



प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES

34th

NATIONAL GOOD GOVERNANCE WEBINAR

HOLISTIC DEVELOPMENT OF DISTRICTS PROCEEDING REPORT

30th January, 2026, Friday

Session By-

Shri Karn Satyarthi

Deputy Commissioner, East Singhbhum,
Jharkhand

Shri Shrikant Balasaheb Suse

2. Deputy Commissioner, Kupwara,
Jammu and Kashmir

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

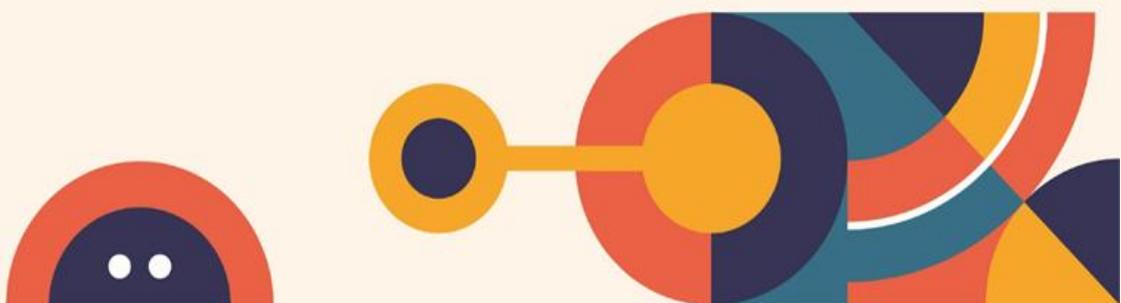


Table of Contents

Background	01
Welcome address by: Shri Puneet Yadav, <i>Addl. Secretary, DARPG</i>	02
Session 1: Gumla District initiative - by Shri Karn Satyarthi, Deputy Commissioner, East Singhbhum, Jharkhand.	03
<ul style="list-style-type: none">• <i>Brief</i>• <i>Proceedings</i>• <i>Presentation</i>	
Session 2: Kargil District initiative - by Shri Shrikant Balasaheb 22 Suse, Deputy Commissioner/District Magistrate, Kupwara, Jammu & Kashmir.	
<ul style="list-style-type: none">• <i>Brief</i>• <i>Proceedings</i>• <i>Presentation</i>	
Vote of Thanks by: Shri Rohit Anand <i>Director, Department of Administrative Reforms & Public</i> <i>Grievances, Government of India</i>	37
Glimpses	38
List of Attendees	39

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'; 'Holistic Development of Districts' and 'Aspirational Blocks Programme'.

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 34th National Good Governance webinar on the theme "Holistic Development of Districts" was organized on 30th January, 2026.

The webinar highlighted successful initiative from two Districts – Gumla, Jharkhand and Kargil, Ladakh; which have emerged as models in innovative governance.

WELCOME ADDRESS

The session was chaired by **Shri Puneet Yadav**, Additional 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.

He 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 Gumla and Kargil**, which were the focal points of the session.

He also introduced the **keynote speakers** for the theme "*Holistic Development of Districts*": **Shri Karn Satyarthi**, Deputy Commissioner, East Singhbhum, Jharkhand and **Shri Shrikant Balasaheb Suse**, Deputy Commissioner/District Magistrate, Kupwara, J&K.

To set the context for the discussion, the session began with the **screening of two short films** highlighting impactful implementation of government schemes in the districts of **Gumla and Kargil**.

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

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DEPARTMENT OF
ADMINISTRATIVE REFORMS
& PUBLIC GRIEVANCES

34th NATIONAL GOOD GOVERNANCE WEBINAR

**“Holistic Development
of Districts”**

30th January, 2026

LEAD SPEAKER

Session-I
Shri Karn Satyarthi
Deputy Commissioner, East Singhbhum,
Jharkhand

Session-II
Shri Shrikant Balasaheb Suse
Deputy Commissioner, Kupwara,
Jammu and Kashmir

SESSION – I

BRIEF OF GUMLA DISTRICT INITIATIVE, JHARKHAND

Gumla, the second largest district in Jharkhand, spans an area of 5,327 square kilometers and is predominantly inhabited by a tribal population, with approximately 69% of its residents belonging to Scheduled Tribes. Located in the southern part of the Chhotanagpur plateau, it is characterized by its rich cultural heritage and unique ecological landscape. However, the district has long been affected by Naxal violence, which has posed significant challenges to its development and stability.

Despite these obstacles, Gumla has made notable strides in improving housing conditions for its residents. The district has achieved over 90% saturation under the Pradhan Mantri Awas Yojana-Urban (PMAY-U), a program aimed at enhancing urban housing for marginalized populations. This achievement signifies a substantial improvement in the availability of dignified housing options, thereby contributing to the overall quality of life for urban dwellers.

In the rural sector, Gumla has excelled under the Pradhan Mantri Awas Yojana-Gramin (PMAY-G), earning an impressive score of 100. This remarkable accomplishment underscores the district's effective implementation of rural housing initiatives, demonstrating a strong commitment to providing safe and secure homes for the rural population. The success of PMAY-G highlights the administration's focus on addressing housing shortages and improving living standards in rural communities.

Overall, these advancements reflect Gumla's dedication to overcoming its historical challenges and enhancing the welfare of its residents through effective governance and targeted developmental programs. The district's achievements in housing not only foster a sense of security and dignity among its inhabitants but also lay the groundwork for sustainable growth and development in the region.

IMPACT OF THE INITIATIVE

- Strengthened community participation through Gram Sabha-led planning and grievance redressal, involving 159 panchayats and 22 wards. Over 5,000 community events have been pivotal in implementing key schemes like PMMVY and Mission Indradhanush, ensuring inclusiveness and effective scheme delivery.
- Performance tracking for contractors under schemes like Jal Jeevan Mission led to ₹24 lakh in penalties for delays, while "Employee of the Month" incentives were introduced

to boost motivation.

- District uses the in-house Gram Sampati portal (<https://sarvodaygumla.in>) for managing government projects and assets, reducing information asymmetry and corruption. Over 2,500 government assets now feature QR codes, providing project details and enabling citizen feedback with time-bound issue resolution. This initiative has reduced project delays by 77% and increased average monthly expenditure by over 200% in the past year. Over ₹72 lakh have been recovered from officials in civil works due to lifecycle monitoring.
- District has adopted a convergence strategy to address resource constraints by integrating government schemes, CSR funds and human resources in health and education. Key initiatives include building 50 classrooms, a science center, 50 carbon-neutral villages via solar micro-grids and libraries at all levels.
- Gumla has placed citizens at the core of its initiatives, introducing E-Jan Shikayat and the Sarvoday portal for grievance redressal, minimizing travel and opportunity costs for residents. Over 1,200 grievances have been received, with more than 60% resolved. Additionally, a dedicated PVTG helpline, managed by the Jharkhand Tribal Development Society, addresses the unique needs of vulnerable groups, enhancing the implementation of PM-JANMAN through inter-departmental collaboration.

PROCEEDINGS

**By: Shri Karn Satyarthi,
Deputy Commissioner, East Singhbhum, Jharkhand**

Shri Karn Satyarthi delivered an inspiring presentation titled "Sarvodaya Gumla - Mission Sarvodaya" focused on Particularly Vulnerable Tribal Groups (PVTGs). This technology-enhanced framework ensures citizen participation through problem-solving platforms, embodying principles of holistic development via saturation approaches, Digital India integration, scheme convergence, rural specialization and absolute transparency. Gumla, home to PVTG communities such as Korwa (3,736), Asur (10,502), Birjia (1,080), Birhor (932) and Parhiya (155), has emerged as a national model, blending innovation with grassroots empowerment to uplift marginalized populations.

The saturation drive achieved remarkable milestones for PVTG families. Ayushman Bharat cards covered 9,300 of 19,100 targets, PM Ujjwala gas connections reached full distribution, PM Vishwakarma registrations completed and PMAY-G housing sanctions fulfilled 100%. Jal Jeevan Mission delivered 1,30,788 functional household tap connections, providing drinking water to every habitation with visible transformations in villages like Jalhan. QR codes on all government assets starting with Gram Sampati, empowered citizens to scan for scheme details, file complaints or rate services, creating a digital asset register for real-time accountability.

Infrastructure revival highlighted Gumla's proactive governance. The Gumla Science Centre, backed by ISRO and DIA was restored from ruins to operational excellence between May and December 2023. Education surged with additional classrooms in over 25 schools like Welfare School Dokapat, computer labs in 93 institutions, science labs in 43 and smart classes in 100. Healthcare advanced via CSR: Tata Steel Foundation funded the region's first CT Scan facility, now replicated elsewhere, while 100% electric tricycles reached differently-abled citizens and education loans up to ₹4 lakh ensured access.

Digital platforms revolutionized service delivery. The Sarvodaya portal (sarvodayagumla.in) resolved over 1,600 grievances timebound with filters for schemes, income, gender, marital status and social category. An Open Door Policy offered video conferences with the DC, complemented by weekly camps and E-Jan Shikayat. Gram Sampati dashboard monitored 240 projects across blocks such as Ghaghra, Bharno, Bishunpur, Raidi, Sisai, Palkot, Basia, Kamdara, Chainpur, Albert Ekka (Jari), Dumri revealing 77.4% completion, ITDA handling 82% and delay breakdowns like 30-60 days for key projects.

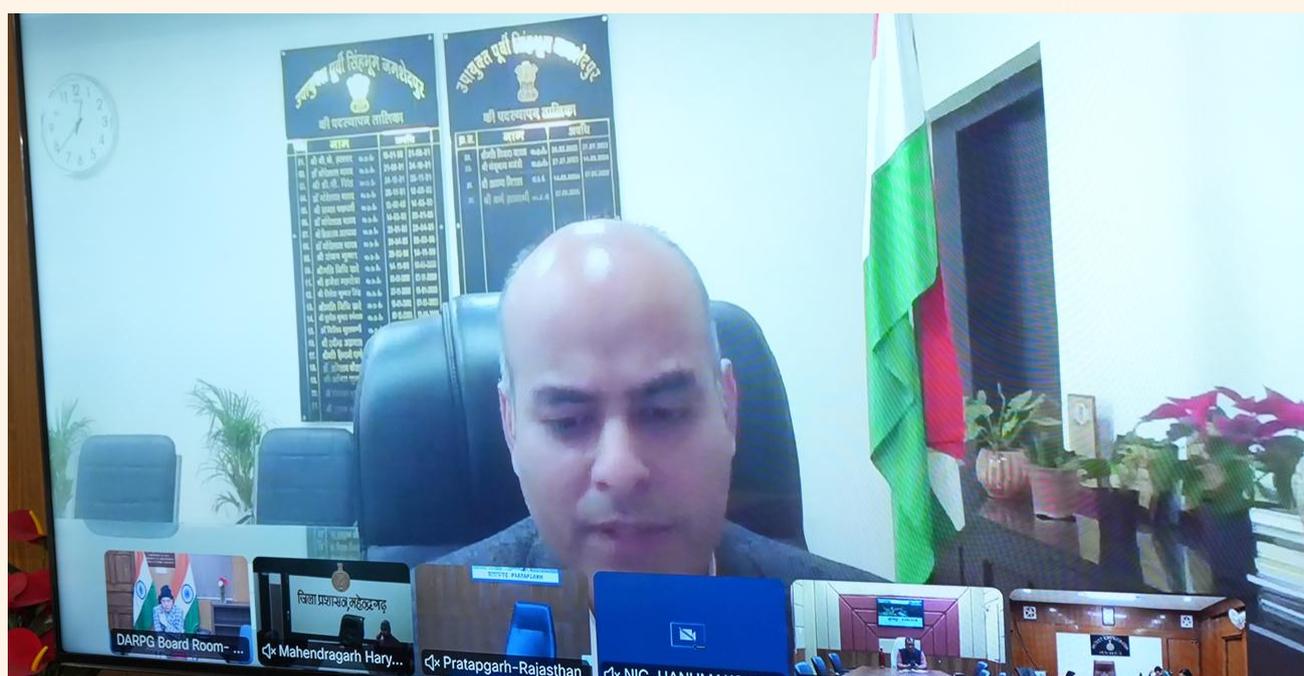
Jan Bhagidari anchored progress with 181 camps across panchayats and wards, mandatory Gram Sabhas for work approval and senior officers' weekly public meetings. Sickle Cell screening camps in remote Jobipath (Bishunpur) and PVTG drives fostered inclusion.

Gumla uniquely holds DC's CNT courts in villages and not courtrooms the only Jharkhand district doing which enabled open expression. Caste certificates reached Birhor families in Jaldega after decades. Health initiatives ranked Dumri Block first statewide for PVTG Sickle Cell screening, monitored 5,000 students via health cards, promoted habits in schools like Kasturba Gandhi Balika Vidyalaya Ghaghra and launched Project ASHA with AIIMS Delhi for epilepsy care that offers free medicines and counseling.

Shri Satuarthi then presented the convergence amplified outcomes. PM POSHAN Abhiyan upgraded Anganwadis like Urao Toli (Ghatgaon, Soso) with tricolor pillars, Palkot ragi farmers benefited. CSR built Birsa Munda and Savitri Bai Phule libraries, introduced Scratch coding for SS+2 girls, enabled tribal students' visit to Satish Dhawan Space Centre and hosted Gumla Book Fair. Ujjana Bijjana Abhiyan boosted 27 FPOs/SHGs to ₹52 crore turnover in 2024-25. Kishori Project ensured 100% sanitary pad distribution.

In NITI Aayog's PVTG session, Gumla's citizens directly engaged the Prime Minister, emphasizing targeted saturation via PM JANMAN. Sessions covered women-led development (Washim SHGs), social issues like child marriage and MHM (Kurnool), PM Gati Shakti planning (Dahod), and ODOP livelihoods (Bijnor), positioning Gumla's PVTG focus centrally. Achievements included first-district PVTG Sickle Cell saturation, Ayushman coverage and student health cards replicated statewide.

Looking ahead, Gumla commits to sustained saturation in health and education with student health cards replicated statewide, intensified Jan Andolan for open access; infrastructure convergence for basic facilities and carbon-neutral villages. This blueprint positions Gumla as a governance exemplar, blending technology, participation and saturation for inclusive growth. Shri Satyarthi's vision not only earned national acclaim but offers replicable strategies for India's developmental aspirations, embodying true Sarvodaya welfare for all.



PRESENTATION



Gumla
Holistic Development of the District
From Numbers to Names
Karn Satyarthi, DC East Singhbhum, Jamshedpur, Jharfihand

Gumla's unique challenges

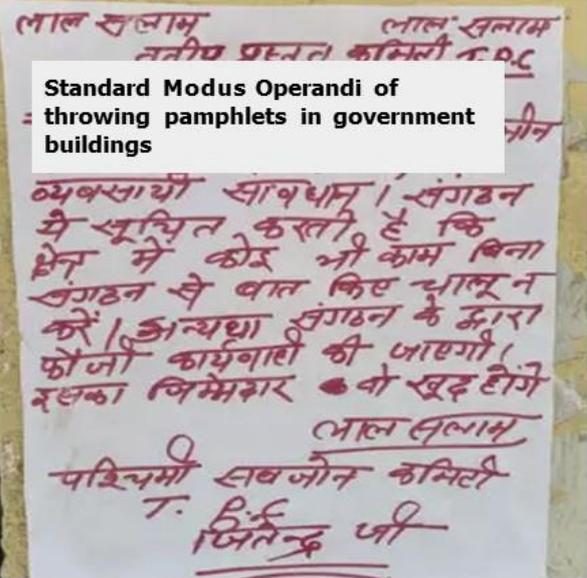
Opportunity for holistic development



The Naxal Menace in Gumla



Kurumgarh Police Station attacked

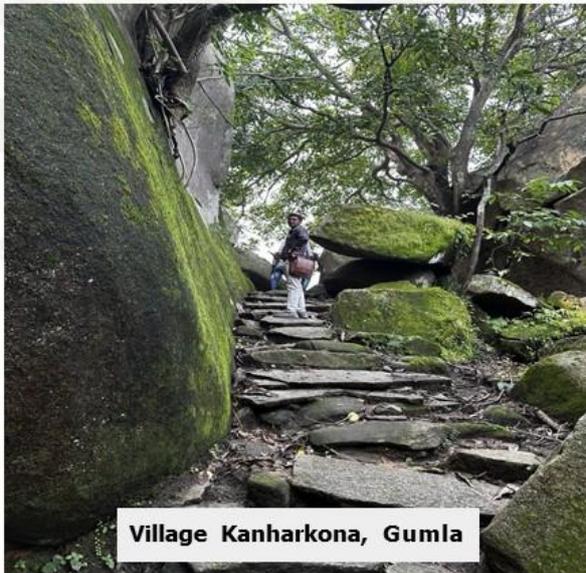


Standard Modus Operandi of
throwing pamphlets in government
buildings

व्यवसायी सावधान। संगठन
से सूचित करती है कि
हैन में कोई भी काम बिना
संगठन से बात किए चालू न
करें। अन्यथा संगठन के द्वारा
फौजी कार्यवाही की जाएगी।
रहका जिम्मेदार वो खुद होंगे

लाल सुलाम
पश्चिमी एचजोन कमिटी
T. P. S.
जितेंद्र जी

Challenges of topography



Village Kanharkona, Gumla



Village Lohradera, Gumla

Challenges of topography

Carbon neutral villages have been established in hard to reach areas.



Hundreds of kilometres of rural roads have been sanctioned in Gumla in the past year



Saturation Approach



Grievance Redressal



Convergence



Jan Bhagidari

Principles of Holistic Development



Transparency

Saturation Approach



- Ayushman Bharat
- PM UJJWALA distribution
- PM VISHWAKARMA registration
- PMAY (G) Sanctions

Have all been saturated for PVTG families of Gumla district

Jal Jeevan Mission

1,30,788 new Functional Household Tap Connections

Before

Village Jalhan, Gumla

After



QR Codes on all Government Assets For Transparency



QR CODES HAVE BEEN INSTALLED IN ALL THE GOVT ASSETS FOR COMPLAINTS & RATING

Revival of Government Assets



Gumla Science Centre Before and After

INFRASTRUCTURE

Building capacity for change



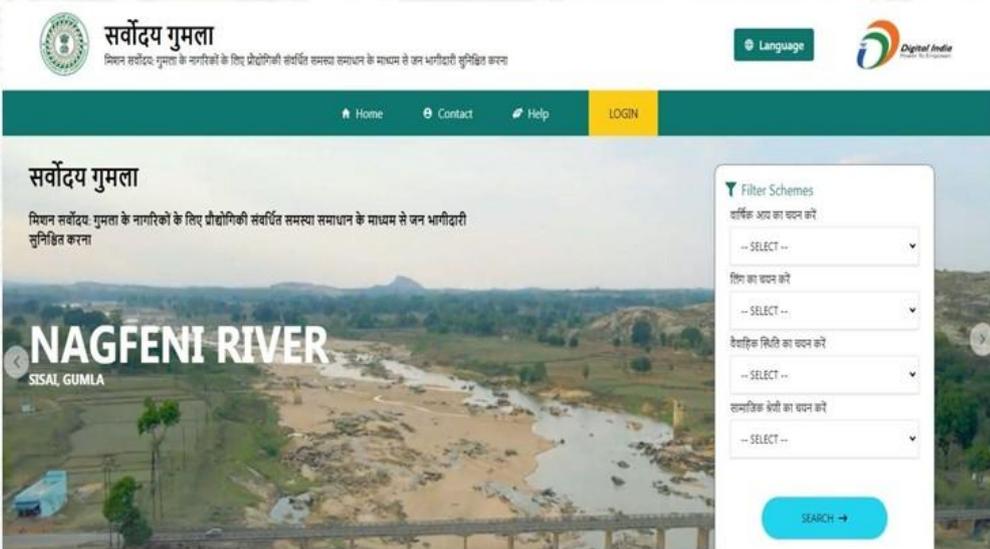
- Additional classrooms in more than **25** schools

- Computer Labs in **93** schools

- Functional Science Labs in **43** Schools

- Smart Classes in **100** schools

Online Grievance Redressal through <https://sarvodaygumla.in/>



More than 1600 Grievances have been resolved in timebound fashion

SARVODAY WEB PORTAL

Open Door Policy

Issuing essential documents



1. Citizens can connect with the DC through Video Conference for resolution of their complaints
2. This is in addition to weekly grievance redressal camps at all levels of Government

E- JAN SHIKAYAT

Leveraging Convergence for PM POSHAN Abhiyan



Raagi farmers of Palkot Block

Convergence



Anganwadi Centre Ghatgaon, Gumla

HEALTH & NUTRITION

Systemic and immediate interventions



All eligible PVTG citizens have been screened for Sickle Cell Diseases

Health monitoring of 5000 students

Kasturba Gandhi Balika Vidyalaya Ghaghra, Gumla

HEALTH & NUTRITION

Systemic and immediate interventions



All eligible PVTG citizens have been screened for Sickle Cell Diseases

Ranked first in the state of Jharkhand

Dumri Block

Project ASHA

Fighting epilepsy and superstitions



**Team of doctors from
AIIMS Delhi**

**End to end support
including free medicines
and counseling**

Focus on systemic issues

Leveraging CSR



**First district in the region
to have started CT Scan
through CSR funds from
the TATA Steel Foundation**

**This model has now been
replicated by many other
districts**

Leveraging CSR



First district in the state to ensure 100% distribution of electric tricycles to its eligible differently abled population

Jan Bhagidari *From Numbers to Names*



CAMP FOR SICKLE CELL DISEASE SCREENING AT JOBIPATH VILLAGE OF BISHUNPUR BLOCK



PVTG CAMP CONDUCTED FOR SATURATION AT JOBIPATH, BISHUNPUR

- 181 camps conducted in all Panchayats and Wards
- Gram Sabhas mandatory for works
- 2 Public Meetings by senior officers every week

Jan Bhagidari Camp courts in remote villages



Gumla is the only district in Jharkhand where DC's CNT court is held in villages instead of courtrooms. This allows citizens to freely express themselves.

IDENTITY

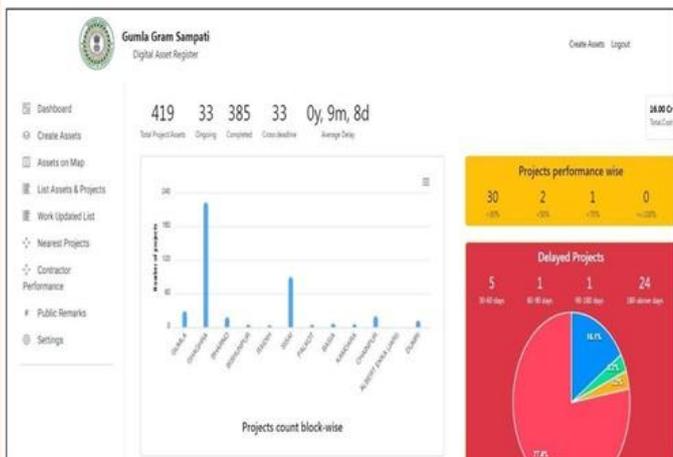
Issuing essential documents



Caste certificates issued to Birhor families of Jaldega village after decades' long wait

Transparency

Leveraging Technology



GRAMSAMPATI WEB PORTAL



GRAMSAMPATI APP

1. Technology has been leveraged extensively to ensure transparency
2. Real time monitoring of all Government Scheme
3. Information related to all Government schemes accessible openly on Open Government Data



Ujjana Bijjana Abhiyan has helped 27 FPOs/Cooperatives/SHGs generate a combined turnover of more than Rs. 52 crores for the year 2024-25. The abhiyan aims to address critical gaps faced by these businesses.



BIRSA MUNDA LIBRARY, GUMLA



SAVITRI BAI PHULE LIBRARY, GUMLA



NOTHING

TRIBAL GIRL STUDENTS OF RESIDENTIAL SCHOOL VISITED SATISH DHAWAN SPACE CENTRE, SRINARIKOTA



STUDENTS OF SS+2 GIRLS HIGH SCHOOL GUMLA LEARNING SCRATCH CODING

Gift of Education!



GUMLA BOOK FAIR

Presented before the Hon. Prime Minister of India



Session Themes

Agriculture Women-led Development

Washim

- Focus on women-led development
- SHGs as Village Level Organisations to step up service delivery
- Targeting social development



Social Development

Kurnool

- Addressing social stigmas and taboos like Child Marriage, MHM etc.
- Using education and healthcare to bridge gaps in social development



PM Gati Shakti Area Planning

Dahod

- Area planning approach
- Better site selection for creation of infra under ABP
- Use of layers of data available from social sector ministries



Vocal for Local One District One Product

Bijoor

- Using ODDP to improve lives and livelihoods
- Promoting market linkages



Particularly Vulnerable Tribal Groups

Gumla

- Blocks with PVTG Population
- Targeted saturation
- Leveraging PM JANMAN



KORWA (3736)



BIRJIA (1080)



BIRHOR (932)



ASUR (10502)

PVTGs of
Gumla



PARHIYA (155)

Gumla's PVTG citizens interact with the Hon. Prime Minister of India



WAY FORWARD

Leveraging Saturation Approach

Health/Education

1. First District to saturate Sickle Cell Disease Screening for PVTGs
2. Ayushman Card saturation for PVTGs
3. Initiatives like Health Cards for school students have been replicated by other districts

Jan Andolan

1. All works to be certified by the Gram Sabha
2. Open access to all Government Servants
3. Bringing Government at people's doorsteps

Infrastructure

1. Convergence for ensuring basic facilities in all AWCs and hospitals
2. More than 100 carbon neutral villages
3. Drinking water to all habitations



SESSION – II

BRIEF OF KARGIL DISTRICT INITIATIVE, LADAKH

Kargil, one of the two districts in the Union Territory of Ladakh, is not only notable for its breathtaking landscapes but also stands as the second largest town in the region. The district has made significant strides in improving the quality of life for its residents through various government initiatives.

Among the key schemes implemented are PM SVANidhi, aimed at supporting street vendors, Pradhan Mantri Awas Yojana-Urban (PMAY-U) for urban housing, and the PM Jan Arogya Yojana (PMJAY) which focuses on health care access. Impressively, these programs have achieved saturation levels exceeding 90%, reflecting the district administration's commitment to enhance urban living standards and health care accessibility. Additionally, the Pradhan Mantri Awas Yojana-Gramin (PMAY-G), which targets rural housing, has also achieved a remarkable score of over 90%. This success illustrates the diligent efforts made by the local authorities to ensure that all residents, regardless of their living conditions, have access to dignified shelter.

These achievements highlight the administration's comprehensive approach to development, which not only focuses on providing adequate housing but also emphasizes the importance of accessible health care benefits. By offering street vendors affordable working capital, the district is actively promoting self-reliance and entrepreneurship among its citizens. Overall, Kargil's progress in these areas underscores a broader commitment to improving the well-being of its communities and fostering sustainable development.

IMPACT OF THE INITIATIVE

- Established task forces for major schemes (JJM, PMJAY, PMAY, etc.), conducted regular audits, and set up transparent grievance redressal mechanisms. Digitization streamlined data management, reduced errors and corruption risks.
- Robust monitoring systems were established, with regular performance assessments and transparent citizen feedback mechanisms. Training programs emphasized ethical conduct and compliance, while digital platforms ensured accurate data reporting.
- Conducted regular awareness campaigns and community engagement, along with 23 workshops and 18 training programs for officials and Panchayati Raj members which enhanced scheme implementation and community involvement.
- Implemented dedicated helplines and online portals for easy submission of complaints. Trained personnel to handle grievances efficiently, with regular reviews leading to

policy improvements. 4,100 grievances were resolved, and 968 Daily Junta Darbars were held.

- Under the KCC Scheme, loans were provided to 15,841 farmers, 1,549 animal husbandry beneficiaries and 23 fisheries beneficiaries with easy credit access, fostering economic growth in Kargil's agriculture sector. This comprehensive support has enabled farmers to access timely credit for essential inputs such as seeds, fertilizers, and equipment, thereby enhancing their productivity and ensuring financial stability.
- 15,114 households have been provided with reliable access to clean drinking water, a crucial need in a region where water scarcity can significantly impact daily life. Har Ghar Jal scheme has not only focused on expanding water infrastructure but has also introduced innovative pipe insulation techniques to tackle the challenges posed by the region's extreme temperatures.

PROCEEDINGS

By: Shri Shrikant Balasaheb Suse.

District Commissioner/District Magistrate, Kupwara, Jammu & Kashmir

Shri Shrikant Balasaheb Suse began his presentation by outlining the district profile of Kargil, which was established on 1 July 1979 and is strategically located in northern India, facing Pak-occupied Gilgit-Baltistan across the Line of Control. He described how the district spans an area of 14,086 square kilometres and comprises the key valleys of Suru, Zaskar, Wakha and Drass all of which are characterised by a cold desert climate with severe winters, minimal precipitation mostly in the form of snow and short temperate summers. The district is connected mainly through National Highway 1 from Srinagar to Leh and via Zaskar from Himachal Pradesh, and these corridors are vital lifelines for movement of people, essential supplies and developmental activities.

He then presented the demographic profile of Kargil, noting that as per Census 2011 the district has a population of 1,40,802 persons spread over 129 villages, with a rural population of 1,24,464 and an urban population of 16,338 and decadal growth rates of 20.18 per cent in rural areas and 19.67 per cent in urban areas. The sex ratio stands at 883 females per 1,000 males, indicating demographic and social challenges typical of remote border areas. He highlighted Drass town as one of the coldest continuously inhabited places in the world, where winter temperatures can drop to around minus 40 degrees Celsius which severely affects infrastructure, mobility and living conditions.

On the economic front, Shri Suse explained that Kargil's livelihood structure is largely based on agriculture, horticulture, tourism and livestock rearing. About 72 per cent of the cultivated area is under food grains, 22 per cent under fodder and 6 per cent under vegetables with farming generally small-scale and adapted to the short growing season. Tourism has emerged as an important driver of growth with major attractions such as Drass, Suru Valley, Shargole and Zaskar and the Tourism Department organises annual Kargil and Zaskar festivals to showcase the rich culture of the district. Livestock farming, particularly pastoral rearing of sheep, goats and cows remains a traditional and vital source of livelihood, especially in high-altitude and rural belts.

Shri Suse then outlined the principal governance challenges and the strategies adopted to address them. Extreme cold temperatures, with prolonged sub-zero conditions required use of latest technology, thermal insulation, green houses and solar energy-based housing solutions to ensure habitability and continuity of services. Heavy snowfall that frequently blocks roads and hampers logistics has been countered through deployment of modern machinery and imported snow cutters to ensure quick clearance and restoration of

connectivity. Limited connectivity and poor network coverage in remote pockets are being addressed through telecom expansion supported by the Universal Service Obligation Fund, with 4G coverage by Jio and Airtel in targeted areas. To overcome the short construction season, the administration has focused on ensuring timely administrative approvals and completion of codal formalities before the onset of the working season and on using prefabricated structures to complete projects within the narrow weather window. Logistics challenges arising from weather-induced delays in supply chains have been mitigated by setting up control rooms, taking advance precautionary measures and pre-deploying men and machinery as per weather forecasts. The sparse and dispersed population has necessitated door-to-door campaigns for awareness, enrolment and delivery of services so that no household is left out.

A central theme of the presentation was the holistic development of Kargil through flagship schemes such as Jal Jeevan Mission (Har Ghar Jal), PM SVANidhi, Pradhan Mantri Awas Yojana (Gramin and Urban) and Pradhan Mantri Jan Arogya Yojana (AB PM-JAY). Under Jal Jeevan Mission, described under the theme “Breaking the ice and moving the mountains”, the district confronted harsh winters with temperatures reaching minus 30 degrees Celsius, geographical and connectivity constraints and the persistent problem of pipes freezing due to lack of appropriate technology. The administration responded by insulating service reservoirs and pipelines, laying pipelines below the frost line, insulating pipes and taps using green technologies like green houses and solar energy, introducing community-level monitoring and micro-level planning and switching to HDPE pipes in place of GI pipes. As a result, by December 2025 a total of 18,198 households amounting to 96.21 per cent coverage had functional tap connections, compared to only 168 connections in December 2019, significantly improving water security particularly during the six-month winter period in rural areas, including harsh locations like Drass and Zaskar.

Shri Suse then highlighted PM SVANidhi and its role in strengthening street-vendor livelihoods in Kargil. Initial service delivery gaps included lack of awareness among vendors about the scheme’s benefits, eligibility and processes and low digital literacy leading to dependence on intermediaries. To address this, the administration organised awareness camps and vendor surveys for high enrolment, held regular reviews with banks to expedite disbursement, undertook re-verification and updating of vendor lists across all urban local body areas and strengthened credit linkages. Vendors were linked to digital payment platforms such as UPI and QR codes and integrated with schemes like Ayushman Bharat for social security and protection. These measures led to coverage of 419 beneficiaries representing 113 percent achievement against targets across first, second and third term loans and enabled vendors to access working capital loans of ₹10,000, ₹20,000 and ₹50,000 for expanding business, purchasing inventory and improving infrastructure thereby promoting financial inclusion and reducing reliance on informal credit sources.

On AB PM-JAY, Shri Suse pointed out gaps in awareness, enrolment, hospital empanelment and infrastructure especially in remote and border areas. The district responded with intensive IEC in local dialects, mass awareness campaigns, Ayushman Bharat and health camps across all villages and panchayats, radio and social media messaging and door-to-door enrolment drives. Simultaneously, claim processing and grievance redressal were streamlined and beneficiaries were identified through tehsil-level committees, while all local hospitals were empanelled and special saturation efforts were undertaken during the Viksit Bharat Sankalp Yatra. These interventions resulted in 1,10,998 beneficiaries (95.2% coverage) benefiting from the scheme and claims of ₹5.52 crore approved for treatment of 675 patients alongside upgradation of district and sub-district hospitals with better operation theatres and facilities.

He reported that PMAY-Gramin achieved completion of all 1,307 sanctioned houses, attaining 100 per cent saturation of eligible beneficiaries, supported by beneficiary feedback, regular site visits, green building practices and provision of sanitation facilities with convergence with MGNREGA, SBM-G, JJM, Ujjwala and related schemes. Under PMAY-Urban, despite initial delays in beneficiary identification and Aadhaar seeding, the designation of nodal officers, comprehensive demand surveys, door-to-door verification and use of PMAY-U MIS and geo-tagging apps enabled completion of 690 of 707 sanctioned houses (97%), providing weather-resilient housing suited to extreme cold and snowfall. He also noted that under PM Vishwakarma Yojana, 3,840 applications were received and 2,326 cleared third-stage verification, indicating strong participation of traditional artisans through panchayat level awareness enrolment and training. In conclusion, the proceedings reflected that through innovative use of technology, convergence of schemes, proactive planning and community participation, Kargil has demonstrated a resilient and inclusive governance model capable of overcoming severe climatic and geographical constraints.



PRESENTATION



District Profile; Kargil

Location and Geography

- **Location:** Situated in northern India, facing Pak occupied Gilgit-Baltistan to the west across the Line of Control (LOC).
- **Area and Setup:** Established on July 1, 1979, the district spans 14,086 sq km.
- **Key Valleys:** Major areas include the Suru, Zaskar, Wakha, and Drass valleys.
- **Climate:** Cold desert climate with severe winters, minimal precipitation mostly in the form of snow, and short, temperate summers.
- **Access:** Connected by National Highway 1 (NH 1) from Srinagar to Leh and from Himachal through Zaskar
- **Geography:** Features the Suru and Wakha rivers, which sustain the lower-elevation valleys where vegetation is concentrated.

Economy & Agriculture

- **Agriculture & Horticulture:** 72% of the cultivated area is under food grains, 22% under fodder, and 6% under vegetables. It is characterized by small-scale farming.
- **Tourism:** A major economic driver contributing significantly to Ladakh's overall GDP, which has shown rapid growth.
- **Livestock Farming:** Pastoral farming of sheep, goats, and cows is a traditional and vital source of livelihood.

Demographics

- As per Census-2011 population of the District was recorded as 1,40,802 souls.
- Comprises of 129 villages
- Out of this the Rural Population is 124464 & Urban Population is 16338 the decadal Growth rate is 19.67 % in Urban & 20.18% in Rural.
- The Sex ratio of the District is 883 per thousand male.

Tourism Potential

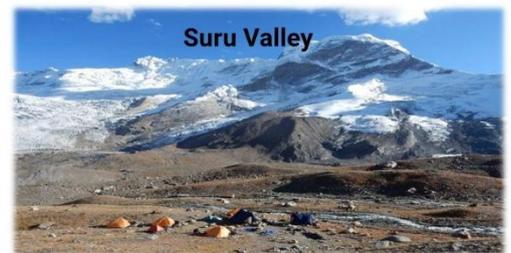
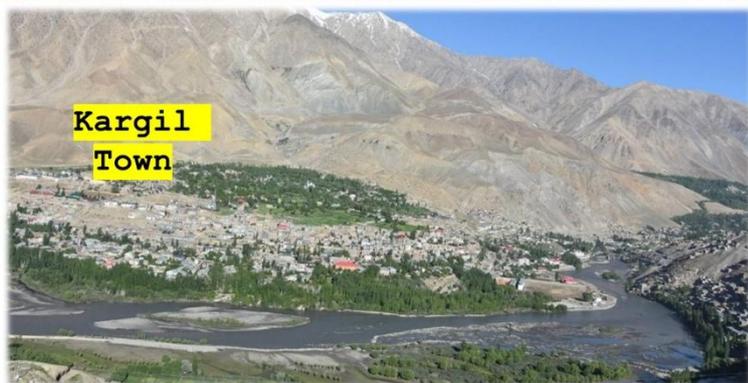
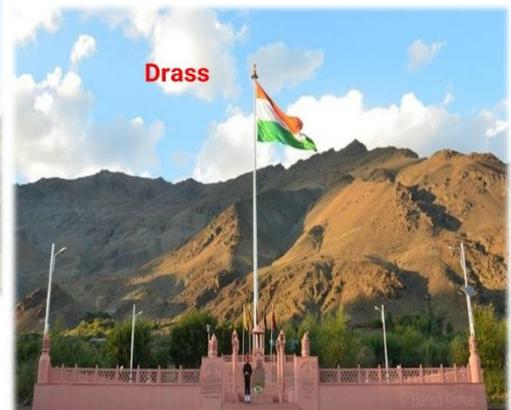
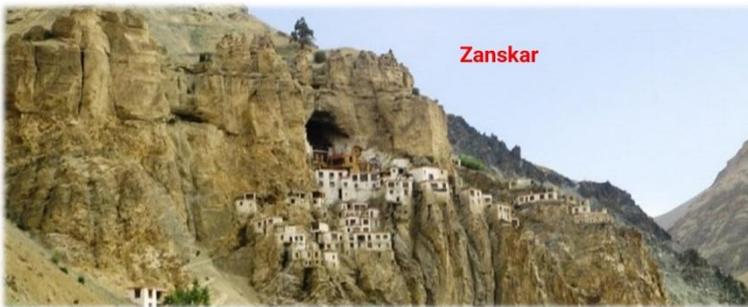
- Drass, Suru Valley, Shargole, Zaskar.
- Every year, Tourism Department organizes Kargil & Zaskar Festivals showcasing rich culture of the District

Drass – The Coldest Inhabited Place:

- The town of Drass in this district is renowned for being one of the coldest continuously inhabited places in the world, with winter temperatures plunging to (-40) °C.

Governance Challenges in the region

S. No	Governance Challenges	Solutions adopted
1	Extreme Cold Temperatures: Sub-zero temperatures for extended periods	➤ Use of Latest Technology, Green Houses, Insulation and Solar Energy Housing Solutions.
2	Heavy Snowfall: Frequent snowfall leading to blocked roads and logistical challenges	➤ Use of latest machines and imported snow cutter machineries for quick clearing of roads.
3	Limited Connectivity: Poor network coverage in remote areas	➤ Under UNIVERSAL SERVICE OBLIGATION FUND, JIO and Airtel 4G tower coverage of remote areas.
4	Limited Construction Season: Short construction window due to weather constraints	➤ In time Administrative approval and other codal formalities before the start of working season. Use of prefab structures for timely completion.
5	Logistics Challenges: Delays in delivery of goods and services due to weather-related constraints	➤ Setting of Control Rooms, and precautionary measures. Deployment of Men and machinery as per preplan for forecasted period.
6	Sparce popoulation	➤ Door to door campaigns



Holistic Development of the District Kargil was achieved through the effective implementation of the following Schemes



Har Ghar Jal Yojana



PM SVANidhi



Pradhan Mantri Awas Yojana (Gramin & urban)



Pradhan Mantri - Jan Arogya Yojana (AB PM-JAY)

Jal Jeevan Mission-Breaking the ice and moving the mountains...

Challenges

- Harsh climatic conditions; extreme weather conditions, -30 °C in winters
- Geographical challenges/connectivity Issues
- Freezing of pipes due to lack proper technology.
- Ensuring public participation

Major Interventions

1. Insulation of Service Reservoir & pipes.
2. Laying of Pipelines below frost line.
3. Insulation of Pipes and Tap
4. Use of Green Technologies like Green House and harvesting of Solar Energy
5. Community level monitoring
6. Micro level planning
7. Using HDPE pipes instead of GI Pipes.

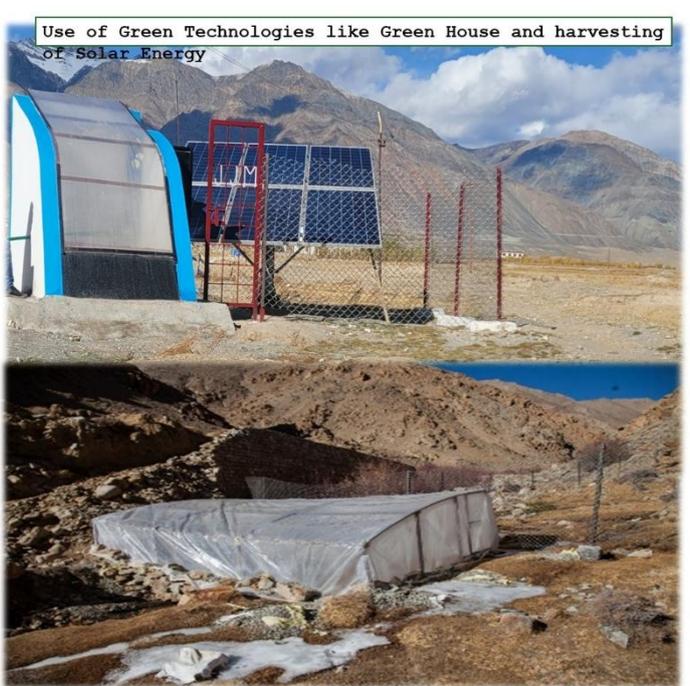
Insulation of Service Reservoir Pipes and Tap



Laying of Pipelines below frost line



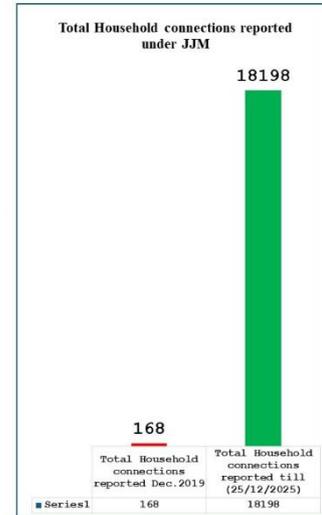
Use of Green Technologies like Green House and harvesting of Solar Energy



Jal Jeevan Mission-Breaking the ice and moving the mountains...

Outcomes

- ✓ **Intensified coverage:** As of December-2025 a total of **18,198** house holds (**96.21%**) are provided with tap water connection in the District.
- ✓ The scheme benefited the inhabitants of Kargil District, who faced lack of water supply during the challenging 6-month winter period in rural areas.
- ✓ Successful implementation in harsh winters having -30 temperatures in areas like Drass, Zanskar etc.



PM SVANidhi

Noted Gaps in Service Delivery

- ❖ **Lack of Awareness Among Street Vendors:** Many vendors were unaware of the PM SVANidhi scheme's benefits, eligibility criteria, or application process.
- ❖ **Digital Literacy Issues:** Many vendors are not digitally literate and depend heavily on intermediaries

Interventions

- **Awareness Camps & vendor surveys** for high enrollment.
- **Regular review with banks** for quick disbursements
- **Re-verification and updation** through the vendor survey was carried out in all ULB areas to identify eligible street vendors.
- **Strengthening of Credit Linkage.**
- **Digital Inclusion:** Vendors linked with digital payment platforms (e.g., UPI, QR Code) , Digital literacy
- **Integration with other schemes like Ayushman Bharat** for financial and social security coverage.

Outcomes

- ✓ **Intensified coverage:** Coverage of **419 beneficiaries, (113% against targets)** across 1st, 2nd & 3rd term loans.
- ✓ It facilitated working capital loan up to 10,000, 20,000 & 50,000/- .& enabled financial support to vendors to expand their businesses, purchase inventory, and improve infrastructure.
- ✓ By reducing dependency on informal lenders, it promotes financial inclusion and stability among vendors, fostering economic growth in Ladakh.

PM SVANidhi; establishment of income generating units



Pradhan Mantri -Jan Arogya Yojana (AB PM-JAY)

Noted Gaps in Service Delivery

- ❖ **Enrollment & Awareness Gaps:** Low Awareness and Incomplete Enrollment.
- ❖ **Accessibility & Infrastructure Issues,** Limited Empanelment of Hospitals and Inadequate Health Infrastructure.

Interventions

- **Enhancing Awareness-** Intensive IEC in local dialects Mass Awareness, **Ayushman Bharat camps & health camps across all villages/panchayats/Health Institutions**
- **Advertisement videos and radio jingles,** Social Media Awareness
- **Door-to-door enrollment drives** in remote & border areas.
- **Process & Policy Improvements:** Speeding up claim processing and grievance redressal mechanisms, identification of beneficiaries through tehsil committees.
- Empanelment of all Local hospitals.
- Special focus for saturation during Viksit Bharat Sankalp Yatra

Outcomes

- ✓ **Expanded Coverage:** 1,10,998 beneficiaries (95.2%) benefitted under the schemes with a approved claim of Rs. 5.52 crores for treatment of 675 patients.
- ✓ **Enhancing Infrastructure & Capacity:** Upgrading District & Sub-District Hospitals with better OT and other facilities.

Pradhan Mantri -Jan Arogya Yojana (AB PM-JAY)



PMAY-G (Pradhan Mantri Awas Yojana-Gramin)

S.No	Scheme	Target (1 st . April (2021 to 31 st Dec, 2025)	Achievement (2021 to 31 st Dec, 2025)	Achievement % Achievement Target *100	Saturation Percentage (#means coverage of Beneficiaries Eligible Individual House hold)
1	PMAY-G	1307	1307	100%	100%

Interventions

The Pradhan Mantri Awas Yojana (Gramin) has significantly benefited the marginalized and economically weaker sections of society of Kargil, Ladakh by adopting following activities and overcoming challenges:

- **Beneficiary Feedback Mechanisms:** Gathering feedback to assess impact and improve implementation
- **Regular Site Visits:** Ensuring quality control and adherence to construction standards
- **Green Building Practices:** Implementing sustainable construction techniques for energy efficiency, Use of Local material
- **Sanitation Facilities:** Provision of toilets and waste management systems

Outcomes under PMAY-G

- ✓ **Intensified coverage:** Completion of 1307 houses, (100% completion rate).
- ✓ **Convergence with MGNREGA, SBM-G, JJM, UJJWALA & other relevant Schemes.**



PMAY-U (Pradhan Mantri Awas Yojana-Urban)

Noted Gaps in Service Delivery

- ❖ **Delayed Beneficiary Identification and Verification:** Lack of accurate beneficiary data and delays in Aadhaar seeding and validation had caused slow progress in DPR approvals.

Interventions

- **Strengthening Institutional Capacity:** Designation of Nodal Officers at District and ULB levels to monitor and coordinate all activities to provide technical and handholding support to beneficiaries for house construction, design approvals, and documentation.
- **Beneficiary Identification and Support:** Comprehensive demand survey and door-to-door verification of potential beneficiaries to ensure inclusion of all eligible households.
- **Use of PMAY-U MIS and Geo-tagging mobile apps** for real-time monitoring of construction stages, fund disbursement, and beneficiary progress.

Outcomes

- ✓ **Intensified coverage:** Completion of 690 houses, (97%) out of 707 sanctioned households.
- ✓ **coping with extreme weather conditions:** The Scheme has provided significant benefits to the people of Kargil, Ladakh, especially in coping with extreme weather conditions. The scheme ensures construction of houses that are resilient to harsh weather such as extreme cold and snowfall prevalent in the region.

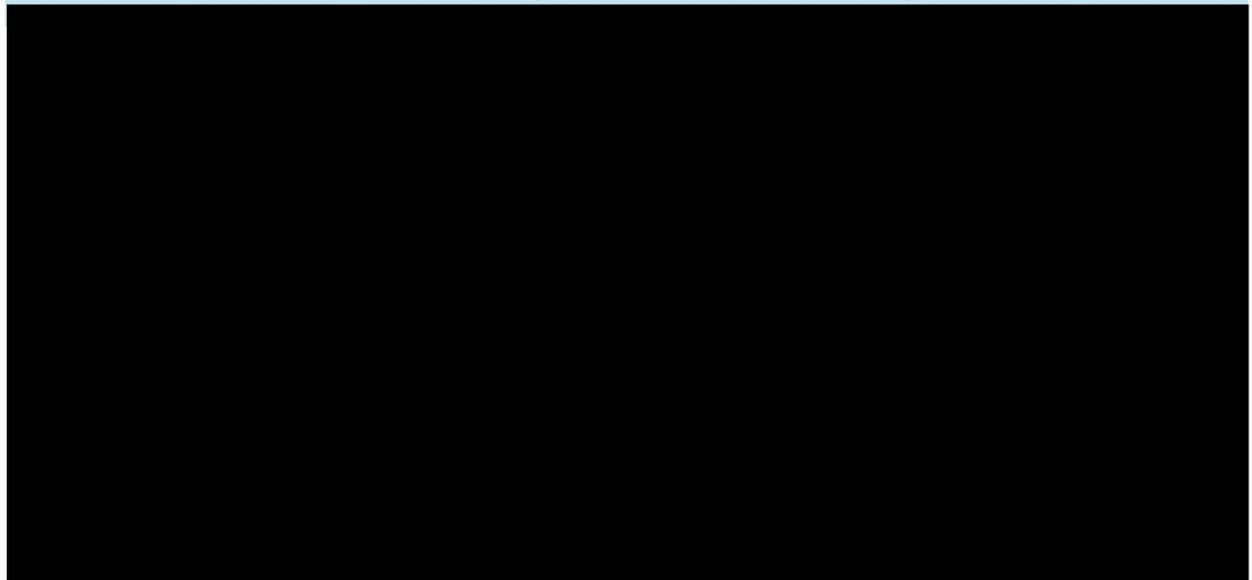


Pradhan Mantri Vishwakarma Yojana

- PM Vishwakarma Yojana has contributed to the socio-economic development of Kargil with panchayat level awareness, enrollment and trainings.
- Total Applications Received: 3840
- Total Application Cleared 3rd stage Verification : 2326



Jal Jeevan Mission-Breaking the ice and moving the mountains...





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 Karn Satyarthi, Deputy Commissioner, East Singhbhum, Jharkhand and Shri Shrikant Balasaheb Suse, Deputy Commissioner/District Magistrate, Kpuwara, J&K —for dedicating their valuable time and efforts to prepare and deliver such an engaging talk.

Shri Rohit Anand extended his sincere gratitude to Shri Puneet Yadav, Additional Secretary, DARPG, for kindly sparing his valuable time to attend the event.

In his closing remarks, Shri Rohit Anand, on behalf of DARPG, expressed his sincere gratitude to all Chief Secretaries, Administrative Reforms Secretaries of all States and Union Territories, District Administrations and the officers and stakeholders who participated in the session from across the country, acknowledging their enthusiasm and invaluable contributions in making the event a resounding success. With that, the 34th National Good Governance Webinar was formally concluded.



GLIMPSES



LIST OF ATTENDEES

S. No.	Attendee Name
1	ADC TIRAP
2	ARTPPG Deptt, Assam
3	Agar Malwa MP
4	CTM Gurugram
5	IT Branch Pathankot
6	KANDHAMAL ADM
7	Kurung Kumey, Arunachal Pradesh
8	ADM NE
9	2510 013 8479
10	2513 236 1344
11	2513 236 1344
12	25132361344
13	25135801863
14	2514 274 3294
15	3934252
16	936278
17	936412
18	AASC GUWAHATI
19	ABHAY KUMAR SINGH, DPO GAYA
20	ABP - Kotagiri
21	ABP Dang
22	AC BNGN
23	AC(G) Ludhiana
24	AC(G) SBS Nagar
25	AC-G KAPURTHALA
26	ACF Beed
27	ACL SUVARNA
28	ACP HQ office JJR
29	ACP HQ JJR
30	AD PLANNING Nabarangapur
31	AD(A) HIPA
32	ADC Bilaspur
33	ADC East Khasi Hills District
34	ADC Haveri
35	ADC-LEPARADA
36	ADDNL COLLECTOR
37	ADIO Jhalawar Vandana
38	ADIO_ Kollam
39	ADM (F/R) Ambedkar Nagar
40	ADM BEGUSARAI
41	ADM Beawar
42	ADM East Delhi

43	ADM Khairthal-Tijara
44	ADM NE
45	ADM Soreng, Sikkim
46	ADM UTTARKASHI
47	ADP YSR KADAPA
48	ADP team YSR KADAPA
49	ADPS BUNDI
50	ADPS DHOLPUR
51	ADPS Kota
52	ADPS Udaipur
53	ANKIT YADAV
54	AR Wing Puducherry
55	AR-LOHIT
56	ARD Department - Goa
57	AS-West Karbi Anglong
58	Ac(ut), Mansa
59	Ac,SWKH
60	Acf Beed
61	Acf Beed(Fisheries)
62	Add.Collector Ambajogai
63	Additional Secretary Personnel CHD
64	Additional Secretary, School & Mass Education Department, Odisha
65	Adm, Bargarh
66	Ajay Rana
67	Ajeet Kumar
68	Ajit
69	Akhilesh Yadav
70	Amit Kishore
71	Anil
72	Anil Jain Chhindwara
73	Anuradha
74	Apurba Kataki,AE
75	Arun kumar singh
76	Ashish Kaushik - GVF
77	Ashoknagar (M.P.)
78	BDO Lawngtlai
79	BH-GOPALGANJ
80	BHADRADRI KOTHAGUDEM
81	BHOPAL
82	BLP
83	BOTAD-DC
84	BPSM
85	BPSMS, BIHAR
86	Bathinda
87	Bengaluru south district
88	Bhavnagar

89	Bhawna
90	Bhopendra Singh
91	Bilasipara CSD TRD
92	Binay Das
93	Biswajyoti
94	Brejesh R
95	CD Naik
96	CDO ALMORA
97	CDO CHAMOLI
98	CDO malkangiri
99	CEO Karauli
100	CEO Office Sirsa
101	CEO,SIRSA
102	CMFO Patiala
103	CMGGA , Sonipat
104	CMGGA Ambala
105	CMGGA BHIWANI
106	CMGGA Jhajjar
107	CMGGA Jind
108	CMGGA Kurukshetra_ Muskan Yadav
109	CMGGA Nuh Mewat
110	CMGGA Panipat-Aditi Varshney
111	CNNSg
112	COLLECTOR Gandhinagar
113	COLLECTOR OFFICE SABARKANATHA
114	COLLECTORATE ASR DISTRICT
115	COLLECTORATE ELURU
116	CPO AJMER
117	CPO Anantnag
118	CPO Bapatla
119	CPO KURNOOL
120	CPO Kurnool
121	CPO Office, Kurnool
122	CPO POONCH
123	CPO Pulwama
124	CPO office Churu
125	CPOajmer
126	CT Vishwas Chavan
127	CTM AMBALA
128	CTM JIND
129	CTM Karnal
130	Chamoli
131	Charkhi Dadri
132	Chatra, Jharkhand
133	Cmgga Kaithal
134	Collector Bapatla

135	Collector Beawar
136	Collector Gadchiroli (MH)
137	Collector Latur
138	Collector Nagpur
139	Collector Office Bharuch
140	Collector Office Devbhumi Dwarka
141	Collector Office Gadchiroli
142	Collector Office Jalgaon
143	Collector Office Mehsana
144	Collector Office Nanded
145	Collector Office Nashik
146	Collector Office Ratnagiri
147	Collector Panchmahal
148	Collector Satara
149	Collector Sirohi
150	Collector Suryapet(TG)
151	Collector Yavatmal
152	Collector morbi
153	Collectorate
154	Collectorate Kendrapara
155	Collectorate Nayagarh
156	Collectorate West Godavari
157	Cuddalore District
158	D Mallick Additional Secretary
159	D S S Joshi
160	D.N. Sharma (SDM Mangalbarey)
161	DA B
162	DAC NAMCHI
163	DARPG
164	DARPG Board Room- New Delhi
165	DC Office (Jorhat)
166	DC BIDAR
167	DC BILASPUR
168	DC Bilaspur
169	DC East Singhbhum
170	DC Jalandhar
171	DC KOLASIB
172	DC KUPWARA
173	DC Kanpur dehat
174	DC Kokrajhar
175	DC Kurukshetra
176	DC LONGLENG
177	DC Lakhimpur
178	DC MAHENDRAGARH
179	DC MAMIT-MZ
180	DC Mamit-MZ

181	DC N&MA District
182	DC OFFICE HOSHIARPUR
183	DC OFFICE KARGIL
184	DC OFFICE, Aizawl
185	DC OFFICE, CHANDIGARH
186	DC Office Goalpara
187	DC Office Leh
188	DC Office Patiala
189	DC Office Sirsa
190	DC Office South Salmara Mankachar (ASSAM)
191	DC Office Uttara Kannada
192	DC Office, Chandigarh
193	DC Pakke Kessang
194	DC Phek
195	DC SAITUAL
196	DC office Alappuzha
197	DC office phék
198	DC-Sonitpur
199	DCP HQ FARIDABAD
200	DDC
201	DDC BHAGALPUR
202	DDC BUXAR
203	DDF Patiala
204	DDF Rupnagar
205	DDPO Office Rewari
206	DEGM BHOPAL
207	DEPUTY COLLECTOR LA SOUTH GOA
208	DESTO Deoria
209	DESTO GZB
210	DESTO SULTANPUR
211	DFO SHEIKHPURA
212	DFO, Manyam
213	DHQ Jagatsinghpur
214	DIEO ONGOLE
215	DIO Keonjhar
216	DIO-PALWAL
217	DIRECTOR DRDA JEHANABAD
218	DIST IT MANGER ,PALANDU DIST,AP
219	DISTRICT IT MANAGER SITAMARHI
220	DLFA ODISHA
221	DM (South East)
222	DM BEGUSARAI
223	DM Buxar
224	DM Central
225	DM Darbhanga
226	DM GOPALGANJ

227	DM LALITPUR
228	DM Latur
229	DM Office Madhepura
230	DM Office South East, Delhi
231	DM REWA
232	DM West Tripura District
233	DM office south east delhi
234	DM, Jhabua
235	DM_Dhalai
236	DM_Nalanda
237	DNC Bathinda
238	DPAR AR
239	DPGRO KAIMUR
240	DPM, Idukki, Kerala
241	DPMU Sambhal
242	DPMU, Nabarangapur
243	DPMU,Nabarangpur
244	DPO ARARIA
245	DPO Araria
246	DPO NAWADA
247	DPO The Nilgiris
248	DPO-CHHOTAUDEPUR
249	DR GHANASHYAMDANBGADHVI ADHO MEHSANA
250	DR SHEEL ASTHANA, JOINT DIRECTOR ARD
251	DRDO
252	DRO CHITTOOR
253	DRO PRAKASAM
254	DSTO Mainpuri
255	DTC FAZILKA
256	DTO dhubri
257	DYSO
258	Dausa
259	Dausa Collectorate
260	David Rinoma
261	Ddo pauri
262	DeGM, SPJ
263	Deepak Vijay
264	Deputy Commissioner Thoubal
265	Desto Lalitpur
266	Dharmendra Yadav
267	Dhenkanal-OD
268	Dimple sdm office kandaghat
269	Dinesh
270	Dinesh rohit LDM
271	Dipali Patil
272	Director DRDA arwal bihar

273	District Administration Pherzawl
274	District Barnala
275	District Sirohi
276	Divesh Kumar
277	Diwakar Kumar
278	DoIT Karauli
279	Doit Nagaur
280	Dr Rachana Sinha
281	Dr Sanjay Kolte
282	Dr. Anshu Tiwari
283	Dr. Anshu Tiwari, HIPA
284	Dr. Mini B Nair
285	Dr. Parbin Sultana Safika Alam
286	Dr. Ram pravesh Ram
287	Dr.Mini B.Nair , Professor IMG
288	DsitRICT Bhadohi
289	Dswo chamoli
290	Dwithun Wary,ACS
291	DyCollector Gad-mumbai city
292	EDC
293	EDM BAPATLA
294	EDM Firozabad
295	EDM HAZARIBAG JHARKHAND
296	EDM Maharajganj
297	EE MJP BEED
298	EE PWRD Dhubri CSDTRD
299	EE, WRD, Dhubri
300	EE, WRD, Dhubri
301	ESTABLISHMENT OFFICE BOKARO
302	East Garo Hills District,Meghalaya
303	East Godavari
304	Edm Uttarkashi
305	Faridabad
306	Fireflies.ai Notetaker Ashish
307	GANDHINAGAR-DC
308	GIPARD ATI-Goa
309	GJ-Devbhumi Dwarka
310	GPM
311	GR Branch Gurdaspur
312	Gajapati-OD
313	Gomati-Tripura
314	Gopinath_DITM
315	Guest
316	Guest
317	Guna (MP)
318	Gyalshing District, Sikkim

319	HARYANA-PANCHKULA
320	HR Bhiwani
321	HR-Kaithal
322	HR-PANCHKULA
323	Hanumakonda Collectorate
324	Head Master TC RPSF GKP
325	Hisar 1
326	IT Branch
327	IT Branch Malerkotla
328	IT Branch, Tarn Taran
329	IT MANAGER,PALNADU DIST,AP
330	IT Manager Madhepura
331	IT branch MKS
332	ITC Kottayam
333	ITM V
334	ITM VAISHALI
335	J S Prajapati (DM)
336	JK BUDGAM
337	JS, DOPAR, Jharkhand
338	JT.Secy.(AR)HP
339	Jagatsinghpur district Odisha
340	Jaisalmer
341	Jitender Kumar, Additional Director HIPA Gurugram
342	Jitender Saini
343	Jitendra Singh Chaudhary
344	Joint Director Planning
345	Jowai-Meghalaya
346	K Rajendran Chettiyar
347	KANPUR DEHAT
348	KARGIL-LADAKH
349	KHANDWA MP
350	KHEDA-DC
351	KULGAM
352	KUPWARA -J&K
353	Kalyani CMGGA Jind
354	KanpurDehat
355	Kapil Solanki
356	Karbi Anglong
357	Karimnagar-Telangana
358	Khairthal-Tijara Collectorate
359	Khillu Ram Meena
360	Khup
361	Khushi
362	Kinnaur
363	Kohima-DHQ
364	Kollam

365	Lakhimpur
366	Lalitpur-Uttar Pradesh
367	Laxmi Kant
368	MAIANG EWKHD
369	MANOJ Kumar
370	MIS Vaishali
371	MSN
372	MSN
373	Madhepura
374	Madhubani
375	Madhubani District
376	Maharashtra
377	Mahendragarh Haryana
378	Mainpuri
379	Mairang
380	Malveer oal
381	Manager Prakasam
382	Mandsaur
383	Manoj Kumar uikey
384	Manoj sri desto basti
385	Manoranjan Nayak
386	Marilyn
387	Mawkyrwat SWKH
388	Md. Saadul Hasan Khan
389	Megha Khajuria- J&K
390	Megha Khajuria-J&K
391	Mohini Barwal
392	Mohla-Chhattisgarh
393	Morena-Madhya Pradesh- I
394	Mukesh
395	Mukesh Kumar Saroj
396	N Kishore
397	NALANDA DDC
398	NEELAM KATARIA, ARO,GAD
399	NIC
400	NIC
401	NIC HANUMAKONDA
402	NIC -NALGONDA
403	NIC Balod
404	NIC Belagavi
405	NIC Bhagalpur
406	NIC FGS
407	NIC FGS
408	NIC KODERMA
409	NIC KOLLAM , KERALA
410	NIC PAISGHAT

411	NIC Pathanamthitta
412	NIC Pherzawl
413	NIC Prakasam, AP
414	NIC Psg
415	NIC RAJOURI
416	NIC Rajouri
417	NIC SAMBHAL
418	NIC Sambhal_VC Studio
419	NIC UNAKOTI
420	NIC-Chengalpattu District
421	NIC-DHAMTARI
422	NIC-LEPARADA
423	NIC-West-Singhbhum
424	NIDEM
425	NIKHIL KUMAR
426	NL-Biharsharifdhq DHQ
427	NTR Collectorate AP
428	Nabarangpur
429	Nagjyoti Kafam
430	Nakum bhavdeep
431	Nalgonda District Telangana state
432	Nandod, Narmada
433	Narayan Nayak, JS , MSME
434	Narmada-Gujarat
435	Neha
436	Neirya
437	Nibedita
438	Nic Hisar
439	Nongstoin DC
440	North Tripura District
441	Nuh, Haryana
442	OD-Deogarh
443	ODISHA SALES TAX TRIBUNAL
444	PAKUR_JH
445	PRO_AMR
446	PUNEET KUMAR ADM (CENTRAL)
447	Paritosh Kumar
448	Parvathipuram Manyam Collectorate
449	Patna
450	Peddapalli - Telangana
451	Personal PC
452	Pooja kalyanrao sakunde
453	Prabodha Kumar Malik
454	Pratapgarh-Rajasthan
455	Principal RPSF TC Rajahi camp Gorakhpur
456	Project Director Chamoli

457	Puducherry District
458	RAJESH CHANDRA PANDEY
459	RAJOURI - J&K
460	RAMPURA DM OFFICE
461	RDC (CD), CTC
462	RPSF TC GKP Class Room A
463	RPSF/TC/GKP
464	Railway
465	Raj Sampark Pali DM Office
466	Rajan Chaubey
467	Rajanna Sircilla-Telangana
468	Rajesh Chandra Pandey
469	Rajesh Kumar Singh
470	Rajesh Mishra, SO
471	Ramangara
472	Raza Ahmad
473	Rohit
474	Rumita
475	SARAN
476	SDDF, Pathankot
477	SDM (H.Q.).New Delhi
478	SDM Bhiwani
479	SDM HQ DC SE Delhi
480	SDM HQ NEW DELHI DiSTRICt
481	SDM HQ New Delhi
482	SDM Mon
483	SDM Rajkot City 2
484	SDO Civil Bhergaon
485	SECRETARY APSWREIS
486	SFSO_A J CHAVDA_BOTAD
487	SHEOHAR-BIHAR
488	SITAMARHI-BIHAR
489	Sachin Walunj
490	Sambhal
491	Sanjay Sharma
492	Sanjit Panda
493	Secretary DPAR(AR) KAR
494	Shambhavi
495	Shillong EKH-Meghalaya
496	Shri Debdas Debbarma, Sr Dy Magistrate West Tripura
497	Shri. Ashok Redekar, GAD, Maharashtra
498	Shri. S. Warjri, ADC, East Khasi Hills District, ML
499	Shyam
500	Siaha District
501	Sivaganga, TN
502	Snr Deputy Collector

503	Sonali Gupta
504	Sonveer singh
505	South Garo Hills_Baghmara
506	Special Secretary ARI
507	Sub Divisional Office Parali
508	Subham Sinha
509	Subhash
510	Surajpur CG
511	Surajpur-Chhattisgarh
512	Sweety Soren
513	TG-MAHABUBABAD DISTRICT
514	TIRAP
515	Tehri Grhwal
516	Tejpratap singh yadav
517	Test
518	Test
519	Thamchos Food Safety Leh
520	The District Collector, Karaikal
521	Tp
522	UK-BAGESHWAR
523	US (Trg.) to Govt., HRM Dept.
524	US(Trg)_HRM Dept
525	Udalguri
526	Udp
527	Usha Kumari Uikey
528	V Jatale
529	VC Coordinator, DARPG
530	Vaishali Bodakhe
531	Vinay, CMGGA Fatehabad
532	Vivek Sharma
533	WILLIAMNAGAR
534	Wco
535	West-Tripura
536	XYZ
537	Yashovardhan
538	Yavatmal Collector
539	aceo
540	adm bgs
541	adps ajmer
542	adps karauli
543	adps udaipur
544	adpsbkn
545	adpsbkn
546	alridge Thangkhiew
547	amit kumar
548	aradhana

549	atul patne
550	balodabazar cg
551	bathinda
552	bgs
553	bharat bhushan
554	cdo Aligarh
555	cdo usn
556	ceo Zila parishad sirsa
557	chetan
558	coll_parbhani
559	collector office jalgaon
560	collector office nashik
561	collector office surat
562	collector office, bharuch
563	cpo
564	dagadu
565	darbhanga
566	dc Sirmaur
567	desto#123
568	devbhumi dwarka
569	dibarani dora
570	director arwal
571	district panchayat
572	dsbisht
573	dy secy
574	dyso
575	eDM Bahraich
576	eDM Nalgonda
577	hrhisar
578	jat
579	k.p.chavda
580	kokrajhar DC
581	krishna pathak
582	kuldeep
583	mam msn city
584	nanded
585	nibedita
586	nic
587	nic nfe nlda
588	pag
589	rajesh chandra pandey
590	rajni
591	ram
592	ripunjay Dixit
593	rpfztikgp
594	s chavan

595	s.e gopeshwar
596	salumber
597	sdm office
598	sujata jadhav
599	tahsildar ambajogai
600	tawang
601	vs
602	zilla parishad angul
603	zp jodhpur
604	छिदवाड़ा



सत्यमेव जयते

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