गौरव का क्षण है।

यह सम्मान समाज के हर वर्ग तक ज्ञान की सहज पहुँच सुनिश्चित करने के प्रति उत्तर प्रदेश सरकार की प्रतिबद्धता की एक झंझकी है।

दिव्यांगजन के सशक्तिकरण के साथ ही उन्हें नई आशा प्रदान करती इस अभिनंदनीय पहल एवं सम्मान के लिए मुरादाबाद प्रशासन, पुस्तकालय की टीम एवं जनपद वासियों को हार्दिक बधाई व शुभकामनाएं।

Media Coverage

सुगम्य लाइब्रेरी में मुरादाबाद नेशनल अवार्ड के लिए चयनित

अच्छी खबर

मुरादाबाद, संवाददाता। मुरादाबाद को सुगम्य लाइब्रेरी नेशनल अवार्ड के लिए चयनित हो गया। जल्द ही इसके लिए जिला प्रशासन को पत्र भेजा जाएगा। जिलाधिकारी अवार्ड लेने जाएंगे। अवार्ड में चयनित होने के बाद शिक्षा विभाग और प्रशासनिक अफसरों को इसके सुचना दे दी गई।

मुरादाबाद जिले में सभी तहसीलों में दिव्यांगों की सुविधाओं से वरुण सुगम्य लाइब्रेरी का निर्माण करवाया गया है। मंडलपुस्तक अफसर कुमम सिंह का यह ड्रीम प्रोजेक्ट है। इसे जिला प्रशासन और मुख्य विकास अधिकारी ने विशेष तौर पर शिक्षा विभाग के साथ मिल कर धारागत पर उठाया। कुछ दिनों पहले केंद्र से अवार्ड टैप में स्थानीय निर्माण किया था। इसी सुचारु को मुरादाबाद से और लाइन प्रगतिमान दिया

■ मंडलपुस्तक के ड्रीम प्रोजेक्ट को दिव्यांगों और परास्मने मिलकर धरातल पर उतारा
■ जल्द ही प्रशासन को इसके लिए पत्र भेजा जाएगा, डीएम अवार्ड लेने जाएंगे

यथा। जिलाधिकारी अनुरा सिंह ने अनुराधन प्रगतिमान किया। जिसने दिव्यांगों के लिए विशेष सुविधाओं को दर्शाया गया। प्रोजेक्ट में मुरादाबाद को यह लाइब्रेरी अपने आप में खास है। नेशनल अवार्ड में चयनित होने के बाद अफसरों में भी खुशी है। उनके प्रयत्न को प्रशंसन मिल गया। इसी बात के अंतर्गत इस अवार्ड के लिए जिलाधिकारी को बुलाया जाएगा। जिलाधिकारी के पास अभी अधिकृत सूचना अनेक जगह है। अवार्ड के चयन को सुचना अधिकारियों को दे दी गई है।

सुगम्य पुस्तकालय के लिए जिले को प्रधानमंत्री पुरस्कार

मुरादाबाद। राष्ट्रीय सुगम्य पुस्तकालय के लिए अच्छा कार्य करने पर जिले को नवाचार केंद्री में प्रधानमंत्री पुरस्कार मिलेगा। डीएम का कहना है कि अभी अधिकारिक पत्र आना बाकी है। जिले के सभी ब्लॉकों में दिव्यांगों के लिए सुगम्य पुस्तकालय बनाने को पहल मंडलपुस्तक ने शुरू की थी। इसके बाद डीएम अनुरा सिंह और सीडीओ सुमित यादव को देखरेख में जिले के दंग, कोट, छजलोट और ठाकुरदास में सुगम्य पुस्तकालय खोले गए। एडी बीएस बुद्ध प्रिय सिंह ने बताया कि सुगम्य पुस्तकालय में फिजियोथेरेपी के अलावा इलाज के लिए डॉक्टरों को सुविधा मुहैया कराई गई है।

मंडल के लिए उपलब्ध : मंडलपुस्तक अफसर कुमम सिंह ने बताया कि यह मंडल के लिए दूसरी बड़ी उपलब्धि है। इससे पहले उन्होंने तमपुर में कुक्किच के विज्ञान कक्षा कार्य कराया था। इसी वजह से उनके कार्यालय में तमपुर को अवार्ड मिला था।

दिव्यांगों को पढ़ाने के लिए स्पेशल टीचर रखे गए हैं। पिछले सप्ताह जिले में आई केंद्र सकार को टीम ने सुगम्य पुस्तकालयों का निरीक्षण किया था। इसके बाद सीडीओ ने वीडियो कॉन्फ्रेंसिंग के माध्यम से कैबिनेट सचिव के समक्ष प्रगतिमान भी दिया था। एडी बीएस ने बताया कि जिले को नवाचार केंद्री में प्रधानमंत्री पुरस्कार मिलने की जानकारी मिली है। खुदो

UP's 1st library for disabled kids

Sandeep.Rai@timesgroup.com

Meerut: Sometimes, hope springs from strange places. Such as a bibliophile bracing for brain surgery and the possibility of losing her eyesight by learning Braille.

When Nivedita Tomar was told of the risks of surgery to remove her growing, non-ma-



VISIONARY: Sugamya Library has Braille slates, Taylor's mathematical frame with types, an abacus, a sound ball, etc apart from special books

मुख्य विकास अधिकारी ने जिले में सुगम्य पुस्तकालय के जरिए उतारी परिकल्पना, बना प्रदेश का पहला जिला, जहां पुस्तकालय के सुगम मार्ग से सशक्त बन रहे दिव्यांग, होंगे सम्मानित

जिला विकास अधिकारी ने जिले में सुगम्य पुस्तकालय के जरिए उतारी परिकल्पना, बना प्रदेश का पहला जिला, जहां पुस्तकालय के सुगम मार्ग से सशक्त बन रहे दिव्यांग, होंगे सम्मानित

जिला विकास अधिकारी ने जिले में सुगम्य पुस्तकालय के जरिए उतारी परिकल्पना, बना प्रदेश का पहला जिला, जहां पुस्तकालय के सुगम मार्ग से सशक्त बन रहे दिव्यांग, होंगे सम्मानित

Way Forward

Expansion in Moradabad

The project is being expanded to cover all 8 blocks of Moradabad district, and is being extended to every subdivision of the Moradabad Division

Advanced Transition Centres

Nagar Nigam Moradabad and Moradabad Development Authority are developing two advanced transition centres to support students above 15 years, equipping them with the skills and guidance needed for their future endeavors

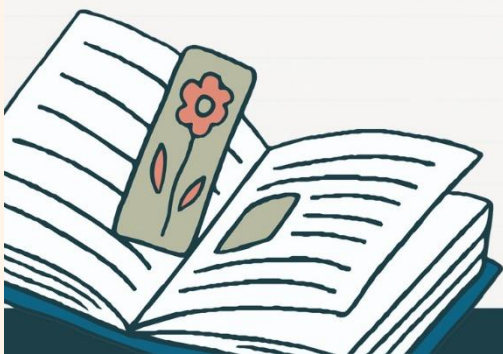
State-Level Integration

The project has been presented to the Principal Secretary, who has appreciated the initiative and steps are being taken to integrate it into state policy, with plans to establish one centre per block across UP

National Implementation & Cost Analysis

Running one library costs approximately 14 lakhs. With 7,256 blocks across India, nationwide implementation would require roughly 1,000 crore, which constitutes about 75% of the Ministry of Social Justice & Empowerment's 13,600 crore budget

Thank You



District: Moradabad, UP

SESSION – II

BRIEF OF PROJECT DIGIKAKSHA, KURUNG KUMEY, ARUNACHAL PRADESH

PROJECT DIGIKAKSHA is a transformative digital education initiative designed to deliver foundational literacy, numeracy and skill development to students from Pre-Primary to Senior Secondary, Self-Help Groups (SHGs), school dropouts and marginalized youth in some of the most inaccessible and underserved border regions of Arunachal Pradesh.

DIGIKAKSHA is a pioneering educational initiative implemented in remote, network- deprived Indo-China and Indo-Myanmar border areas of Arunachal Pradesh. It creates a blended learning ecosystem through customized digital infrastructure, preloaded interactive content and community-driven pedagogy, aimed at empowering tribal children, SHGs and unemployed youth.

KEY ASPECTS

- Led by local village chiefs, PRI (Panchayati Raj Institutions) members, SHGs, and youth groups, fostering a social movement.
- Training for teachers, Gaon Boras, SHGs collaboration with EduTech partners for ongoing tech support.
- Over 3000 beneficiaries including children, youth, women and dropouts; operational across Tirap and Kurung Kumey districts.
- Implemented on government land, governed by a local board, convergence with schemes like PM Swavlamban Yojana and ASRLM (Assam State Rural Livelihoods Mission).

IMPACT OF THE INITIATIVE

- Enhanced school and teacher attendance, improved CBSE pass rates and record-breaking selections in APSC (Assam Public Service Commission) exams.
- Operational within 50 km from Indo-China border and replicated in Indo-Myanmar border regions, the initiative significantly enhanced community engagement in the learning process.
- Disaster-resilient infrastructure evaluated for sustainability and adopted in multiple districts.

PROCEEDINGS

By: Ms. Vishakha Yadav

Deputy Commissioner, Papum Pare, Arunachal Pradesh

Following the presentation of Shri Anuj Singh, DM, Moradabad, the session was handed over to **Ms. Vishakha Yadav**, Deputy Commissioner, Papum Pare. She was introduced by **Shri V. Srinivas, Secretary, DARPG**.

Ms. Vishakha Yadav began by expressing her gratitude to the senior leadership at DARPG for the opportunity to present DIGI-KAKSHA Project, the initiative of the Kurung Kumey district, Arunachal Pradesh which represents the integrated approach toward igniting foundational growth and building a vibrant village ecosystem in Koloriang, a district on the Indo-China border in Arunachal Pradesh. DIGI-KAKSHA was conceptualized to address the stark developmental realities faced by our people, including 84 underdeveloped tribal villages and a population of 45,000 all striving for mainstream national integration but challenged by recurring natural disasters, particularly landslides and heavy rainfall that peaks at 1100mm, as evidenced by the major disaster of June 2024.

She highlighted how the district confronts poor connectivity with a road density of just 2.5% and over 55% of the region in a network shadow zone lacking WiFi access. They are also burdened with low human development indicators: the literacy rate stands at only 49%, Foundational Literacy and Numeracy at 9% and the CBSE pass rate in 2024 was a mere 29%. Out-migration is high at 32 per thousand according to the 2011 Census and the region suffers from rising drug use and unemployment among children and youth compounded by a lack of motivation and exposure, frequent electoral violence and limited livelihood options mainly restricted to subsistence farming.

Recognizing these challenges, DIGI-KAKSHA targets a wide array of beneficiaries: tribal children, youth, Anganwadi workers, community volunteers and Self-Help Groups (SHGs). The strategy starts with the creation of multi-state-of-the-art Building as Learning Aid (BALA) infrastructure that utilizes environment-friendly local materials and provides individual learning pods with acoustic noise cancellation. This infrastructure supports the motto “LEARN” and houses 10,000 donated books, offering multi-purpose spaces for any social activity through thoughtfully designed theme-based corners.

The district administration then introduced a comprehensive, all-inclusive customized interactive Android learning system, featuring 80-inch 4K screens for immersive bilingual learning that covers the CBSE curriculum from pre-primary to class 12. The system includes simplified audio-video content, MCQs, interactive tools, activity-based teacher guides and advanced educational resources such as STEM tools, 3D animations and simulations. Special provisions are made for children with special needs, integrating phonetics software and voice-recording features to help develop verbal communication skills.

To bridge the digital divide and boost livelihoods, for the first time, Anganwadi workers have accessed remote digital literacy and training on critical applications like the Facial Recognition System, allowing them to disseminate government schemes efficiently even in the remotest circles of the district. The administration formed 85 SHGs under the Arunachal State Rural Livelihoods Mission, giving hands-on tech training and supporting local entrepreneurship in bamboo basketry, kiwi farming and other areas.

DIGI-KAKSHA has evolved into a social movement around education. Administrative officers and department heads contribute weekly to improve CBSE results. Volunteer-led evening "Pathshaala" sessions guide youth, drop-outs and drug addicts, while Saturday "Bagless Activity Days" take children beyond academics for holistic growth. They are re-integrating children affected by drugs and poverty by mobilizing local leadership, notably the Gaon Buras, backed by substantial community labor and financial contributions.

In preserving local culture, the administration established a traditional corner with more than 150 books in the Nyishi and other tribal languages, encouraging early learning of tribal alphabets and rituals, story narration by elders, live artifact displays and regular cultural events like "Cultural Wednesdays".

The project focuses heavily on livelihood generation, establishing 85 SHGs, introducing technological training and promoting products like ginger jam and king chili pickle. Awareness sessions and rehabilitation classes on drugs are run by Police and ICDS, while adult and digital literacy sessions are conducted for Gaon Boras. They also ensure saturation and convergence of all flagship government schemes for beneficiaries in remote border circles, covering programs like PM-JAY, immunization, Vishwakarma and Swavlamban.

Ms. Vishakha Yadav shared the key achievements such as: student attendance and learning outcomes improved from 43.5% to 52%; CBSE Class-X pre-board pass rates rose from 29% to 56.5%; 85 new SHGs were created and trained, now with 438 active members, compared to previously defunct groups; flagship scheme saturation for PM-JAY increased from 7% to 74% and immunization coverage from 90% to 95%. The number of APSC prelims qualifiers grew from 26 to 61; 285 Anganwadi workers are now trained in the Facial Recognition System and Poshan Tracker; 85 drug awareness sessions were held and the administration successfully ran community campaigns like the Airgun Surrender Abhiyaan and wildlife hunting bans, training 100 disaster volunteers. Critically, intensive election training and exposure visits for officers reduced electoral violence: from 19 repolls and four deaths in 2019, they saw only one repoll and no violence or FIRs in 2024.

Finally, Ms. Yadav highlighted their plan for sustainability, using local resources and fostering continuous community involvement. DIGI-KAKSHA's model is being replicated in Tirap district along the Indo-Myanmar border and expanded to other regions, demonstrating its potential for broader application. She thank all community stakeholders, volunteers and administrators who have ensured the success and continued progress of the DIGI-KAKSHA initiative.

In her closing remarks, she acknowledged that DIGI-KAKSHA project has been nationally recognized receiving the Prime Minister's Award for Excellence in Public Administration in the category of "Innovation – District" in 2024.



PRESENTATION



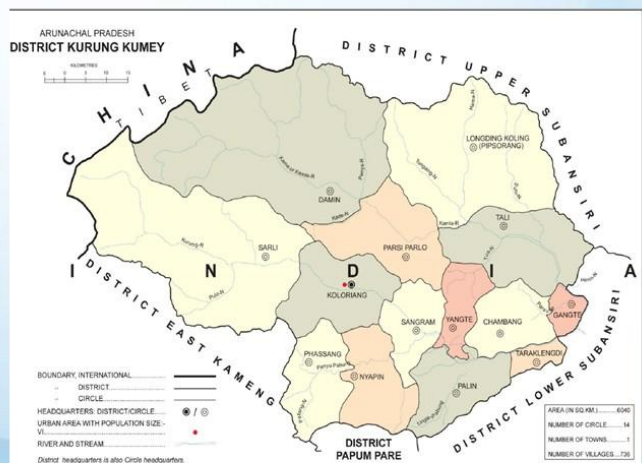
PROJECT DIGI-KAKSHA

An Integrated Educative Ecosystem Igniting Foundational Growth in
Koloriang – A Vision For A Vibrant Village On The Indo-China Border

Presented by-
District Administration, Kurung
Kumey
Arunachal Pradesh



DISTRICT MAP OF KURUNG KUMEY



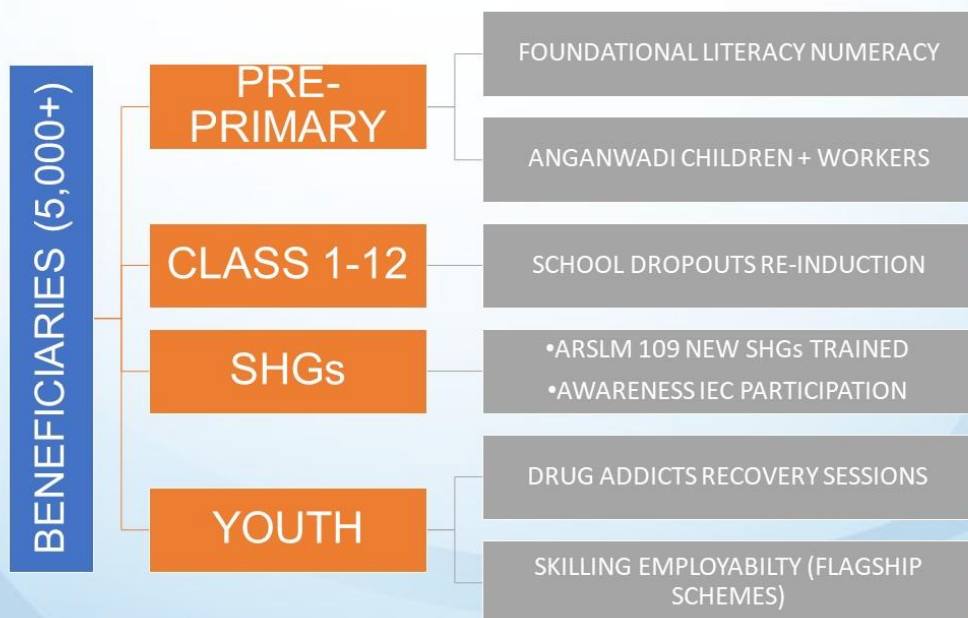


PROBLEM STATEMENT: UNVEILING STARK REALITIES

- 1) **INDO-CHINA Border** : 84 Underdeveloped Tribal Vibrant Villages. 45,000 population- National Integration in mainstream developmental agenda.
- 2) **DISASTER PRONE** : Very **HIGH HAZARD Landslide Zone**
 - Highest heavy Rainfall 1100mm
 - Major Disaster June 2024
- 3) Poor **Connectivity** : Road Density 2.5% NH-713 ongoing
- 4) **NO WIFI 55% Network Shadow Zone**
- 5) **LOW HDI PARAMETERS**
 - Literacy Rates 49% FLN 9%
 - 29% CBSE Pass rate 2024
- 6) High **Out-Migration** 32/1000 – Census 2011
- 7) Rising **Drug Menace** and **Unemployment** in Children and Youth.
- 8) Lack of motivation and exposure.
- 9) Highest **Electoral violence** and re-polls in State.
- 10) Lack of livelihood options except subsistence farming



TARGETTED BENEFICIARIES





COMPONENTS AND STRATEGY OF DIGI-KAKSHA



1. CREATION OF MULTI STATE-OF-THE-ART BUILDING AS LEARNING AID (BALA) INFRASTRUCTURE

- Motto "LEARN" with 10,000 donated books.
- Individual Learning Pods
- Acoustic Noise cancellation
- Environment-friendly local materials used in the construction.
- Multi-purpose Integrated Infrastructure for any social activity with theme based corners.



COMPONENTS OF DIGI-KAKSHA



2. CREATION OF ALL-INCLUSIVE CUSTOMIZED INTERACTIVE ANDROID LEARNING SYSTEM

- 80 inches 4K immersive learning experience.
- **Comprehensive CBSE Curriculum (Pre-Primary to Class 12)**
 - Simplified Bilingual customized audio-video content, MCQs, Interactive Learning tools.
- **Teacher Guide Plans**
 - Activity Based Learning
- **Advanced Educational Tools**
 - STEM , 3D animations, PhET Simulations
- **2D/3D Animations & STEM Tools**
 - Interactive maps, mathematics, science, and astronomy tools to enhance STEM education.
- **Support for Special Needs Children**
 - Integrated phonetics software with voice recording features for verbal communication skills.



COMPONENTS OF DIGI-KAKSHA



3. BOOSTING LIVELIHOODS, INCLUSIVE ACCESS

- **Firsttime, Anganwadi workers** learned remotely, gaining **digital literacy** and training in essential applications such as **FRS (Facial Recognition System)**.
- Digital Divide lessened to efficiently saturate and disseminate **Government schemes** in the most **remote circles** of the district.
- **85 SHGs under Arunachal State Rural livelihoods Mission formed**
 - Hands-on tech live training experience.
 - Bamboo baskets, Kiwi/Badi Eliachi farming.





COMPONENTS OF DIGI-KAKSHA



4. E-LEARNING AS A SOCIAL MOVEMENT

- **Administrative Officers/HODs**— weekly contribution to improve CBSE results.
- **Volunteer led Evening Pathshaala** - guide youth, **drop-outs**, drug addicts.
- **Bagless Activity Saturdays**— beyond traditional academics for holistic growth.
- **Re-Integrating lost kids to drugs and poverty into the system** by mobilizing local leadership (Gaon Buras).
- **Community contribution-** financial + labour



COMPONENTS OF DIGI-KAKSHA



5. TRADITIONAL CORNER TO PRESERVE THE LOCAL LANGUAGE CUSTOMS AND TEACH KIDS EARLY

- 150+ Local Tribal Language Nyishi (other tribes) books- alphabets.
- Preservation of Traditional language, words, and ancient practices
- Ritualistic Story Narration by Elders.
- Live Artifacts
- Coffee Book Table
- Cultural Wednesdays.





6) **Livelihood Generation:** SHG Formation (85), Hands on Technological Training, Digital Literacy

- Bamboo baskets, Ginger Jam/Pickle, King Chilli Pickle

7) **Convergence** and Awareness of all **Flagship Schemes** for saturation in Remote China Border Circles

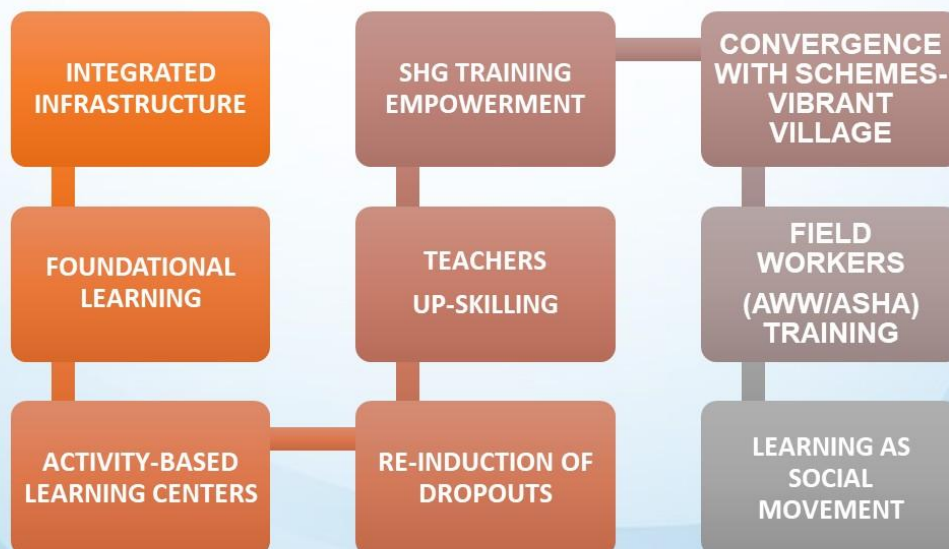
- PM-JAY, Immunisation, PM Vishwakarma, Swavlamban

6) Drug Awareness and Rehabilitation classes by Police and ICDS.

7) Gaon Boras : **Adult** Literacy and **Digital** Literacy Sessions



MISSION: BLUEPRINT FOR TRANSFORMATION



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ACHIEVEMENTS/ OUTCOMES OF DIGI-KAKSHA

S.No	INTERVENTIONS	STATISTICS BEFORE	STATISTICS AFTER
1	Revamped way of Learning-Improvement in student's attendance and learning outcomes/interest.	43.5%	52%
2	CBSE X Pre-Board Results improved - students	29%	56.5%
3	SHGs Formation, Training-Financial Literacy sessions, Livelihood activities-Pickle Making, Bamboo basket	Defunct	85 New SHGs (438 members) trained, 6 SHGs fully functional
4	GOI Flagship Schemes saturation (Including the 15 Puroik-landless bonded tribal labor)	PM-JAY 7% CM-JAY 36% Immunization 90%	PM-JAY 74% CM-JAY 58% Immunization 95%
5	APSC Prelims Qualified by highest number in district-coaching sessions	26	61
6	Anganwadi Workers trained in FRS, Poshan Tracker	NIL	285
7	Drug Awareness Sessions- PM Nasha Mukti Abhiyaan	NIL	85
8	Airgun Surrender Abhiyaan and Wildlife Hunting Ban/ Disaster Mock Drills	NIL	56 + 100 Disaster Volunteers trained
9	Intensive Exposure Visits/Sessions to ban electoral violence and election training for peaceful elections first time.	2019- 19 repolls/3 C-polls, 4 deaths	2024- 1 repoll. NO violence/FIR

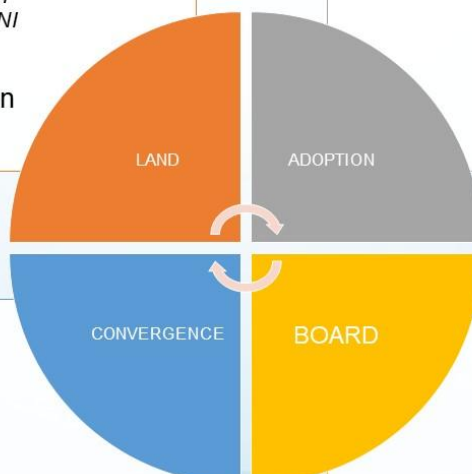
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SUSTAINABILITY OF DIGI-KAKSHA



- LOCATION: GOVT PROPERTY (PREFERABLY SCHOOL/COLLEGE/COMMUNITY HALL)
- Community Land- Gift Deed + Land Possession Certificate



- MOU - clan based welfare organisations
- Koloriang Employment Forum, NES, TWS, BWS
- SMC- Day to Day Operations.

- Flagship Schemes: VIBRANT VILLAGE SCHEME, PM Swawlamban, ArSLM
- SHG + Livelihood Generation

- Admin Officer- Chairman with HODs, CBOs and Adoptive Agency
- Monthly Review Meeting

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REPLICABILITY OF DIGI-KAKSHA PROJECT



NTC DEOMALI,
TIRAP DISTRICT
(Indo-Myanmar)

WRGC, TIRAP
DISTRICT (Indo-
Myanmar)

KOLORIANG,
KURUNG KUMEY
(Indo-China)

SANGRAM,
KURUNG KUMEY
(Indo-China)



1) REPLICATION AT TIRAP DISTRICT: INDO-MYANMAR BORDER





4) Latest PROJECT DIGIKAKSHA, SANGRAM, KURUNG KUMEY





THANK YOU

VOTE OF THANKS

By: Shri Rohit Anand

**Director, Department of Administrative Reforms & Public Grievances,
Government of India**

The session concluded with a formal Vote of Thanks delivered by **Shri Rohit Anand, Director**, Department of Administrative Reforms and Public Grievances, who expressed sincere gratitude to the distinguished presenters – **Shri Anuj Singh, District Magistrate, Moradabad** and **Ms. Vishakha Yadav, Deputy Commissioner, Papum Pare**, for sharing their exemplary work through detailed, insightful and inspiring presentations that perfectly embodied the essence of the Prime Minister's Awards for Excellence in Public Administration.

In his closing words, Shri Rohit Anand extended his gratitude to Secretary DARPG, Shri V. Srinivas, for his vision and leadership in institutionalizing the National Good Governance Webinars as a platform for collaborative learning and knowledge exchange among civil servants.

He expressed his sincere gratitude to all Chief Secretaries, AR Secretaries of all States and Union Territories, District Administrations, IT Secretaries and the over 1000 officers and stakeholders who participated in the session from across the country. With that, the 30th National Good Governance Webinar was formally concluded.



GLIMPSES



LIST OF ATTENDEES

S.No.	Attendee Name
1	VC Coordinator DARPG
2	Ampati-Meghalaya
3	Anand-Gujarat
4	Prakasam-Andhra Pradesh
5	Kinnaur-Himachal Pradesh
6	Dang-Gujarat
7	937008
8	NIC-Chengalpattu
9	DARPG Conference Room
10	Durg-Chhattisgarh
11	Kondagaon CG
12	Panna-Madhya Pradesh NIC-II
13	BOTAD-DC
14	Neemuch-Madhya Pradesh II
15	Sagar
16	Shajapur-Madhya Pradesh-II
17	Chhatarpur1
18	Yamunanagar - Haryana
19	Khargone-Madhya Pradesh-II
20	Rajgarh-Madhya Pradesh -II
21	937008
22	Jowai-Meghalaya
23	KanpurDehat
24	AMRELI-DC
25	Shillong EKH-Meghalaya
26	Kotputli-Behror_Collectorate
27	936406
28	TAPI-DC
29	Unakoti-Tripura
30	Barpeta-Assam
31	BH-SARAN
32	Kullu-Himachal Pradesh
33	937007
34	Anand-Gujarat
35	Shivpuri-Madhya Pradesh-1
36	Vidisha-Madhya Pradesh
37	Geyzing - Sikkim
38	938761
39	Mawkyrwat-Meghalaya
40	Mahendragarh Haryana
41	Narsinghpur-Madhya Pradesh-II
42	Leh-Ladakh

43	Rewa-MP
44	Salumbar Collectorate
45	BDO KADAMTALA
46	BDO Jirania
47	BDO BELBARI
48	satna
49	V Srinu Naik, DSP Jails Telangana Prisons
50	Prashant
51	INDIA - Sanjay Maan
52	Joint Secretary AR Manipur
53	Dc office Mandya
54	DPO South
55	tahsildar nagayalanka
56	CEO ZP
57	kamlesh kumar das
58	Dc office Mandya
59	Nlb
60	Srinivada
61	ddpo hsp
62	ERO SERAIKELLA 51
63	Aralia GP
64	ADC Mandi
65	collector office, bharuch
66	OA DC Office Tumkur
67	Tumkur
68	BDO RAJNAGAR
69	Chennaiah
70	ACLB Hyderabad
71	IMPARD
72	MANDLA
73	DTO KRISHNA
74	priya
75	Ravi Kommuri, Consultant, DSH
76	Pushpa Pathak
77	Dc office rajouri
78	swapan Das
79	BDO Laljuri
80	EDM2 Vellore
81	Vijayanagara District
82	Vijayanagara District
83	DSH
84	Vj
85	ceo,sra, pune
86	Tumkur
87	AC G Patiala
88	NIC Saraikela

89	Aralia GP
90	CEOZP DATIA
91	DPMU
92	DM mandla
93	DPMU Gurdaspur
94	Ashwin
95	Cpo Churu
96	Anita Mog
97	DPMUGSP
98	BDO Ambassa
99	PAUL KHUMA
100	diretor
101	DBEE JALANDHAR
102	ACp CCB Myc
103	JKIMPARD
104	sai
105	Collector Office Pune
106	DME MP
107	kongala Sukumar
108	DBEE Tarn Taran
109	Priyajit Debbarma
110	OM PRAKASH SANODIYA, CEO ZP VIDISHA
111	DBEE JALANDHAR
112	dfo Faridabad
113	Aditi Sharma
114	ASR DISTRICT IT MANAGER
115	dpmu patiala
116	DC Chumoukedima
117	Amit warisa
118	Rucha Mahale, Head SeMT MP
119	Patna
120	jdplan100
121	ADC SWKH MEGHALAYA
122	usnagar
123	ADPS Office Bikaner
124	ACP
125	sheetal kumar
126	varsha solanki
127	Gyalshing District SIKKIM
128	Maya Ram
129	Director of Fisheries, Tripura
130	Zujan
131	Bhaskar
132	Commissioner Higher Education Madhya Pradesh
133	NIC GHAZIPUR
134	DD employment

135	bsa mzp
136	jaspal Singh Anand
137	collector office jamnagar
138	Deputy collector, BHIND
139	DC Tamulpur
140	Leela
141	ddpo malerkotla
142	DTO KRISHNA
143	JAGDEESH PRASAD SHUKLA
144	Commissioner Higher Education Madhya Pradesh
145	maqbool
146	DDC Simdega
147	admn jamnagar
148	Vijay Kumar
149	Narendra debbarma
150	GSSS Jharsaintly
151	Amit warisa
152	EAC Tuensang
153	25145439050
154	Pravesh Kumar
155	DBEE Sangrur
156	Yavatmal
157	Roopa Y, DD Tourism Bengaluru
158	degm
159	NIC GHAZIPUR
160	aopandl.ap@gmail.com
161	bsa mzp
162	sra
163	DLCO, Machilipatnam
164	director trp&ptg
165	DC SAITUAL
166	BDO Old agartala
167	MP- DM MANDLA
168	VIJAYANAGARA DISTRICT
169	JEETENDRA DUBEY
170	DC Panipat
171	Additional Registrar, Punjab
172	DPMU MOGA
173	viluppuram
174	Collector,Daman
175	CDO Mirzapur
176	Dm civil supplies
177	Bdo Dukli
178	Surjya kr Debbarma
179	Pritpal Singh
180	office of Deputy Commissioner Karnal

181	Rajeshwar Singh Rana
182	Bhatilarma Gram Panchayat
183	ADM NORTH EAST
184	Prasenjit Deb
185	dpmu moga
186	DBEE Rupnagar
187	ACp CCB Myc
188	Project Director Chamoli
189	Sofia
190	IT Branch Malerkotla-Punjab
191	Kishor
192	sra
193	DC SHIMOGA
194	sayani
195	Gambhir singh
196	Ramyadeep Goswami
197	sunil
198	Asst Director IT, Gangtok
199	ZP, Krishna
200	KIPHIRE-NAGALAND
201	Ravinder Singh
202	Ashish Singh
203	Director TGGWD
204	Collector Office Ratnagiri
205	Dima Hasao
206	ADPS Office Bikaner
207	arti sahu
208	DARBHANGA
209	PSDM Fazilka
210	STO VUYYURU
211	ARD Sikar
212	DFDO
213	ajay vikram singh
214	NIC PANIPAT-1
215	pd dudc
216	vk
217	c.e.o chamoli
218	Prasad k v v
219	MD
220	DM-NE
221	Nic Fatehpur
222	Block Munakot
223	ceozp jabalpur
224	SDM HQ WEST
225	DC Office Kakching
226	collector office, bharuch

227	CEO ZP
228	DC Anand Hetal Bhaliya
229	BDO KADAMTALA
230	COP
231	JAGDISH PRASAD SHUKLA
232	ceozp
233	Barpeta
234	BDO Chandipur
235	DC UTTARA KANNADA
236	2517 565 9377
237	DHQ Nagaur
238	Vegeesh Singh Goyal
239	ADPS Office Bikaner
240	Laxmikant Pandey BSA Bulandshahr
241	Fatehgarh Sahib
242	ddpo ludhiana
243	Vaishali wadhwa
244	Raj Sampark Pali DM Office
245	ADDC Poonch
246	Salema RD Block
247	DS ARTD Gujarat
248	CEO ZP Shahdol
249	DMMAIHAR
250	DM Krishna
251	Computer Section Hassan
252	Kushal Chandra Naik
253	dm swm
254	Suraj Kumar
255	Bisu Joy Reang
256	DPM, Idukki, Kerala
257	DC AMBALA
258	DPMU Jalandhar
259	DPMU, Mansa
260	Sangrur DPMU
261	DPMU Fazilka
262	Priyanka
263	horticulture madhya pradesh
264	DBEE SAS NAGAR
265	bageshwar
266	Suraj
267	EE MTM
268	Hema Debbarma
269	DPO KRISHNA
270	DPMU FEROPUR
271	devendra singh
272	Saumya Anand

273	SR
274	SABITHA
275	Ranchi
276	EE, Buiding
277	Sukhchain singh DDPO Sgr
278	swm
279	sto
280	DM SITAPUR
281	DPMU, Mansa
282	Planning P&C Dept.
283	Neha Mahajan
284	Akshay kumar
285	DC Office Samba
286	BDO Chandipur
287	Welfare Commissioner
288	NIC GONDA
289	C&DM, Nellore
290	DDPO FEROZEPUR
291	Rabindra debbarma
292	BDO Padmabil
293	SP HINGOLI
294	RPDCL
295	O/o. CPR&RD -Andhra Pradesh
296	IRB VIJAYAPUR
297	BDO NALCHAR
298	ATO Gudivada
299	DPMU RUPNAGAR
300	NIC Karimnagar-Telangana
301	collectorate
302	DM office Bathinda Punjab
303	ADH Bhopal M.P.
304	DC Office Faridkot
305	2514 543 9050
306	Gourav Bansal
307	S.V.RATNACHARYULU DMIO KRISHNA
308	DPO South
309	YP@Piler
310	Balodabazar
311	APO GUNA
312	Dr AN Prakash gowda
313	MP- DM MANDLA
314	BDO KATHALIA
315	peshi
316	Ravinder Singh
317	AIGP CRIME DG & IGP OFFICE
318	Prabhjot singh

319	DM Banka
320	Umakanth Halle
321	Bagber GP
322	CMF NANDED
323	CTM Rohtak
324	Chatra pator
325	dilbag
326	DC East Khasi Hills
327	arti sahu
328	ACG SBS Nagar
329	Debasish Paul
330	Anshu Gupta
331	Commisioner Food Bhopal
332	Dy Deo Gir Somnath
333	suman thakur
334	Amrita Singh
335	Sheopur
336	DC Office- Dima Hasao
337	DA, Shimla
338	DM-UJJAIN
339	SP YADGIR
340	DM BAHRAICH
341	Abhishek Tripathi CDO Chamoli
342	DBEE Fatehgarh Sahib
343	IT Branch, Tarn Taran
344	ACP HQ/CRIME FBD
345	CDO SITAPUR
346	DM shajapur
347	ADC Shimla
348	nsr
349	cdo zp
350	Asst Director Planning AH Dept Telangana
351	Prasenjit Das
352	Director of Sugar
353	Cpo Churu
354	SP Gadag
355	DC commercial taxes
356	CDO HAPUR
357	Ananthapuramu
358	Adarsh Srivastava
359	chitra
360	AIGP CRIME DG & IGP OFFICE
361	Ashok Kumar, DEO, CBI Academy, Ghaziabad
362	Collector Washim
363	Directorate of Skill Development Tripura
364	DISTRICT IT MANAGER SITAMARHI

365	Rajdeo Koderma
366	Amalendu Das
367	Commissioner DAMH
368	Sudhir Kumar
369	DM, North East Delhi
370	Aravind
371	DIO Panchkula
372	devendra singh
373	Gyalshing District SIKKIM
374	Yamunanagar- Haryana
375	Collector office Bhandara
376	Sunil kumar
377	Subrata Debbarma
378	BIRAJ SEN
379	Collector Solapur
380	ADC Goalpara
381	adps Dausa
382	Swapan das
383	DBEE MOGA
384	Revenue_CCLA_ Andhra Pradesh
385	Kiman Debbarma
386	Dist. Sericulture Officer. krisna dt
387	DATMO Krishna
388	Bagalkote
389	kajal das
390	ddpo malerkotla
391	dsto mirzapur
392	DC OFFICE MANSA
393	ADC JHAJJAR
394	Joint Secretary AR Manipur
395	Mohd Usman
396	DC OFFICE SIRSA
397	shajapur
398	ADDL.Director, Social Welfare, Tripura
399	DBEE Fatehgarh Sahib
400	DDO Basti UP
401	Polton Poxon Reang
402	DLE PATAN
403	DDPO Barnala
404	DPMU BATHINDA
405	Dist Housing Head, Krishna
406	ADC Shimla
407	NIC Champawat
408	BDO RAJNAGAR
409	District IT Manager Parvathipuram Manyam
410	CEOZP Mandla

411	BDO Damcherra
412	District Jind
413	Neha
414	Commissioner Satna
415	NIC Bulandshahr UP
416	Directorate DNSNC
417	collector shahdol
418	DM Kishanganj
419	AIGP CRIME DG & IGP OFFICE
420	Dharwad
421	SP Railways
422	BDO Laljuri
423	Vikash kumar
424	vijaya lakshmi
425	Dy CEO ZP Patiala
426	barpeta
427	CPO Ramban
428	BDO Jirania
429	CHENGALPATTU DISTRICT
430	Swarnali
431	MVP Sri Devi
432	HP
433	NIC Kathua
434	SP OFFICE DHARWAD
435	Golaghat
436	CEO ZP VIJAYANAGARA
437	BDO Kalacherra
438	Umaria mp
439	DPMU Hoshiarpur
440	Director,SCERT
441	BDO BISHALGARH
442	Deputy Director P&S, Jajpur
443	IRB VIJAYAPUR
444	M Sudhagar- IGNFA
445	DM SHIVPURI
446	DIO NIC ANANTHAPURAMU
447	DC Shamator
448	AISHWARYAM
449	Shatrughan Dubey
450	Dipan Jampui Hill R.D Block
451	sp chitradurga
452	Baldeep K
453	Deepak
454	CEO ZP Dewas
455	JD ALPY
456	h kerwood thabah

457	DC Office Faridkot
458	DSEO Shopian
459	FTP
460	Ramandeep Kaur
461	DC Tawang
462	AR - WEST SIANG
463	ceo zp jabalpur
464	executive engineer pwd building nagaon
465	sra
466	kapil Dubey
467	ddpo fatehgarh sahib
468	DM Morbi
469	Pritam Shil
470	Charilam RD Block
471	Director Kokborok & OML
472	KONDA KOTESWARARAO
473	dee
474	Ashok
475	sto0504
476	divya
477	brijesh gupta
478	Avijit Debbarma
479	DC OFFICE SSMASAM
480	Moradabad
481	Department of Collegiate Education
482	Lohardaga
483	Raj Reddy
484	DEGM
485	Additional Collector Palamu
486	Rajeevgandhi Hanumanthu IAS
487	DPTO-KRISHNA-APSRTC
488	SPRC
489	Bdo Dukli
490	BDO Hezamara
491	sub treasury officer Gudivada
492	BSA BULANDSHAHR
493	DIO SHIVPURI
494	Pathankot
495	PPCB RO-1
496	CHARAIDEO
497	ABF YSR KADAPA
498	DESTO SULTANPUR
499	CEOZP DATIA
500	DC Vijayanagara
501	Mallikarjuna CeG
502	DC Chumoukedima

503	AC to DC Solan
504	BHIND
505	DC office SAS Nagar
506	Sehore
507	dhto
508	zila panchayat sheopur
509	Anshu Gupta
510	BDO NALCHAR
511	BDO BELBARI
512	Balodabazar NIC
513	DC OFFICE SSMASAM
514	Abhishek
515	thomas praveen
516	DIO Jhajjar
517	District Collector Mulugu
518	DDO Pauri
519	Adm, Malkangiri
520	ADM Dewas
521	Collector Office Nagpur
522	SP Chikkamagaluru
523	antonia DC
524	Ajay - BPDCL
525	k.purnachandra rao
526	DSEO Shopian
527	DC Mamit
528	Gulzeba
529	DBEE Kapurthala
530	Sri B. Vijaya Kumar
531	Ayan Jain, IAS
532	drdo
533	ADM KOTPUTLI-BEHROR
534	Dima Hasao
535	Purnajyoti_PPIA Fellow_Sukma
536	HCM RIPA
537	DBEE Gurdaspur
538	ITM Supaul
539	CPO Kurnool
540	JDH Horti Planning
541	DPMU-SBS Nagar
542	DC Dhanbad
543	ADM, Dhalai
544	PSDM-DPMU Fatehgarh Sahib
545	DC NIULAND
546	BDO TULASHIKHAR
547	harman
548	BDO BC NAGAR

549	DMRC GANDERBAL
550	jaipur
551	BDO Munakot
552	executive engineer pwd building nagaon
553	NIC AMROHA
554	BDO KADAMTALA
555	Skill Tripura
556	nic poonch
557	DM Sehore M.P.
558	Chief Engineer PWD
559	DM-JHABUA
560	Payal goyal
561	DSO
562	Vijay Singh
563	District Administration Mokokchung
564	DDPO Barnala
565	BDO Ambassa
566	MALLIKARJUNA,OAtoDC Chitradurga
567	SALUMBER
568	BDO Amarpur
569	Pardeep Bains
570	APMIDCL
571	dwo Kullu
572	DRO Jayashankar District
573	Deputy Director P&S, Jajpur
574	BDO Charilam
575	CDO Nainital
576	VA
577	Mandeep Pannu
578	BDO RAISHYABARI
579	R Suresh Dy Jailor,Prisons & CS Department Telangana
580	ceozosatna
581	aasc chennai
582	Collector Morbi
583	DBCW&EO, Krishna
584	Dr. Khyal Chand MSHIPA
585	DM Pandhurna
586	Nlb
587	dm bhopal
588	ADM Damoh
589	DC Office South Salmara MankacharAssam
590	CPO Poonch
591	DBEE Ludhiana
592	DM Betul MP
593	Karnataka State Police Wireless
594	CEO ZPP KRISHNA

595	wcd
596	Sonipat
597	Kumuram Bheem Asifabad-TG
598	DC Bangalore rural
599	DDPO Faridabad
600	Joint Director Planning
601	Nahid Anjum
602	NIC, Pasighat
603	Balaji Naik
604	Ddpo
605	AR_EK
606	Silachari RD Block
607	Ravi Meena, Assistant Collector, Palakkad, Kerala
608	CMFO SAS NAGAR
609	DCO Krishna
610	Korea-CG_NIC
611	DBEE Kapurthala
612	NIC Pherzawl
613	AASC
614	dco mtm
615	JKIMPARD
616	ADC Gyalshing
617	JD ALAPPUZHA
618	DARBHANGA
619	COLLECTERATE ADILABAD TELANGANA
620	COLLECTORATE ELURU
621	Dakshina Kannada
622	IT Branch, DC Office,Rupnagar-Punjab
623	AR Kurnool SP ISD Klb
624	BDO Teliamura
625	Jhabua
626	COP Office Hubballi Dharwad City
627	CMFO FATEHGARH SAHIB PUNJAB
628	SP Chikkaballapura
629	adesto gonda
630	NIC Pathanamthitta
631	DC DAHOD
632	NIC Meerut
633	NIC Ranchi
634	MALLIKARJUNA
635	DC Office Jammu
636	Jevin Changsan
637	Director, Land Records & Settlement, Tripura
638	ADPS Office Bikaner
639	Jigar Sable
640	Jigar Sable

641	BDO MANDWI
642	PSDM Amritsar
643	DIO Bhagalpur
644	Principal GITI FP Jhirka
645	Debasish Paul
646	Bihar Prasashanik Sudhar Mission,GAD,Patna, Bihar
647	DM HARDA
648	DDPO SBS NAGAR
649	Telangana Tourism
650	DM West Tripura
651	DC chandel
652	Golak Chandra Dalai
653	Bharat Rao CPO
654	Ravindra
655	Tahsildar Kankipadu
656	NIC Maharajganj
657	Collectorate Narayanpet
658	25145439050
659	ADC Gyalshing
660	ADC Gyalshing
661	ADC JHAJJAR
662	NIC CHANDAULI
663	BDO Durgachowmuhani
664	Jyoti
665	BDO Chawmanu
666	DDF Patiala
667	Directorate of State Audit
668	SP Kalaburagi
669	ADPSAJMER
670	US ARW PUDUCHERRY
671	E.E NAGAON WRD, SRI PINKU MAJUMDAR
672	Chittorgarh
673	BDO TEPANIA
674	Punjab Planning
675	SP Vijayapura
676	Planning office
677	DDO UNNAO
678	pd manyam
679	SP Kalaburagi
680	DM SEONI
681	BDO Chandipur
682	PNB
683	DIO NIC Jhalawar RJ
684	WCD Kerala
685	Dipan
686	BDO KARBOOK

687	Nalanda
688	sk
689	kairai
690	MSHIPA HP
691	Directorate of Training UTCS, GNCTD
692	dm anuppur
693	Aravind
694	DSTO Kheri
695	DC Office Kakching, Manipur
696	DM West Tripura District
697	Nic West Singhbhum
698	DC LONGLENG
699	NIC Jind
700	sangye drema
701	AR-DC- Lohit
702	NIC Sidhi
703	JD, DSE
704	Amar singh
705	BDO Kakraban
706	DPMU,Kapurthala
707	Collector Office Rajkot Gujarat
708	BDO Matabari
709	ACLB Hyderabad
710	darbhanga it cell
711	DC MOKOKCHUNG
712	Mines & Geology Dept AP
713	dsto office Fatehpur
714	Muhammad Nihad N
715	Commissioner Food Bhopal
716	Dinesh Rai - ADM SIROHI
717	Kumarghat R.D Block
718	Collector Office Devbhumi Dwarka
719	Collectorate Kumrambheem Asifabad
720	BDO BC NAGAR
721	ADO, DIMA HASAO
722	Hingoli DPM
723	ADM UTTARKASHI
724	DIC patiala
725	PO
726	santosh
727	M Vishnu Teja YSR kadapa lead 3 ADP
728	CEO ZP Shahdol
729	Secretary, DOP , Sikkim
730	Collector Dhule
731	MP- DM MANDLA
732	DM Alirajpur

733	DM Niwari M.P.
734	Bharat Rao CPO Dholpur
735	BDO KALYANPUR
736	CEO, TRLM
737	Srikanth Kavali YSR Kadapa
738	Collectorate Krishna
739	honey goel
740	Himadri Debbarma
741	Jt. Director, FCS, Tripura
742	DDO MS HIPA
743	MANGALURU CITY
744	Sagar
745	Himachal Directorate of School Education
746	DEGM Dindori
747	DR SHEEL ASTHANA, JOINT DIRECTOR ARD
748	SAMASTIPUR
749	25590874344
750	Ilyas Ahmed
751	DC SAITUAL
752	ADIO NIC Jhalawar Rajasthan
753	adme saharanpur
754	DDPO MANSA
755	DM MAUGANJ
756	jagdish kumar Gome
757	Deputy Secretary, MSME & IPIP
758	Tejwinder Singh
759	DC Bishnupur
760	ARD Sikar
761	DMF Singrauli
762	ITCktm
763	ACUT JALANDHAR
764	सयुक्त आयुक्त सहकारिता म० प्र०
765	Sri Muktsar Sahib
766	2517 565 9377
767	Sabitha Bakki
768	SPV GMC Machilipatnam
769	AD, NDL
770	DESTO Deoria
771	guna
772	Khupjang DOUNGEL
773	CEO ZPP KRISHNA
774	Ashoknagar M.P.
775	Secretary WRD
776	Ashutosh Tyagi
777	HARIBABU IT MANGER ,PALNADU DIST,AP
778	DC BIDAR

779	DRDO MBNR
780	Director, Heritage of Telangana
781	Directorate of School Education
782	Supriya
783	Paramita Singha
784	BDO POANGBARI
785	PRBDB
786	DM UNNAO
787	Semi Gopinath
788	DSO Hamirpur H.P.
789	DPO VALSAD
790	DM CHHATARPUR
791	SDM Kanth
792	SDM HQ South-West Delhi
793	BDO Mohanpur
794	Nic Niwari
795	DRO Hanumakonda Telangana
796	Principal GITI Ferozepur Jhirka
797	ASP-1 BNG DIST
798	DM Araria
799	SP Office Raichur
800	Director Land Records & Settlement, Tripura
801	Cdo Moradabad
802	NIC CHITRAKOOT
803	BDO Jampuijala
804	25145439050
805	East Garo Hills
806	DM BALAGHAT
807	Director, Rural Development and Panchayats, Punjab
808	Dr. Neha Iqbal Lecturer DIET Moradabad
809	DC-DIMA HASAO
810	Deputy Collector South-II South Goa
811	Ad Basic Moradabad
812	Ad Basic Moradabad
813	CDO ETAH
814	pagvirudhunagar
815	DC Tawang
816	sarala kumari
817	STOGANNAVARAM
818	Mahesh - Telangana Tourism
819	Collector-Narmada
820	SP KARWAR
821	BDO OMPI
822	Collector Kolhapur
823	JANSUNWAI
824	CoP Kalaburagi City

825	CEO Bageshwar
826	BDO POANGBARI
827	Prasenjit Deb
828	Lefunga RD Block
829	Addl Commissioner, CTD AP
830	adps bundi
831	DM Mandsaur
832	DESTO ETAH
833	Aravind
834	SP YADGIR
835	peddapalli collecoae
836	Directorate of School Education
837	BDO Pecharthal
838	Maria Debbarma
839	DC PAPUM PARE
840	Kodagu District
841	Kasturibala Jena
842	DM Sagar
843	BDO KARBOOK
844	R Suresh Dy Jailor, Prisons & CS Department Telangana
845	Director NAC
846	UDALGURI
847	DPO West
848	Dr. Neha Iqbal
849	Bhupesh
850	JDP bandipora
851	DSO Hamirpur
852	BDO Hrishyamukh
853	SP Koppal
854	Revenue_CCLA
855	B K Pavithra
856	Dr. Neha Iqbal
857	Under Secretary MI
858	BDO Dumburnagar
859	DC Tawang
860	Director TGGWD
861	Collector Nashik
862	satya Kumar
863	M Sudhagar- IGNFA
864	DC - GIR SOMNATH
865	DM-NARSINGHPUR
866	DC Office Kakching
867	Addl SP Chamarajanagar
868	Collector Chhindwara
869	NIC-Deoria
870	DM Betul MP

871	Addl SP Belagavi
872	COMMANDANT IRB munirabad
873	Sateesh P
874	BDO Laljuri
875	JC Palnadu
876	Rajeev.M SP, ISD Dharwad
877	DPO Dhalai
878	tehri garhwal
879	DC PapumPare
880	BDO DASDA
881	DESTO ALIGARH
882	Internal Security Division, Karnataka
883	Collectorate Gandhinagar
884	Barpeta
885	SDM HQ NW
886	SP ISD Bengaluru
887	NIC Sindhudurg
888	DC KHAWZAWL
889	DC, Kra Daadi
890	Srinivas
891	satya Kumar
892	Collectorate Thrissur
893	DM Sagar
894	BDO JUBARAJNAGAR
895	T.K Debnath,IAS, Secretary , Lablur Department, Tripura
896	O/o Commissioner of Handlooms & Textiles
897	District Collector, Karaikal, Puducherry UT
898	DM BURHANPUR MP
899	BDO, Ganganagar
900	BDO DASDA
901	DC office Leh
902	CTM HISAR
903	DC Kangpokpi
904	Collectorate Krishna
905	Collectorate Palakkad
906	Anshu Gupta
907	sakethapuram Pradeep
908	APMB
909	Dc Pherzawl
910	DEGM BURHANPUR
911	District Collector, Mahabubnagar
912	Dindori
913	Pard
914	EDM Chatra
915	DC Office Rajouri
916	Satpal women ITI Dhmla

917	DM South Tripura
918	RD Tripura
919	District moga
920	Bamutia RD Block
921	Joint Secrterary, GAAR, Tripura
922	SP CHN
923	BDO MOHANBHOG
924	sp kgf
925	BDO Chawmanu
926	Porbandar-DC
927	DC KHAWZAWL
928	SP SHIVAMOGGA
929	Amar singh
930	NIC Pherzawl
931	DM South Tripura
932	DM KHOWAI
933	BHADRADRI KOTHAGUDEM
934	DM RATLAM
935	NIC BEGUSARAI
936	Nalbari
937	V Srinu Naik, DSP Jails Telangana Prisons
938	Rucha Mahale, Head SeMT MP
939	DD MSME Fatehabad
940	DC KOHIMA
941	SP Kolar
942	SP BIDAR
943	DM KHOWAI
944	mohit kumar
945	ADC Mandi
946	sangye drema
947	SP DHARWAD
948	ADM Balaghat
949	ADC Belagavi
950	DC UPPER SIANG
951	DM Darbhanga
952	DISTRICT SHEOPUR
953	trioki nath
954	Collectorate North Goa
955	Dindori
956	DDO Bageshwar
957	Dr. MCRHRDI
958	DM Khargone
959	Collector_Dantewada
960	MAHABUBABAD
961	NIC PILIBHIT
962	ceo zp khargone

963	ADDL SP BNG SOUTH
964	SPBALLARI
965	DM KHOWAI
966	DD MSME Fatehabad Janak Kumar
967	CTM JHAJJAR
968	O/o Deputy Commissioner,Churachandpur
969	Dist-Jehanabad
970	Dr Sachin Shukla
971	DC PAPUMPARE
972	vinay kumar Telangana State Aviation Corp Ltd
973	Vinay Singh SDM Bilari Moradabad
974	DOIT JALORE
975	M Vishnu Teja
976	Shashi DIET Kanth Moradabad
977	NIC BANDA
978	SDM TKD
979	DM Morena
980	NIC Bundi
981	bagalkote
982	Satpal women ITI Dhmla
983	shyamali
984	DDEO
985	Collector SuryapetTG
986	Vitthal shinde GAD Maharashtra
987	DM KHOWAI
988	zila panchayat sheopur
989	Supdt
990	SP & Principal PTC Kalaburagi
991	SP Vijayapura
992	Belagavi City
993	ELURU-MC
994	DC Kra Daadi
995	Rajesh kumar
996	Addl. SP Vijayapura
997	DC-Dima Hasao
998	DM Morena
999	Anil Kumar Yadav
1000	SP TUMKUR
1001	Nic West Singhbhum
1002	DGGIT Punjab
1003	Diwakar Shukla
1004	DC PAKYONG
1005	Nicpg@123
1006	DIGP Ballari
1007	Shaurav Saha
1008	ADM NORTH JAIPUR

1009	v.k
1010	vikas kumar
1011	Palamu-Jharkhand
1012	12 BN KSRP
1013	DM Sehore - M.P.
1014	NIC leparada
1015	DM BILASPUR CHHATTISGARH
1016	DM Sagar
1017	DC WJH
1018	Azhar Alam
1019	Nitish Datta
1020	vikas kumar
1021	DPO Chikkamagaluru
1022	DDEO
1023	bsp
1024	SP Hassan
1025	DeGM- North Tripura District
1026	Jaspreet Singh
1027	Jaspreet Singh
1028	NIC Ranchi
1029	Udupi Police
1030	c.e.o chamoli
1031	supply head clerk
1032	NIC Kottayam
1033	25590874344
1034	Collector NTR District
1035	DPO TIRUVANNAMALAI
1036	Dhar
1037	CEO Bageshwar
1038	Suresh Ravula
1039	Swarnali
1040	SRA PUNE
1041	DURG
1042	jaipur
1043	ADM NORTH
1044	DC Phek
1045	ceo zp jabalpur
1046	Nagaraju
1047	dmmorena
1048	sdfs
1049	AR - WEST SIANG
1050	DM KATNI
1051	DM Moradabad
1052	DHAR
1053	Sheopur-Madhya Pradesh-1
1054	Bhiwani - Haryana

1055	Burhanpur-Madhya Pradesh 1
1056	Shimla-Himachal Pradesh (DC)
1057	BH-BEGUSARAI
1058	TR-SouthTripura
1059	Tikamgarh-Madhya Pradesh NIC-II
1060	Dhar - Madhya Pradesh I
1061	DARPG-SPB-CR
1062	Korea-Chhattisgarh
1063	Raisen-MP
1064	936412
1065	TAPI-DC
1066	Bhopal-Collectorate-mp-2
1067	Gomati-Tripura
1068	Una-Himachal Pradesh
1069	Haryana Sirsa 1
1070	Jabalpur-Madhya Pradesh



सत्यमेव जयते

Department of Administrative Reforms and Public Grievances
Ministry of Personnel, Public Grievances and Pensions
Government of India